

LEARNERSHIPS

A 'how-to' **GUIDE**



@redandyellowed

red &
yellow

CREATIVE SCHOOL OF BUSINESS



WHO WE ARE

Red & Yellow has been teaching
business leaders to think creatively
since 1994





Remember this iconic ad?

1976

Our Founders: It all started with 3 brave men who joined forces to start an ad agency. They were the real Mad Men.



They created it

Rightford, Searle-Tripp and Makin went on to become Ogilvy & Mather. Probably the most successful creative agency in the history of South Africa – globally respected and awarded for its creative work.

Ogilvy

Brian Searle-Tripp, as Chief Creative Officer, had won all the awards there were to win so he decided to apply his deep skill and enormous experience to another challenge: training bright young minds for a creative future



“Anyone who works in advertising would say to be in conversation with Makin, Searle-Tripp and Rightford is equivalent to talking to The Beatles if not better, as ‘these were the original artists’.”
Mike Wills, Journalist

Enter Red & Yellow:
With the support from Bob Rightford, Brian, and his creative co-conspirator Allan Raaf, left Ogilvy to start The Red & Yellow School of Logic and Magic.

1994



The Vision: Training bright young minds for a creative future.



Why Logic & Magic? Because they believed that you needed both commercial logic and creative magic to come up with the best ideas to build great brands. One without the other wasn't half as powerful as the two forces combined.

Despite its colourful name, The Red & Yellow School was serious business and over a generation it has produced thousands of incredibly talented and successful alumni, many of whom have gone on to become leaders, not just of companies, but of industries.

A first in South Africa, we launched our ground-breaking eMarketing textbook

2008



2014

The ampersand is symbolic of the blend of creativity and strategy that we teach.

Our flexi-logos

red & yellow
SCHOOL OF LOGIC AND MAGIC
red & yellow
SCHOOL OF LOGIC AND MAGIC

red & yellow
SCHOOL OF LOGIC AND MAGIC
red & yellow
SCHOOL OF LOGIC AND MAGIC

Our new Town Campus.

2017



NOW

a bold, rebooted brand geared for 21st Century reality.

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ARTIFICIAL INTELLIGENCE

and **robots** are going
to replace most of the
JOBS we know today.

Red & Yellow

is the business school where
talented people go to develop
the career skills they need to

THRIVE IN THIS
DIGITAL WORLD.

WE **believe** **CREATIVE THINKING**

is the most important skill for the future and it must be supported

by uniquely human abilities such as **LEADERSHIP,**
ADAPTABILITY, and **SOCIAL INTELLIGENCE**

We are a **creative school of business** that provides you with the

commercial **LOGIC**
to grow successful organisations

& more importantly the **creative** **MAGIC** to set
them apart.

We are teaching the great **creators, inventors,**
LEADERS & ENTREPRENEURS,
for the 21st Century.

We will be the most creative business school in the world.

These 7 values define us, guide us, and keep us - and our school - true to what is important in life, and key to future career success.



Relentlessly **Curious**

Like a sponge, we don't read and listen and ask questions so we can get ahead, we do it because we can't help ourselves. We just want to know more, about everything, all the time.

Proudly **Persistent**

We set high standards for ourselves and our school and we have the grit and determination to achieve these goals. When adversity comes our way, we face it head on.

Constructively **Challenging**

We question everything, not accepting anything as a given. We speak and act with respect and intelligence when challenging the status quo.

Kindly **Respectful**

We treat our fellow humans the way we would like to be treated, with goodness and compassion. While we may not agree with their point of view, provided it doesn't hurt anyone, we respect and encourage their right to have it.

Boundlessly **Creative**

New ideas are our lifeblood. We have to be always innovating, always improving and always growing and evolving ourselves, our students and our business school.

Intelligently **Humble**

Egos get in the way. We know we are mere pedestrians in the global village of knowledge and ideas and are always grateful when someone teaches us something new.

Excitedly **Accountable**

We stand up and we want to lead, we pursue the greater good and we get our work done. People can rely on us to deliver to the best of our ability, every time.

LEARNERSHIPS 101

A guidebook for employers,
managers, mentors and learners



What is a Learnership?

A Learnership - put simply - is a structured, work-based Learning Programme during which a “Learner” (an eligible student) is allocated time for learning theory, then time in which to apply these skills practically in the workplace. This should be directly related to a specific occupation or field of work, for example, graphic design, digital marketing, media management, project management or general management. Successful completion of a Learnership by a Learner leads to an NQF-registered qualification.

Learnerships are managed by the Sector Education and Training Authorities (SETAs), and were introduced by government to help upskill youth, equip them with a formal qualification, prepare them for the workplace and - ideally - get them placed with Employers.

Before each Learnership Programme is implemented, a contract is drawn up by the Employer, the Learner and an accredited skills development Training Provider (like Red & Yellow). Each party agrees to undertake specific duties and obligations. The contract protects each of the parties for the duration of the Programme and ensures high quality is maintained.

It is critical that each of the three parties (Employer, Learner and Training Provider) understand and appreciate what is expected of each of them. The success of the programme - and the happiness and prosperity of each of the parties - depends on each playing their part. In this sense, a Learnership is best viewed as a partnership between the three parties.

Why were they created?

Learnerships are central to skills upliftment in South Africa. For this reason they are seen as priority Programmes in the B-BBEE Codes (there is an abundance of points available for Employers who run them), and by the SETAs (who actively prioritise funding for Learnerships).

The Learnership structure was introduced by the government in an effort to drive and transform skills development in South Africa. The primary aim of Learnerships is to address the gap between the current education and training provided to our youth, and the needs of the labour market.

“Red & Yellow’s two learners are our top interns this year.”

Natasha Reddy - HR Manager



hellocomputer
More human.

Who are the parties involved?

There are three parties involved in a Learnership:

1. the Learner,
2. the Employer (offering the practical training component in their business) and
3. the Training Provider (offering the theoretical component of the Learnership).

Learners can either be **“Employed”** (i.e. they are employed by the Employer prior to the start of the Programme) or **“Unemployed”** (i.e. they are hired by the Employer for the primary purpose of the Learnership, and in most cases, initially only for the duration of the Programme).

“ My experience with Red & Yellow can simply be described with one word, Serendipity. A chance encounter that set a chain reaction in motion, that would echo through the Advertising Industry and see me named amongst some “big people”. It really all started with a hunger to learn with but no means. Luckily R&Y served as a great platform to satisfy that hunger.



Hi, I’m Clementine and In 2015 an opportunity of a lifetime was awarded to me by Red and Yellow, that saw me Interning with the renowned High-ticket Marketing agency, AdMakers and now being **Digital Account Executive at King James Digital**. It would’ve never been possible without R&Y. I’m ever grateful.”

Clementine Mojapelo, *NCA Learner*

Why should companies consider a Learnership Programme?

Responsible South African Employers should strongly consider participating in Learnership Programmes, for a number of reasons:

- They are contributing directly towards tackling both our **education** and our **unemployment crises**, both of which pose a massive threat to the future of South Africa
- Companies are able to build strong pipelines of great young talent, contributing towards **transformation at junior levels** which, over time, will assist in facilitating transformation at the management level
- Employers get to know and assess Learners and have the opportunity to screen them for **permanent employment** without the obligation to employ them
- Companies can apply for and take advantage of **SETA funding** for Learnerships - SETAs will often fund contributions towards the cost of the Programmes themselves, and also toward a monthly stipend for Learners for the duration of the Programme
- There is a strong weighting of **Skills Development points** allocated towards the running of Learnerships in the B-BBEE Codes.
- Companies earn **additional B-BBEE points** for absorbing a Learner after completion of a Learnership (or where the Learners have managed to find employment elsewhere) and when a Learner rolls over to another more advanced Programme.

Who is eligible for a Learnership?

Learnerships are available for young people between the ages of 18 and 35 who have completed school, college or learning at other training institutions.

Unemployed South Africans can only participate in a Learnership if there is an Employer or Host prepared to provide the required work experience. The Learner is dependent on a contract that legally binds all the parties and requires the Learner to be employed by the Employer only for the duration of the Learnership, whereafter the Employer can decide on whether to continue employment.

What are the benefits for Learners?

The benefits for Learners can be immediate and truly life-changing:

- A set of sought-after skills and capabilities that we will increase their employability, self-respect and confidence
- For many, their first taste of employment, and an invaluable means of securing further employment after the Learnership
- A fixed-term employment contract for the duration of the Programme, meaning that they will receive the minimum required stipend amount of R1,500 plus a potential top-up from the Employer to support travel and food expenses
- They will receive Mentorship and work-readiness skills from both the Employer and the Training Provider, ensuring that they have the required knowledge to better understand and navigate the working world
- A nationally-recognised qualification from a highly-regarded Training Provider (like Red & Yellow)
- The ability to build networks with their fellow Learners and the lecturers, guest-speakers, Mentors, Coaches and colleagues that they meet during the course of the Learnership

Will the Learner be paid?

There is a specified minimum Learner allowance that must be paid to unemployed Learners in a Learnership (in terms of the National Minimum Wage Act, No. 9 of 2018). This is not a salary, but covers expenses like travel and meals.

At Red & Yellow, we encourage the Employers we work with to pay a monthly stipend of at least R5,000 to Learners - the majority of them come from severely disadvantaged circumstances, and might struggle to afford transportation, or even meals, without reasonable remuneration.

What does a Learner receive on completion?

During the Learnership, Learners will be required to complete assignments, tasks, practical tests and projects. They will be formally assessed in the classroom and in the workplace.

Broadly, Learners need to be declared Competent (in knowledge, attitude and skill) against a set of criteria known as Unit Standards as set out by the SETAs.

If all these assessments are completed successfully, Learners will be awarded an NQF-registered qualification, which is recognised nationally. Red & Yellow Learners will also receive a Red & Yellow certificate confirming their qualification.

What is required to implement a Learnership in your organisation?

Prior to starting a Learnership, the following documents are required by the SETA. All Learners must be uploaded on the SETA system before the start of the Learnership. Red & Yellow will work together with Employers to compile and submit the following documents:

- List of Learners
- Programme roll-out plan
- Fully signed Work-based Learning Programme Agreement
- Clear certified copies of the Learners' IDs
- Copy of the Learners' highest qualifications
- Fully-signed fixed term employment contract between Employer and Learners
- Completion fact file to be used at the end of programme to indicate Learners who are Competent and Not Yet Competent
- Memorandum of Understanding if not SETA funded (between the Employer and the SETA)
- **A Learnership Agreement:** this is the agreement signed by the Learner, the organisation employing the Learner (the Employer), and the Training Provider offering the theoretical training component of the Learnership. This agreement clearly outlines the rights and responsibilities of all three parties.
- **An Employment Contract:** for Employed Learners, this should already be in place; for Unemployed Learners, this is a contract they will sign with the Employer, which will be valid for the duration of the Learnership.

Can a Learnership be terminated?

Yes, it can be. An Employer can terminate a Learner's contract if:

- The duration specified in the Learnership agreement has expired;
- The Employer and Learner have agreed in writing to terminate the Learnership agreement, or if there is no such agreement, the SETA that registered the agreement approves the termination;
- The Learner is fairly dismissed for a reason related to the Learner's conduct or capacity as an Employee; or
- The Learner's contract is terminated for operational requirements of the Employer (effectively, he or she is retrenched).

The B-BBEE and funding benefits might be affected in the event of termination of a Learner's contract, and this should always be considered in advance of a termination.

Can Red & Yellow assist with recruiting Unemployed Learners?

Red & Yellow can absolutely assist with recruitment. In fact, whether you would like to manage your own recruitment, or ask us to do it for you, we always ask that the recruitment be a joint effort, as:

- The Employer wants to make sure that the Learner will be the right fit for their business and culture; and
- Red & Yellow wants to make sure that the Learners have the right aptitude, attitude and admission acceptance criteria to be able to legally participate in the class, and to be a valuable and positive classmate and colleague with the other Learners in their class.

MENTORING

What is coaching & mentoring all about?



What is Coaching and Mentoring?

Coaching is a form of learning requiring a more experienced individual providing and sharing their knowledge directly with the individual.

Coaching usually provides the most direct approach to acquiring knowledge and is most appropriate for skills-based instruction. When combined with a structured Learning Programme like a Learnership, Coaching is one of the best methods of reinforcing new habits.

In short, the Coach is a person who undertakes and performs relevant daily tasks and activities for the Employer. Effectively they are the day-to-day direct reports for Learners during WPL.

Mentoring is a one-to-one relationship based on encouragement, constructive comments, openness, mutual trust, respect, and a willingness to learn and share.

Mentoring exists between a more experienced employee (sometimes, but not necessarily, a supervisor) and a less experienced employee (The Learner). Mentors are usually in HR or similar functions - this role is more about the overall wellbeing of the Learner and usually the direct contact to Red & Yellow.



Selection of Mentors & Coaches

Mentors & Coaches will often have very different personality or management styles but should have several characteristics in common:

- Care deeply about transformation and developing and growing others
- Be an established employee
- Understand the organisation and its culture
- Be available and willing to spend time with the Learner, giving appropriate guidance and feedback
- Enjoys helping others
- Is open-minded
- Is flexible, empathetic, and encouraging
- Has very good communications skills, and
- Stimulates the Learner's thinking and reflection.



“ I have been at Mindshare for just over a year, having started out as an intern and eventually being promoted to a permanent staff member. It is thanks to Red & Yellow that I am able to list Mindshare as not only my employer, but my teacher. I have come across some amazing individuals who have helped hone my skillset, have enabled me to dream bigger and have pushed me to levels I thought I could not achieve. ”

Tricia Tiro, NCA Learner

RESPONSIBILITIES

What is important for all parties to know and agree on



Responsibilities of Mentors & Coaches:

Mentors & Coaches play a critical role in ensuring that Learners are nurtured, protected and motivated throughout the duration of the WorkPlace Learning component of the Learnership.

Mentors and Coaches will be responsible for:

- helping the Learner set long-term career goals and short-term learning objectives
- helping the Learner understand the organisational culture
- recommending and/or creating learning opportunities
- transferring knowledge in areas such as communication, critical thinking, responsibility, flexibility, and teamwork
- pointing out strengths and areas for development
- answering any questions, and
- providing guidance on personal matters.

Responsibilities of Employers

Our Employer partners are responsible for the various duties and obligations set out below.

Learners are employees!

- 1.1 It's of paramount importance that Employers remember at all times that learners are employees, and accordingly all of the usual employee processes, basic rights and paperwork apply.
- 1.2 This will usually be much more obvious and easy for *Employed Learnership*, but Unemployed Learnerships really are no different, in that:
 - There will need to be an employment contract in place between the Employer and the Learner for the duration of the programme.
 - For disciplinary action, terminations, resignations and retrenchments, - the regular legal processes and steps must be taken as per usual.
 - Learners will need to be processed and paid through payroll
 - Learners as employees are entitled to leave. They have the same basic rights to leave as any other employee, and so their leave should be processed, accrued and - if there is a balance remaining at the end of their employment - paid out.

SETA-related obligations

- 2.1 Should the Employer wish to apply for funding from SETA, you will need to submit documentation to apply for discretionary funding for the SETA; including
 - Letter of intent (supplied by the SETA)
 - Letter of motivation to the SETA
 - Tax Clearance Certificate
 - A copy of the Employer's Workplace Skills Plan (WSP) submission with the number of Learnerships included in the plan

- 2.2 Once funding has been approved by the SETA, the Employer is required to sign and submit the SLA to the SETA.
- 2.3 Once the SLA has been submitted, the Employer needs to submit the following documents to the SETA to receive the first disbursement (note, the SETA does update the submission details from time to time):
- Invoice for the required amount specified on the SLA
 - Learnership agreements between the Learner, Training Provider and the Employer
 - Employment agreements between the Learner and the Employer stating the Learner will be employed by the Employer for the practical component of the Learnership and the Employer commits to paying the Learner their monthly stipend for the 12-month Programme
 - Certified copies of the Learner's ID's and qualifications
 - Learner details schedule
 - Completed roll-out plan for the 12-month Programme (The Training Provider supplies the high-level plan)
- 2.4 The Employer will be responsible for submitting all documentation as specified in the SLA
- 2.5 The Employer will be responsible for invoicing the SETA at the designated intervals.

Employers' responsibilities regarding recordkeeping

Employers must make sure that they retain the original or copies of the following documents on record:

- Learner agreements/contracts
- Standard forms and reports (SETA, employer or provider specific)
- Assessment guides
- Training manuals
- Employment contracts
- Codes of conduct
- Certificates
- Grievance and appeal discussions/proceedings
- Progress reports
- Quarterly Progress Reports to the SETA (where SETA funding is sought)
- Placement records
- If utilising Hosts for WPL, a signed copy of the Memorandum of Understanding.

Duties to Learners

The Employer - and all relevant and involved staff - must make a concerted effort to ensure that the Learnership is a success, and that each of the Learners gets all of the attention and nurturing that they need to thrive and excel. This *will* take time and attention, and the Employer will at the very least need to:

- 3.1 Nominate an internal Learnership Champion (often someone in HR or Learning & Development), who will be the custodian of the Learnership for the Employer. These Programmes work *much* better when someone internally is championing its success.
- 3.2 Carefully and diligently select Learners prior to the commencement of the Learnership.
- 3.3 Identify and assign suitable internal Mentors & Coaches for the Learners, and ensure that the Learners are provided every opportunity to complete practical and Programme-relevant learning and development as a critical part of the Learnership.
- 3.4 Facilitate - together with The Training Provider - an orientation session for the Learners, Mentors and other relevant employees, so that everyone knows and understands precisely what it is expected of them, and how the Learnership will work.
- 3.5 Ensure Learners are suitably mentored and encouraged to perform Programme-relevant jobs and tasks as part of their day-to-day jobs, to ensure the Learner receives tangible and applicable workplace experience throughout the duration of the Learnership.
- 3.6 Work with teams and Mentors to carve out time for the Learners to do their Programme work, complete their assignments, attend classes, and otherwise have enough time to complete their qualification.

- 3.7 Monitor Learners' progress and submit Quarterly Progress Reports to the SETA (where SETA funding is sought).
- 3.8 Provide the Learners with access to the necessary tools and facilities to participate in the Learnership. This includes laptops equipped with suitable software (including MS Office and any prescribed Adobe software when applicable), internet access, and access to printing and scanning facilities.

In addition, we have also learned through experience that the following actions *very much* assist in making a learnership successful:

- 3.9 "Sticks", particularly for Employed Learners, lock the Learners into employment for a period after completion of the Learnership or requiring them to repay a portion of the cost of the Learnership if they leave the Employer, drop off the Programme and/or fail to pass.
- 3.10 "Carrots", particularly for Employed Learners, build appropriate incentives into the Programme to encourage diligence and completion of the Programmes. This could include linking success on a Learnership to KPIs, promotions, increases and bonuses, and could also include small rewards for continuing with the Programme and for achieving good grades (e.g. small spot bonuses, free leave days, etc).

“Red & Yellow’s learners are able to hit the ground running”

Debbie Johnstone

- Head of Human Resources



Responsibilities of Learners

As a Red & Yellow Learner, they promise to:

- Recognise the awesome opportunity that has been presented to them, and make the most of it
- Be courteous, polite and constructive in all that they do
- Be punctual, reliable and present themselves professionally
- Apply themselves diligently to their studies and their work, so that they do themselves proud
- Participate in all orientation Programmes arranged by Red & Yellow and their Employer, Host or prospective Employer
- Work for the Employer as part of the learning process, and do so to the best of their abilities
- Be available for and participate in all learning and work experience required by the Learnership
- Comply with all policies, rules and procedures of:
 - Red & Yellow; and
 - Their Employer and/or Host
- Complete any timesheets, log books or written assessment tools supplied by Red & Yellow, their Employer and/or their Host
- Attend all Red & Yellow classes, tutorials, lectures, activities, study periods and theoretical learning sessions
- Undertake all learning conscientiously and set aside sufficient time for self-study
- Complete and submit all assignments, projects and exams on time, and to the best of their abilities.

Responsibilities of Red & Yellow

Red & Yellow will be responsible for providing the theoretical and work-readiness training for Learners, and in addition promises to:

- Maintain our accreditation with all necessary bodies
- Develop curriculum, schedule training Programmes and establish systems to maintain Learner records
- Use relevant outcomes-based course material
- Manage learning resources, including facilitators, facilities and equipment
- Manage the quality of training delivery
- Ensure that theoretical learning is linked to workplace experience
- Support Employers with WPL host placement where possible
- Provide education and training towards the outcomes of the Learnership and as specified in the agreement
- Provide the Learner with support as specified in the agreement and as required
- Record, monitor and retain details of training provided to the Learner
- Conduct off-the-job assessment and moderation
- Provide input into the necessary Quarterly Reports and Progress Reports (to SETA funded Employers) on Learner performance
- Upload the Learner information, assessment details and results to the SETA portal
- Learners are required, together with Facilitators, Assessors and Moderators to sign pre-assessment and Assessor Reports linking to each Unit Standard throughout the qualification (R&Y manages this process)
- Manage the assessment, moderation and verification process.

GET IN TOUCH

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THANK YOU FOR READING!

Although we have done our very best to ensure the accuracy of the content and information included within this document, we know this is a complex and dynamic topic. We therefore welcome any comments, suggestions or further input on this subject.

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