



International
Quality
Centre

Delivering and developing quality through people and innovation

Commercial in Confidence



**Investors in People
Initial Assessment**

**NAFTALI Estates (Pty) Ltd
- NAFTALI 2**

11 June 2005

**Maré Theron
Assessor**

***On behalf of the South Africa Quality Centre
Investors in People South Africa***



International
Quality
Centre

Contents Page	Page Number
1. Introduction	3
2. Executive Summary	4
3. Findings	
3.1. Commitment	5
3.2. Planning	13
3.3. Action	18
3.4. Evaluation	24
4. Conclusions	
4.1. Recommendation	28
Appendix 1 Assessment Plan	29

Introduction

NAFTALI 2, a unit within Naftali Estates (Pty) Ltd, is situated at Kanoneiland, in the Gordonia district north of the Orange River, in the Northern Cape. This was the initial assessment against the Investors in People Standard at Naftali 2.

Naftali 2 harvests and exports approximately 138 000 (4.5kg) cartons of table grapes to the United Kingdom and Europe annually.

An empowerment agreement was entered into recently, with all of the Naftali Estates Units having been joined together into one, new organisation called REKOPANE (“All of us together”) ESTATES. A Worker Trust, called Reoletlabetse (“The sun has risen”) Trust had been established by 65 previously disadvantaged employees of the various units of Naftali Estates. The owner of Naftali Estates has sold 25% of the business to this Trust, who now co-owns the business. This agreement is expected to be formalised on 1 July 2005. The various Naftali Units, Naftali 1, Naftali 2, Monté Estate and Summerdown, will continue to be managed separately for approximately the next 3 years, as is done at the moment.

Methodology and Evidence Gathering

- Interviews were conducted with the Managing Director (Owner) and General Manager of Naftali Estates, Production- and Assistant Production Managers, Supervisors, permanent employees and seasonal employees.
- Individual and small-group interviews formed the bulk of the evidence gathering process. A number of additional sources of evidence, written, verbal and observed were considered. A tour of the sites was also undertaken.
- Verbal feedback was given to the Owner and General Manager upon completion of the on-site assessment activity. Afterwards, all those interviewed, were called together and thanked for their participation. The assessor was also requested to comment on the completed assessment. A picture of the group of interviewees was taken, to be published in the local newspaper.
- The majority of interviews were conducted with the assistance of a translator (Afrikaans – Tswana).
- The second assessment day took place on a Saturday and people had to come to work, solely for the purpose of being interviewed.

Objectives

Other than assessment against the Investors in People Standard and feedback to be given on areas of strength and possible improvement, no further objectives were agreed.



Scope and sample size

A total of 20 permanent and between 0 and 280 seasonal people were in scope for the Assessment. A random and representative sample of 30 people was interviewed.

Executive Summary

Having carried out the assessment process in accordance with the guidelines provided to Assessors by Investors in People UK Ltd and the Department of Labour in South Africa, the decision was made to **recommend NAFTALI 2 for recognition** against the IIP Standard.

Key areas of strength and areas of good practice

The following was evident in the assessment of Naftali 2:

- Commitment and loyalty – from directors, managers and employees. This was also demonstrated in the preparation phase for the Investors in People assessment and during on-site assessment activity.
- A positive atmosphere and harmonious environment.
- Consistently applied practices, including communication, recognition, development, measurement and evaluation.
- Effective objective cascading, made possible by consistent and thorough communication.
- People understand the bigger picture and their own roles.
- A well established organisational culture.

Potential areas for further development

Potential development areas identified are all aimed at empowering people further and taking them to a next level by informing and challenging them even more.

NAFTALI 2 could consider the following:

- Supervisors could be involved in monthly planning sessions with the Production Manager and Assistant Production Manager.
- People could be shown videos of the Cape Town harbour, where grapes are exported from and the countries grapes are exported to.
- People could be educated not only on what products (such as pest control substances and chemicals) and equipment they use and why these are used, but also what it consists of and how it works.
- Implementing Career Path Development
- Allow (permanent) people to also evaluate their own performance and motivate why they think they should be an A, B, or C (as opposed to only the manager doing the evaluation and people seeing it on their payslips).

Findings Against the International Standard

Commitment

An Investor In People is fully committed to developing its people in order to achieve its aims and objectives

1 The Organisation is committed to supporting the development of its people

Indicator Met

Evidence Point	Specific Examples
<p>Top management can describe strategies that they have put in place to support the development of people in order to improve the organisation's performance.</p>	<p>Top Management was able to provide detailed strategies put in place to support people development and improve overall performance.</p> <p>These strategies included:</p> <p>A 5-year Plan for Naftali Estate, which focuses on the future of the organisation and its people.</p> <p>Support provided to Managers, at various levels in the business:</p> <ul style="list-style-type: none"> • Weekly management meetings • Ongoing coaching and mentoring • Leading by example • A participative management style <p>Development and training:</p> <ul style="list-style-type: none"> • Continuous on-the-job training. Prior to the commencement of each production activity (seasonally based), people are trained by the Human Resources Consultant and Production Manager. • Corresponding actions are continuously monitored by Supervisors and Managers. • This evaluation is linked to a Bonus system. <p>Recognition and feedback:</p> <ul style="list-style-type: none"> • External Training, with Certificates achieved and awarded. • Performance-linked bonus system. • Awards – Best cutter, packer, sorter, etc. • Formal Performance evaluations for permanent employees on a quarterly basis



	<ul style="list-style-type: none"> • A profit sharing bonus scheme applies to senior management. <p>Extensive support for the community (Naftali and surrounding):</p> <ul style="list-style-type: none"> • Naftali funds the studies of the children of its employees. Various examples of people who have studied and either were employed at Naftali or elsewhere subsequent to successful completion, have been provided. • Sponsorships and funding provided to the community, schools and community projects. • National tours for permanent employees – to get exposure. • Social activities for employees after hours – soccer, netball, church, etc.
<p>Managers can describe specific actions that they have taken and are currently taking to support the development of people.</p>	<p>Examples of management actions, supplied by managers and supervisors, were consistent with the strategies provided.</p> <p>Managers (and employees) at all levels were fully aware of the strategies described by Top Management and examples of supporting actions were therefore fully aligned with these strategies and could easily be provided.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “The industry is experiencing tough times financially. It motivates us to do everything right. We have to manage our units and our people in such a way that we remain successful.”
<p>People can confirm that the specific strategies and actions described by top management and managers take place.</p>	<p>Strategies and actions described by Managers were consistently confirmed by those interviewed and even more examples were provided.</p> <p>The strategies and actions people confirmed included the following:</p> <ul style="list-style-type: none"> • Information from Management meetings cascaded down to lower levels and discussed with people on a regular basis. • Various forms of recognition • Opportunities to develop and progress in

	<p>the business</p> <ul style="list-style-type: none"> • Setting of clear performance targets and the measurement thereof <p>Quotes:</p> <ul style="list-style-type: none"> • Seasonal employee: “I heard that the people at Naftali work together; then I came here and found it to be true.”
<p>People believe the organisation is genuinely committed to supporting their development</p>	<p>There was no doubt in people’s mind that Naftali 2 is committed to their development.</p> <p>People described Naftali 2 as being a harmonious and pleasant work environment.</p> <p>They listed the numerous benefits associated with being employed on the farm and were also very appreciative of the opportunities to learn and develop.</p> <p>Seasonal employees are in a position where they are able to choose between many farms when they sign contracts for seasonal labour each year. They are aware of the situation on other farms and are in a position to compare benefits. People consistently confirmed that Naftali 2 was an employer of choice and could motivate their views.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “I came here because of the opportunities – there is a lot of room to grow.” • “I get excited about my job – I really enjoy it!” • The empowerment project: “It was the best news I had heard in years.” • “Anybody who wants to learn and develop will be helped.” • “I see many things here which people on other farms don’t have.” • “Naftali is honest with its employees.” • “Naftali helps its people – nobody is unhappy about their pay.’ • “Naftali is moving forward- and taking its people along. Nobody is staying behind.”

Opportunities for Improvement

None specific identified.



2 People are encouraged to improve their own and other people's performance

Indicator Met

Evidence Point	Specific Examples
<p>People can give examples of how they have been encouraged to improve their own performance.</p>	<p>The organisational culture is such that people feel encouraged to improve their own performance continuously. They also feel encouraged to improve the performance of team members and other employees.</p> <p>People explained how they were encouraged by their Managers, Supervisors, Team Leaders and team members to improve their own performance. Clear targets and remuneration directly linked to performance also encouraged people to continuously strive to perform better.</p> <p>People receive active encouragement from their superiors. Teams in the vineyards receive feedback on their performance on a daily basis and are then encouraged to either keep up the good work, or to try and improve the next day.</p> <p>Owning shares in the business motivates people to go the extra mile. It also motivates seasonal employees, as they recognise Naftali as a business with opportunities for all.</p> <p>A healthy competition exists between the various business units in the organisation on aspects such as neatness, vehicle maintenance and performance.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “‘New’ people learn from the example set by ‘older’ ones.” • “The ‘older’ people help us, they ‘lift us higher’, and so we can also get to an A-bonus.” • “My Supervisor encourages me. He says to me: ‘Today you worked better than yesterday.’.” • “If I don’t understand something, I can always ask the permanent people. They are always willing to help.”



	<ul style="list-style-type: none"> • “They showed us a CD, with the mistakes we made last year, so we won’t repeat them this year.” Same example, another employee: “We decided to do it better this year – it’s not going to happen again.”
<p>People can give examples of how they have been encouraged to improve other people’s performance.</p>	<p>Regular meetings provide opportunities for people to share, learn and encourage others to achieve high performance standards.</p> <p>Teams have shared objectives, which creates an environment where people feel encouraged to support the performance of team members.</p> <p>More- and less experienced people are paired off to work together, to share experience and knowledge and enhance skill levels. People explained with pride how they are instrumental in supporting the development of others.</p> <p>The positive attitudes of permanent employees act as motivation for the seasonal employees.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “We give each other ‘plans’ to do the work better and faster. We say: ‘Do it like this, then your job will be a lot easier.’.” • “We talk to people when we see they do not work with our equipment properly – we have to reduce our expenses.” • A person not directly involved in the vineyards, who also was taught about grape farming at Naftali 2: “I have to know, because we all work together. I must be able to spot mistakes and help people to improve.” • “When we have our Induction, they tell us to encourage each other to work better and faster.”
<p>Opportunities for Improvement None specific identified.</p>	

3 *People believe their contribution to the organisation is recognised*

Indicator Met

Evidence Point	Specific Examples
<p>People can describe how their contribution to the organisation is recognised.</p>	<p>The majority of people identified their Supervisor or Manager as their main source of recognition. They verbally receive individual- or team recognition from their superiors on a daily basis.</p> <p>Other examples of Rewards and Recognition are:</p> <ul style="list-style-type: none"> • Additional, ad-hoc bonuses for going the extra mile. • Support for community issues • Financial support for development- and other opportunities presented to the children of employees. • Good accommodation and facilities • Open communication • Special messages on pay-envelopes, e.g. congratulations on birthdays.
<p>People believe that their contribution to the organisation is recognised.</p>	<p>People interviewed consistently believed that the organisation was recognising their contribution. They felt valued and proud to be associated with Naftali 2.</p> <p>Each person interviewed believed that their contribution was important and could motivate this viewpoint. They understood exactly where they fitted into the bigger picture and received continuous feedback about the (positive) impact of their contributions.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “The opportunity was created for me to be here. I have future here.” • “We are treated with human dignity – we are one team.” • “No problem is too big – they will help me with anything.” • “I receive many, many ‘thank-you’s’.” • “They always have a smile on the face –



	they thank us all the time.”
<p>People receive appropriate and constructive feedback on a timely a regular basis.</p>	<p>People consistently explained and confirmed how they receive regular feedback from superiors and managers. People confirmed that feedback is constructive, with managers and Supervisors not shying away from pointing out where work was not done at the required level. This is done in a positive and patient manner and is always accompanied by a demonstration or discussion of the correct work method or by explaining the desired outcome.</p> <p>Feedback takes place in team regard as well as on an individual basis. Feedback happens during formal and informal one-on-one discussions; team meetings; general staff meetings and formal performance reviews.</p> <p>In the pack store notice boards have been put up to ensure that all people performing the various functions in the busy pack store environment are kept informed about targets, progress made in terms of total pack targets and general issues of importance.</p> <p>People who work in teams in the vineyards have ‘bookkeepers’, who inform them of their individual totals each day. This keeps people informed about the bonus amounts they can expect on payday.</p> <p>Various meetings take place on a regular basis. These include:</p> <ul style="list-style-type: none"> • Weekly Production meetings, attended by the Managing Director, General Manager and Production Managers of Naftali Estates. This meeting has fixed agenda, including: Production, Admin, Procurement, Personnel and General. • Monthly staff meeting – with all permanent people. • Daily team meetings – in the vineyards <p>Quotes:</p> <ul style="list-style-type: none"> • “Its great being able to monitor your own performance.”



Opportunities for Improvement

Naftali 2 could consider ways in which individuals (permanent employees) could evaluate their own performance and motivate their views to Managers – in addition to being evaluated and rated by managers.

4 *The organisation is committed to ensuring equality of opportunity in the development of its people.*

Indicator Met

Evidence Point	Specific Examples
Top Management can describe strategies that they have put in place to ensure equality of opportunity in the development of people.	<p>Some of the strategies, as described by Senior Managers and obtained from other evidence sources provided by Top Management, are:</p> <p>NAFTALI 2 complies with labour legislation by submitting an Employment Equity Report, Workplace Skills Plan and Annual Training Report to the relevant authorities.</p> <p>All employees are evaluated, measured and rewarded consistently and fairly.</p> <p>Development opportunities are not limited to those in permanent positions. Seasonal employees have the opportunity to attend various development activities and are always developed in their jobs, to ensure maximum productivity.</p> <p>New, seasonal employees are not evaluated during their first week at Naftali 2. From the second week onwards, they are evaluated and the performance bonus system is applicable to them.</p>
Managers can describe specific actions that they have taken and are currently taking to ensure equality of opportunity in the development of people.	<p>Managers described how the performance of each individual is important for the success of the team and the organisation. Therefore, all people receive the same opportunities to develop and improve their performance.</p> <p>Managers and Team Leaders provided examples of actions that were consistent with the strategies above.</p>



	<p>Examples included:</p> <ul style="list-style-type: none"> • Developing all employees, permanent and seasonal employees alike. • Giving regular feedback and recognition. • Evaluating performance of all subordinates continuously. <p>Quotes:</p> <ul style="list-style-type: none"> • Language differences – strategy to ensure understanding and knowledge transfer: “I demonstrate – my hands do not talk one specific language only.”
<p>People confirm that the specific strategies and actions described by top management and manager take place and recognise the needs of different groups.</p>	<p>People confirmed the strategies and actions explained by managers at all levels.</p> <p>People confirmed that they had equal access to training and development opportunities and consistently confirmed their attendance of relevant meetings. They also confirmed information shared on strategies and actions relating to feedback and recognition.</p>
<p>People believe the organisation is genuinely committed to ensuring equality of opportunity in the development of people.</p>	<p>People consistently indicated that they believed development opportunities were equally available and accessible to all. Some also explained that it is up to the individual to decide what to do with the opportunities presented to him/her.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “We all receive training and all of us attend the Induction.” • “We are all on the same ‘level’. Culture and gender makes no difference.”
<p>Opportunities for Improvement None specific identified.</p>	

Planning

An Investor In People is clear about its aims and its objectives and what its people need to do to achieve them

- 5 The organisation has a plan with clear aims and objectives which are understood by everyone**

Indicator Met

Evidence Point	Specific Examples
<p>The organisation has a plan with clear aims and objectives.</p>	<p>Clear aims and objectives exist for NAFTALI 2.</p> <p>The Managing Director develops a 5-year Plan (vision) for Naftali Estate, which informs the annual Budget for each of the individual units. Current 5-year Plans are Vision 2005 and Vision 2010.</p> <p>The Vision for 2010 include the following areas:</p> <ul style="list-style-type: none"> • Personnel Structure • Production targets • Developments (new plantings) • Infrastructure (including accommodation, shops at one of the units and pack store facilities) <p>To achieve annual budgets, Production Managers commit themselves to managing and encouraging employees in a manner that is conducive to the achievement of improved productivity, and to the continuous monitoring of all vineyard actions.</p> <p>Budgeted amounts are compared with actual realisations on a monthly basis to determine whether the management team of Naftali 2 meets the desired outcomes.</p> <p>The Production Manager shares his weekly planning at the weekly Naftali Estates production meeting, after which the information is cascaded to lower levels.</p>

	<p>The 2005 harvest projection for Naftali 2 is 3000, 4.5kg boxes per hectare – a total of total 138 000 boxes. Actuals for 2004 were 2800 boxes per hectare.</p> <p>People were also very clear as to what the aims and objectives were. They were familiar with the 5-year plan and its contents and knew exactly what the harvest estimates were.</p> <p>Examples cited included:</p> <ul style="list-style-type: none"> • New housing • Citrus- and table grape plantings. • Another pack store – for the citrus • A shop, butchery, and bottle store at one of the other Naftali units • New accommodation (for permanent and seasonal employees) • Empowerment • To harvest / pack between 600 000 and 700 000 boxes of grapes this year for Naftali Estates and 138 000 for Naftali 2. <p>Bonus system: The bonus system keeps people informed about their own performance, as they are evaluated on a daily basis, and it rewards people according to their actual performance levels. People are rated as A, B or C.</p> <p>An example of the application of this system would be pre-determined norms for specific actions, such as 150 trees per person per day or 80 trees per person per day (for two different actions). Depending on whether people achieve this target (B), or perform below (C) or above (A) the norm, they receive a fixed amount as additional remuneration per day.</p> <p>Supervisors' bonuses are calculated based on the average performance of their teams.</p>
<p>People can consistently explain the aims and objectives of the organisation at a level appropriate to their role.</p>	<p>Through simple, yet effective and consistently used communication practices people could consistently relate their functions to the organisational and team goals. People have clear production targets, which are directly</p>

	<p>aligned with organisational objectives.</p> <p>Example: During harvest- and packing season people have to cut 7000 crates of grapes per day. The tractor drivers transport the crates to and from the pack store. As they deliver full crates at the pack store, they are informed about the cumulative totals. This information is again relayed to the teams in the orchards when the tractor drivers return to collect full crates. This way, people are kept informed continuously.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “If we don’t do it that way (specific action during pack season), the people in England get poor quality grapes and next year they won’t buy from us again.”
<p>Representative groups are consulted about the organisation’s aims and objectives.</p>	<p>Although goals are determined at strategic level, all people get involved by looking at the best ways in which these goals can be achieved. People are encouraged to contribute at a level appropriate to their roles, by making suggestions on making their work, or that of the team easier.</p> <p>With the empowerment project people are highly informed about strategic, as well as operational matters. People have been consulted and informed about the project continuously since it became a viable option in recent years.</p> <p>Previous Worker Committees have now been replaced by the Trust, and employees will now have a say in organisational matters not only as employees, but as co-owners. A 5-year vision has been developed for the new business and shared with all employees, including seasonal employees.</p> <p>People explained that they receive sufficient training and development to do their jobs, but they are also expected to use their own initiative to come up with easier and better work methods.</p> <p>Quote:</p>

	<ul style="list-style-type: none"> • “I am allowed to share my views.” • “This (Investors in People) is important for us, as it ties in with our empowerment project.” • People accept ownership and responsibility, as indicated by a quote regarding the return-rate of seasonal employees: “We want a high number of people to return. A farmer, who cannot keep his people, is not a good farmer. I have a share in this business, so I now am that farmer.” • “They tell us everything that is planned here.” • “We could not get an increase this year. Last year we lost some of our (export) boxes. The wind was too strong on the ocean, so there was a delay and we did not get such a good price.” • “Nothing gets hidden away here – we are told everything.”
<p>Opportunities for Improvement Naftali 2 could consider expanding people’s ‘big picture view’ even further by providing detailed information about the export process, its clients and the quality standards adhered to as a direct result of client expectations and needs.</p>	

6 The development of people is in line with the organisation’s aims and objectives

Indicator Met

Evidence Point	Specific Examples
<p>The organisation has clear priorities which link the development of people to its aims and objectives at organisation, team and individual level.</p>	<p>Development activities were clearly linked to strategies and objectives. With solid team structures contributing to organisational success, most development activities take place in team regard and technical training is provided to teams on an ongoing basis.</p> <p>Most training and development takes place in the workplace and the majority of these activities are determined and prescribed by seasonal activities.</p>

	<p>Quote:</p> <ul style="list-style-type: none"> • “People are developed to enable them to complete the tasks required in the successful production of table grapes, to the best of their ability.”
<p>People understand what their development activities should achieve, both for them and the organisation.</p>	<p>People could clearly explain the purpose of training and development activities and link them to business objectives. These activities included formal training and development interventions, as well as informal, on-the-job activities.</p> <p>People understand that development and training provided, will enable the business to be competitive in the table grape market and that by being productive, effective and profitable, it will be able to provide better in the needs of its people.</p> <p>People also explained how their colleagues and managers teach them about areas of the business they are not directly involved with, as it is important for them to understand how all the pieces of the puzzle fit together in order to improve co-operation and performance.</p> <p>Quote:</p> <ul style="list-style-type: none"> • “It is very important to understand about the payslip and remuneration, so it is explained well and people have to opportunity to ask questions.” • “I want to develop more – I can play an even bigger role in the community at Naftali.” • “I attend and training annually. I have to, because I have to know exactly how the ... systems work.” • “We have to learn how to work better and faster and to reduce our expenses.” • “They showed us a CD, with the mistakes we made last year, so we won’t repeat them this year.” Same example, another employee: “We decided to do it better this year – it’s not going to happen again.”



Opportunities for Improvement

Naftali 2 could consider educating people not only on what products (such as pest control substances and chemicals) and equipment they use and why these are used, but also what it consists of and how it works.

Career paths could be developed for employees, commencing with senior and permanent people. This could be aligned to the business strategy, to enable the business to achieve its staffing objectives.

7 People understand how they contribute to achieving the organisation's aims and objectives

Indicator Met

Evidence Point	Specific Examples
<p>People can explain how they contribute to achieving the organisation's aims and objectives.</p>	<p>People are aware that the organisation achieves its goals through their collective efforts and were able to provide clear examples of how they contribute to achieving the organisation's goals. People have a good understanding of the "big picture".</p> <p>Examples and Quotes:</p> <ul style="list-style-type: none"> • Wages: "I have to make sure that the worker is happy and satisfied after working hard for 2 weeks." • "I talk to the people (who don't abide by the rules), because it affects all of us." • "If I don't do my job well, I know it's my own money I'm wasting." • "They care about me, so if I see there's work to be done – even if it's after hours, I do it without anybody having to ask me."
<p>Opportunities for Improvement None specific identified.</p>	



Action

An Investor In People develops its people effectively in order to improve its performance

8 Managers are effective in supporting the development of people

Indicator Met

Evidence Point	Specific Examples
<p>The organisation makes sure managers have the knowledge and skills they need to develop their people.</p>	<p>It was evident that the empowerment and development of people in management positions forms an integral part of development activities at Naftali 2.</p> <p>Care is taken to ensure that managers and supervisors are put in positions that suit them and extensive coaching and mentoring takes place to equip them for their roles.</p> <p>Examples of Training and development activities for managers included:</p> <ul style="list-style-type: none"> • Seminars • Short Courses • Meetings • Study group sessions, where managers from different farms share information, experience and knowledge. • Supervisory training • Videos on specific vineyard- and pack store actions. • Health and Safety workshops
<p>Managers at all levels understand what they need to do to support the development of people.</p>	<p>An inherent respect for people at all levels was evident. Managers and Team Leaders provided evidence that indicated how it was easy for them to understand their role in the development of people, by looking at the way he/she was being treated by their own superiors.</p> <p>Managers at all levels explained how they constantly provide development support and feedback to people on an individual- as well as team level.</p>

	<p>Managers and Team Leaders consistently gave the indication that they understood their role in the development of their people, be it through individual discussions, on the job training, encouraging staff to develop, creating development opportunities or emphasising the meeting of targets.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “Our management is not a vertical line, but a horizontal one.” • “We have to look after our people – because they look after the farm.” • “The bonus is about quantity – I manage the quality continuously.”
<p>People understand what their manager should be doing to support their development.</p>	<p>Those interviewed had a clear understanding of the role of their managers in their development. Relationships appeared to be built on trust, co-operation, and respect and shared goals.</p> <p>Managers and supervisors are viewed as primarily being there to teach, develop and guide people. This is done by:</p> <ul style="list-style-type: none"> • Setting a good example • Being good at communicating • Giving regular feedback • Listening to and helping to solve problems • Setting clear targets • Providing continuous training and development
<p>Managers at all levels can give examples of actions that they have taken and are currently taking to support the development of people.</p>	<p>Managers interviewed, were able to share examples of actions they had taken to support the development of people. These examples included:</p> <ul style="list-style-type: none"> • Ensuring that all people are kept informed and sharing information discussed at weekly Management meetings. • Supervisors are given the opportunity to select specialist task teams on an ad hoc basis. • Providing thorough and ongoing on-the-job training. <p>Quotes:</p>



	<ul style="list-style-type: none"> • “It is important to work through the Supervisors and not to go directly to the people.” • “I always make sure that understand things properly – there needs to be a good communication transfer.” • “I use the bonus to motivate my people.” • “I talk to my team all the time. If they are happy, their work will be good and there will be a good team spirit.”
<p>People can describe how their managers are effective in supporting their development.</p>	<p>There was sufficient and consistent evidence that managers were effective in supporting their people’s development.</p> <p>People explained that they have acquired the majority of their knowledge and skills through the guidance and support provided by Supervisors and Managers.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “ is an incredible motivator!” • “I gradually was given more responsibility and exposure.” • Problems: “I get immediate feedback – I never have to wait for very long.” • “I am not being watched all the time. I know what I have to do and if I have a problem, I just ask and get helped immediately.” • “Nothing is done secretly – they communicate with us all the time and give us regular feedback.”
<p>Opportunities for Improvement Naftali 2 could consider involving Supervisors in monthly planning sessions, to further empower and develop the next line of management.</p>	

9 People learn and develop effectively

Indicator Met

Evidence Point	Specific Examples
People who are new to the organisation, and those new to a job, can confirm	Those interviewed, who have been appointed recently, confirmed that they received an effective induction. A formal induction process



<p>that they have received an effective induction.</p>	<p>is completed for all new employees, generally when new seasonal activities commence and large numbers of seasonal employees arrive. Those employees who start at different times of the year, generally in specialist positions, also receive a thorough induction.</p> <p>People who moved between jobs confirmed that they received an effective introduction to the area and their jobs and sufficient training to commence their duties.</p> <p>People consistently provided the following information about their Induction sessions. They were informed about:</p> <p>Three (3) formal Induction sessions are conducted annually. They are done in:</p> <ul style="list-style-type: none"> • June (pruning); • September (preparation) and • November (pack induction). <p>Quote:</p> <ul style="list-style-type: none"> • “Everything was made clear to me – before I started to work in the vineyard.”
<p>The organisation can show that people learn and develop effectively.</p>	<p>People consistently provided examples of how development had positively impacted on skills, knowledge and attitude.</p> <p>People very clearly are not only taught what do and how to perform tasks, but also why this has to be done in a specific way and what outcomes would be desired.</p> <p>People learn through formal development and training activities, on-the-job training, exposure to new tasks and observation.</p> <p>Recent training and development activities included:</p> <ul style="list-style-type: none"> • First Aid training • Safetu Training • HIV/AIDS training • Induction Sessions • Vehicle and Spray-pump training • AMOS – spiritual development

<p>People understand why they have undertaken development activities and what they are expected to do as a result.</p>	<p>Development activities were clearly focussed on people’s various job functions, with the purpose of improving skills, knowledge and performance. All those interviewed could explain the purpose and expected outcomes of all development activities.</p> <p>Quote:</p> <ul style="list-style-type: none"> • Empowerment: “I now am working for myself. I must not break the, because I will be working against myself if I do that.” • Seasonal employee: “They tell us about the 5-yaer plan at the induction. If we want to share in this plan, we have to be here – that is why we come back to Naftali each year.” • “We have to know about the targets (harvest and pack season), so that we will understand why we sometimes have to work later on certain (pack-) days.”
<p>People can give examples of what they have learnt (knowledge, skills and attitude) from development activities.</p>	<p>Numerous examples of development impacting positively on people’s skills, knowledge and attitude were provided.</p> <p>People explained how they gained all the knowledge and skills required to produce and cultivate table grapes while working at Naftali 2. Examples of people acquiring the skills and knowledge to perform new tasks and step into new positions were also provided.</p> <p>Through the empowerment project people obtained knowledge and an understanding of business, profit and loss and general financial management that they never had before.</p> <p>People explained how the continuous development positively impacted on the attitudes of employees and the community.</p>
<p>Development is linked to relevant external qualifications or standards (or both), where appropriate.</p>	<p>Where possible and appropriate, development is linked to external qualifications. Naftali 2 works together closely with PAETA, the SETA for Primary Agriculture and generally use accredited providers for formal training activities.</p>

	<p>Various technical experts in their respective fields are utilised by the organisation to advise the management team and train employees.</p> <p>Experts, Providers and Suppliers (who provide product training) include:</p> <ul style="list-style-type: none"> • M&T Personeeldienste • Uppington Tractors • Capespan
<p>Opportunities for Improvement None specific identified.</p>	

Evaluation

An Investor In People understands the impact of its investment in people on its performance

10 The development of people improves the performance of the organisation, teams and individuals

Indicator Met

<i>Evidence Point</i>	<i>Specific Examples</i>
<p>The organisation can show that the development of people has improved the performance of the organisation, teams and individuals.</p>	<p>Development activities were evidently linked to organisational objectives. Through ongoing development, people are able to increase productivity, achieve standards and keep up with new techniques and developments.</p> <p>People explained that they were able to perform at or above the required standard and receive recognition, due to the fact that they receive development continuously.</p> <p>People at all levels regard training and development as an important element to improve their personal, organisational and team performance.</p> <p>People provided detailed examples of how they have progressed in the organisation, be it as a result of formal development or improved and consistent performance as a result of on-the-job training.</p>



	<p>The example was provided of someone whose studies were subsidised by the business (the individual's family members were employed by the business) and who joined the business afterwards. Further training and development in ABET and Health work followed and now this person performs a very important function in the business.</p> <p>An example provided explained how people were able to increase their productivity in a particular pack store action by 100% after a specific intervention.</p> <p>Quotes:</p> <ul style="list-style-type: none"> • “Our people are loyal, motivated and visibly happy in their jobs.” • “It is definitely worth developing people. We have been able to correct incorrect operations of a couple of years ago.” • The empowerment project: “It has already increased our production. People now understand the business better. They understand about profit and loss. Attitudes have also improved.” • About seasonal employees who have been developed on the job for 2 weeks: “My people already work a lot better than 2 weeks ago.”
<p>Opportunities for Improvement None specific identified.</p>	

11 People understand the impact of the development of people on the performance of the organisation, teams and individuals

Indicator Met

Evidence Point	Specific Examples
Top management understands the overall costs and benefits of the	Top management had a good understanding of the overall costs and benefits of the development of people and its impact on

development of people and its impact on performance

performance. A thorough and firm financial management approach enables managers to have a good understanding of the cost implications of development.

Various evaluation methods and practices are in place at Naftali 2 to primarily evaluate performance and production. As people development forms an intrinsic part of activities in the organisation, the evaluation thereof is done informally, but consciously.

Naftali 2 submits a Workplace Skills Plan and Annual Training Report to their relevant Sectoral Training and Education Authority. These documents provide details of all formal training and development activities, beneficiaries and related costs.

Examples of the positive impact of development activities include:

- Naftali has a very high return rate amongst seasonal employees. In recent years a survey was done and the return rate was identified as 75%.
- Eurepgap, Nature's Choice, BRC (British Retail Consortium) accreditations.
- The direct return on investment is that of increased quality and productivity. This leads to higher profits, which are shared with and re-invested in employees.
- The production of good quality grapes has also led to increased super market access.
- During the previous financial year, an amount of R xx was saved on wages, as productivity levels increased ("people worked better and faster and we had less people to do the same job").

Preparation for the Investors in People assessment was done over a period of time, during which actions required to ensure outcomes are achieved, were monitored and measured. Benefits (expected and / or experienced) identified include:

- Increased productivity
- Increased profitability
- People accepting ownership and

	<p>empowered to share in the business</p> <ul style="list-style-type: none"> • People being fully informed and being able to understand their own roles, as well as the big picture. <p>Quotes:</p> <ul style="list-style-type: none"> • Production Managers who have been sent overseas to visit clients and experience international market environments: “They get the complete picture of what we do – and return with a totally new vision.” • “We do a lot to keep our people happy. This makes them more motivated and they work harder.” • “We already gained a lot of value through the preparation- and implementation process (<i>Investors in People</i>).”
<p>People can explain the impact of their development on their performance, and the performance of their team and the organisation as a whole.</p>	<p>People could clearly explain the impact of development on their own-, team- and organisational performance.</p> <p>Those who have progressed in the organisation could explain the role of development in their success.</p> <p>As a result of the thorough induction and on-the-job training provided in relation to seasonal activities, when seasonal employees are included in teams, people were able to clearly identify the impact of the development activities on the performance of their teams.</p> <p>People at all levels understood the significance of people development in the organisation’s success and its role in ensuring sustained success in challenging economic circumstances.</p> <p>Examples:</p> <ul style="list-style-type: none"> • “When I came here, I knew nothing about grapes. They did not just throw me in the deep end – they taught me well.” • “The Induction helps me to work better, so I get a bigger bonus (indication of good / improved performance).”

Opportunities for Improvement

Naftali 2 could encourage teams to actively and consciously evaluate the impact of development on all activities and actions. This could be done in team regard.

12 The organisation gets better at developing its people

Indicator Met

Evidence Point	Specific Examples
People can give examples of relevant and timely improvements that have been made to development activities.	<p>Numerous examples of recent improvements to development activities have been provided. People at all levels confirmed that Naftali 2 strives to improve continuously in all aspects.</p> <p>Examples included:</p> <ul style="list-style-type: none"> • Preparation for and participation in the Investors in People assessment. • Continuous improvements to farming methods. • Various quality standards' accreditations. • The empowerment project
<p>Opportunities for Improvement</p> <p>Naftali 2 Farming should keep up the good work and continue to find challenges to strive towards.</p>	

Conclusions

Assessment

Having carried out the assessment process in accordance with the guidelines provided for assessors by Investors In People SA, the Assessor was satisfied beyond any doubt that NAFTALI 2 meets the requirements of the Investors In People International Standard. The assessor recommends to the Panel that NAFTALI 2 be recognised as an Investor in People. On behalf of Boleng, The Investors in People South Africa Quality Centre the assessor would like to congratulate NAFTALI 2 on their achievement.

Maré Theron
June 2005



INVESTORS IN PEOPLE

ASSESSMENT PLAN FOR

Initial Assessment

**NAFTALI ESTATE
NAFTALI 2**

PRESENTED BY

Maré Theron

INVESTORS IN PEOPLE ASSESSOR

10 May 2005



International
Quality
Centre

Contents

	<u>Page No</u>
▪ Assessment Identification Details	3
▪ Introduction / Assessment History	3
▪ Overview of the Organisation – Purpose, history, structure, issues	3
▪ Special Client Requirements (if any)	3
▪ Methodology and evidence gathering	3
▪ Interview Sample – sample frame and rationale	4
▪ Expected Outcomes	4
▪ Feedback and Reporting	4
• Summary of Assessment Activities	5



Assessment Identification Details

Investors in People South Africa Quality Centre – Quality Manager	Kate Dallas-Wood
Lead Assessor	Maré Theron
SA Trainee Practitioner(s) <i>(where appropriate)</i>	N/A
Organisation Name	Naftali Estate Dyasonsklip 8805
Number in organisation	20 Permanent 0 – 280 seasonal
Senior contact (i.e CEO, MD)	Peu Bezuidenhout 0824917264
Telephone number of organisation	054 4919000
Investors in People Contact (Internal Facilitator/Project Manager)	Awie van Wyk General Manager 083 7021323
Date of Pre-assessment meeting	(Telephonic) April / May 2005
On-site assessment dates	10 & 11/6/05
Report writing date (to be completed 5 days following assessment)	18 June 2005
Feedback meeting date (where requested and appropriate)	11 June 2005
Recognition panel date	To be advised



Introduction

Naftali Estate is situated in the Northern Cape in the Gordonia district, North of the Orange River, approximately 25km from Upington and 15km from Keimoes. Bloemsmond forms the Southern border and McTaggarts Camp the Northern border, with the Kalahari on the Western side and Kanoneiland on the Eastern side.

Naftali 2 is a Business Unit that forms part of Naftali Estate. This will be the initial assessment at Naftali 2.

Overview of Organisation

The name Naftali is a Biblical Name meaning: *“I have fought and I have conquered”*.

The first 6ha of land was bought in 1979 and used to cultivate rotational crops.

After intensive research and a few visits from overseas grape growers, it became apparent that the Orange River area is very suitable for growing export grapes. Extreme temperatures in winter and summer, the fertile soil and a steady supply of water from the perennial Orange River all contributed to this fact. Naftali now produces mainly table grapes for the export and local markets.

In scope for the assessment are:

- A maximum of 270 seasonal employees during peak season
- 20 permanent employees.

Special Client Requirements

Other than assessment against the Investors in People Standard and feedback to be given on areas of strength and possible improvement, the following have to be considered:

- Seasonal employees; some employed for periods of up to 4 months at a time and others for about 2 months at a time.
- At the time of the assessment, a small number of seasonal employees will be on the farm, as it will not be peak season.
- Different languages spoken and conducting some interviews with the assistance of a translator.

Methodology and Evidence Gathering

- A tour of the site.
- Attendance of meetings, where possible.
- Interview with a representative sample of employees.
- Reading of Key documents provided



Interview Scope, Sample Frame and the Rationale

As this the initial assessment at Naftali 2, the sample was selected based on the middle sample band range.

People were selected as per the hard copy staff lists provided and the criteria below.

Job Level	No in Sample	Number in Company
Senior Management (Owner and Managers)	3	3
Assistant Production Manager and Team Leaders	3	3
Administrative & specialist – and assistant team leader positions	5	11
General workers	14	3
Seasonal Workers (general workers)		Seasonal employees as % of total headcount: 1. Max empl @ 3 months p/a = 17 p/m 2. Max 250 empl @ 2.5 months p/a = 52 p/m 3. Max 280 empl @ 3.5 months p/a = 70 4. Max 15 empl @ 3 months p/a = 4
Total	25 (15%)	163

At the time of the assessment approximately 50 seasonal employees will be on the farm. Of these people, 13 (26%) will be interviewed.

Expected Outcomes of the Assessment

1. Assessment against all indicators.
2. Verification of systems and processes already in place.
3. A decision to be made and communicated to Management at the end of on-site assessment activities.
4. Feedback to be given on strengths and areas for continuous improvement and development.
5. If NAFTAI 2 meets the Standard this will result in a positive recommendation.
6. If the Standard is not completely met at this stage, the continuous development approach will be taken.



Feedback and Reporting

The assessment Report will give feedback against Standard Indicators. Verbal feedback on the assessment decision will be given to Management on the last day of on-site assessment.

Summary of Assessment Activities

Activity	Number of days	Agreed Dates	Cost
Initial meeting, sample frame compilation and assessment plan	1	Ongoing – April & May 2005	R 2000.00
On-site activity	2	10 & 11/6/2005	R 4000.00
Report writing	1	18/6/2005	R 2000.00
Feedback meeting			N/A
Panel attendance- if applicable			Not relevant currently
Additional activity – if applicable			N/A
TOTAL assessment costs	4		R 8 000.00
Additional costs: As per Terms & Conditions: <ul style="list-style-type: none">– Flights between Cape Town and Upington– Accommodation– travelling between Strand and Cape Town International Airport– parking at Cape Town International Airport– Above additional costs to be shared between Triple D Farms, Naftali 2 and Naftali, as all of these assessments take place in the same week.			

The assessment will be partially funded by PAETA, with Naftali 2 being responsible for immediate settlement of assessment costs and claiming the SETA contribution subsequent to having finalized payment.

Name of Assessor Maré Theron

Signature:

Date: 10/5/2005

