

Ethekwini Municipality Diversity Project
Project Status Report - PMC Meeting 3
Consultant's Report

30/8/2004

We would like to thank the PMC for its support and general commitment to the programme.

1. **Preamble**

The preamble to the contract states:-

“WHEREAS:

A. The Client aspires to achieve a harmonious workplace wherein its employees and Councillors operate with an appreciation for the diversity of their associates in so far as race, gender, religion, tradition, ethics, culture, origin, history, ancestry and wishes to engage a Professional Consultant to design and offer a formalized Diversity Project including a Pilot diversity programme, a train-the-trainer programme and support for those trainers to enable the programme to roll-out to the balance of the Client's officials via the Council's trainers. The Consultant will provide support to those of Client's trainers who have successfully completed the above training for a weaning period;”

2. **EMDP Name.**

In our last meeting we recommended that a name be found for the roll out of the programme.

We suggest that the project roll-out retains the name Celebrating Humanity as the delegates thus far trained find it to be uplifting and non-threatening. Of course any other name which has similar effect would be acceptable. The programme is also registered with the Services Seta under the name Celebrating Humanity - Harvest.

3. **Facilitators**

- a. The selection/ sourcing of facilitators was intended to be given a boost through the training of managers. There is a lot of resistance from managers who feel that:-
 - i. This is not their function.
 - ii. They are already under-staffed.
 - iii. Volunteers would come from the lazy or weak employees - who are looking for a “holiday from work.” This is the role of skills development.
 - iv. Alternatively managers would send the weaker/ non-performing team members - as it is an opportunity to “get rid of them.”
 - v. Council should invest in a contract team of facilitators to ensure proper roll out.
- b. The managers wanted to know:-
 - i. Who will replace their quality skilled personnel for the duration of the roll out.
 - ii. What happens to the careers of the facilitators? Would they be put on hold?
 - iii. If facilitators will be given separate contracts for the +-2 year roll out period?
- c. It is now critical that the facilitators are identified and are presented to the Consultants team for assessment and training with the next 7 days. This is a critical element of the programme and the success of the roll-out can not be guaranteed without a facilitation team. The consultant has time available during September 2004 to begin this process. A lot of valuable time has been lost and this cannot be allowed to continue as it is highly detrimental to the project.
- d. Please note that the selection criteria has been with EM since December 2003.

4. **Primer**

The Primer processes are critical to ensure that delegates are communicating in advance of the programme. Initial teething challenges have meant that delegates did not receive the Primer within a reasonable time, if at all.

This has caused the facilitators to modify the programme to include the Primer in the processes, thus changing the original flow of the programme.

5. **Pilot programme**

The pilot programme has commenced. Both the leaders programme (31/50 attended) and the Councillors programme (12/50 attended) were under subscribed.

Although some of the correct people attended the programme many of the heads of departments and senior managers did not attend. We had hoped that there would also be union representatives on board - this was not the case.

Typed copies of the written delegate feedback are included in the report.

6. **Feedback Leaders programme**

Please note that the top leadership have not all attended the programme and this will negatively impact the later stages of the programme.

Individual reports have been received from each of the delegates who attended the course with a group feedback, to the Ombudsperson after the first pilot programme.

a. **LEADERS' PILOT SESSION 1 - 2/3 AUGUST 2004 - GLENASHLEY**

Here are the comments made by participants on the Leader Group 1 session - with regards to areas that "need further attention to improve the quality of the Diversity Management."

Delegate requests (From R Zungu)	MI Actions and comments
a) Clear objectives and expected outcomes of the training must be set out at the beginning of the session.	Objective and expected outcomes have been listed and are on display for the duration of the training.
b) The objectives and expected outcomes must be emphasized throughout the two days and revisited at the end of the course to see if they have been achieved.	This has been implemented.
i) Each session must have some form of closure - presenter must seek evaluation at the end only - not during sessions.	This has been incorporated in the first councillor session. Feedback was taken 4 times during the programme (twice verbally and twice in writing).
c) The benefits of learning about the different cultures and the relevance thereof in the workplace must be stated clearly. Participants expect to gain "hard" skills that they can take back to the workplace. (Transfer of skills).	Benefits are developed and hard skills are listed.

d) The process that will follow the two-day training must be clarified. Participants need to know what will happen between the two-day training, the immersion and the value circle.	This has been clarified in an e-mail to Ray Zungu and the next group of delegates were issued with a block diagram of the "future" processes.
e) Although the presenters are knowledgeable about African culture, it would have more impact if there was an African voice among the presenters.	Our initial team had to "observers" As this programme and the roll-out is only facilitated by two people, it is necessary to ensure that the voices that are missing in the facilitation teams are to be found within the diversities of the delegates. It is unfortunately impossible to have all "groups" represented in any 2 person team.
f) More clarity is required with regard to the practical application of VAK and practical guidance/hints on how to use your understanding of peoples' personality traits beneficially.	This was available in the material. More time is now given to these processes and the materials has been developed further to ensure that this is of greater personal benefit. Interested delegates are pointed to specialist books for further information.
g) The problems used during the VAK role-play must relate to cultural diversity.	This was adopted in the second session. We feel that the humanisation process - which is critical to future relationships - suffered with this change and will revert to the deeper sharing processes.
h) Less time must be spent on praise and honour (With regard to the "what I like about you" session.	When groups come together from different areas of an organisation this process can definitely be shortened. However when they are from the same team - or councillors - it is best to let this go as long as time permits. It is one of the biggest success builders within a relationship building programme.
i) Each session must have some form of closure - presenter must seek evaluation at the end only - not during sessions.	This has been incorporated in the first councillor session. Feedback was taken 4 times during the programme (twice verbally and twice in writing).

i. **Consultants Comments**

(1) **Challenges**

- (a) Primer pre-processes were not delivered on time or went to people who later delegated junior members of their team without giving them to Primer.
- (b) Delegates arrived late and were in many case more committed to meetings than the programme.
- (c) Group decided to handle the Diversity challenge survey in a group session and did not necessarily keep to the tender specific requirements.
- (d) Venue can be worked but is not totally suitable to our requirements - the separate rooms and movement between the rooms is not good for continuity.

(2) **Feedback**

Generally very good. Please see other comments made by the group in report 3 - dated 30/8/2004.

- (3) **Changes to be made from feedback**
 - (a) More workbook material needed.
 - (b) List outcomes before the programme and let delegates know where they are and what has been covered.
 - (c) More feedback sessions needed during the session.
 - (d) Delegates were uncomfortable when it came to direct human to human communication. This is a good thing however their suggested changes will be made in the next session.
 - (e) An "African" meal will be supplied at the next session.

b. **LEADERS' SESSION 2 - 19/20 AUGUST 2004 - GLENASHLEY**

i. **Consultants Comments**

- (1) **Changes emanating from this programme.**
 - (a) As an output from the feedback in this session we have:
 - (b) Improved the venue materials.
 - (c) Increased the information on VAK and the effectiveness of the training in this area.
 - (d) Increased the feedback sessions in following sessions.
 - (e) Discussed the delivery of the Primer pre-processes with the PMC.
 - (f) Discussed the level of delegates with the PMC.
 - (g) Involve delegates more in sharing the issues that cause clashes.

- (2) **Comments**
 - (a) The general aims of the programme as defined in the manual and in the session's introduction, and re-visited during the programme, were generally met.
 - (b) The depth of the programme will be increased for this group when they go on the immersion programme.
 - (c) Many of the so-called real issues (the smell of cabbage from the office microwave offending people of other cultures) can be effectively and respectfully dealt with in the Values Circle meetings. These issues are often departmental in nature and personality-based and can not be brought into the programme in a global way.
 - (d) The focus on problem/ solving was switched to issues of diversity. This minimised the effect of the "humanisation" factor that was the original focus of the process.
 - (e) The comment re: the rank of the facilitators, is critical to the success of the programme. If a junior trainer for example was expected to train the Heads of department there would almost certainly be a respect issue.
 - (f) Although the programme seems to be "too casual" for one of the delegates it has been highly structured to appear that way.
 - (g)

c. **23/24 AUGUST 2004 - COUNCILLOR FEEDBACK - GROUP 1**

i. **Consultants Comments**

- (1) **Outcomes**

- (a) The programme was very effective and the feedback was in line with the preamble to the Diversity training contract.
 - (b) The feedback was very positive and targeted issues of harmony, improved respect and communication.
 - (c) Ongoing references to the outcomes and more feedback sessions made the programme more effective.
 - (d) Councillors on the programme have committed to get more delegates to the training.
- (2) Challenges
- (a) The number of delegates was very limited and limited diversities were present.
 - (b) The Primer pre-process was not delivered timeously.
 - (c) A further 100 Primers were manufactured to cover this.
 - (d) Portions of the Primer processes were incorporated into the programme.
- (3) Changes
- (a) This programme focussed on placing more emphasis on the issues respect, teamwork, personalities, learning and communication styles.
 - (b) The new materials was used to greater and better effect.

7. **Cancelled Councillor training sessions.**

The next session - 25/26 August was poorly attended as the programme conflicted with other Councillor training, at the same training centre, by Vantage Training. The programme was cancelled.

8. **Notification of change or cancellation.**

The Consultant requires at least 28 days notification of a change or cancellation of any sessions.

9. **Next sessions**

The next Councillor training session is on 31/8 and 1/9

Dates of future training have been revised to better suit the Councillors calendars. Those training dates are:-

10/11 September 2004 (Friday and Saturday)

18/19 September 2004 (Saturday and Sunday as requested)

21/22 September 2004 (Tuesday and Wednesday)

All of these sessions will be in Room BG 10 at 17 Supply Road.

10. **Union Representatives**

Ongoing efforts must be made to bring the Union representatives on board.

11. **Venue and Booking status**

Glen Ashley is available for the assessment, survey and training of trainers.
Electricity Training Centre BG 10 has been booked for all of the remaining Councillor sessions.

12. **Project Awareness and Marketing**

It is critical that to get the marketing campaign under way, through Metro Beat & a Poster campaign.

13. **Financial Report and Billing**

Invoice no. 10070 (Claim 3) is attached for the following:

- 3.1 Facilitated 2 x 2 day sessions for Managers/ Leaders
- 3.2 Facilitated 2 x 2 day sessions for councillors (Late cancellation of second session)
- 3.4 Supplied materials to delegates
- 3.5 Printed and delivered the balance of Primers to training venue to cover non-supply to delegates. Over supplied by 50 at consultant's cost. Will supply remainder to facilitators - when identified.
- 3.6 Survey 1/3 complete. Survey form developed & approved by PMC. Assessed delegates on first 4 sessions.
- 3.7 Feedback report, on courses and adjustment of programme. 50% complete.
- 8.1 Monthly administration fee
- 9.2 Re-imburement of payment to graphic artists for training and manual materials. (Payment records and contracts attached.)

14. **Sub contractors**

- a. Thoba Bhengu and Leon Govender have completed their current cartooning contracts.
 - i. Thoba Bhengu is currently undergoing training with a professional and syndicated cartoonist and a graphic arts company - Artworks - at the consultant's behest and cost.
- b. PKH Communications & Asizwane have been contracted elements.
- c. PKH Communications has not yet submitted its plan for the immersion process.
- d. Asizwane has not yet submitted its plan for the diversity training sessions.

15. **Date and Venue of next meetings**

Future monthly PMC meetings, at 10 am on : 29/9/2004 / 29/10/2004 / 26/11/2004 / 15/12/2004

Signed

BV Moore

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