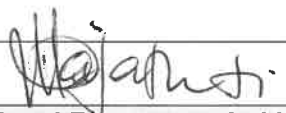





Communications policy

POL-MARCOM_007

Version 0.2024

Version Control and Approval			
Document Name		Communications Policy	
Document Number/Version		0.5	
Status/Revision History			
Rev #	Revision Update	Revised By	Date
1.1	Policy Version No 0.1	Isabel Bowden	10 May 2016
1.2	Policy Version No 0.2	Isabel Bowden	10 May 2018
1.3	Policy Version No 0.3	Isabel Bowden	20 August 2020
1.4	Policy Version No 0.4	Mpho Majatladi	15 March 2022
1.5	Policy Version No 0.5	Mpho Majatladi	26 March 2025
Approval			
Date Approved		27 February 2025	
Date Last Amended		15 March 2022	
Date of Next Review		2027/28	
Related Policies			
Authored By			
Name		Mpho Majatladi	
Position		Marketing and Communications Manager	
Signature 		Date: 26 March 2025	
Reviewed and Recommended by			
Name		Mr. Vukani Memela	
Position		Acting Executive Manager: Corporate Services	
Signature 		Date: 27 March 2025	

Reviewed and Recommended by	
Name	Mr. Thamsanqa Mdontswa
Position	Chief Executive Officer
Signature	Date: 28/03/2025

Approved By	
Name	Mr. Chris Mudau
Position	Chairperson: Board and Accounting Authority
Signature	Date: 31/03/2025

Table of Contents

1 Purpose of this Policy	6
1.1 Scope.....	6
1.2 Definitions.....	6
1.3 Acronyms And Abbreviations	6
1.4 Alignment.....	6
1.5 Legislative Framework.....	6
1.6 Background.....	6
2 Communications Policy	7
2.1 Effective communications	7
2.2 Languages.....	7
2.3 Visibility and accessibility	8
2.4 Methods of communication	8
2.5 Consultative process	8
2.6 Service levels	8
2.7 Open communication.....	9
3 Communications Practice	9
3.1 Management and coordination.....	9
3.2 Internal communications.....	9
3.3 Technology and new media	10
3.4 Media relations	10
3.5 Advertising.....	11
3.6 Publications.....	11
3.7 Copyright.....	11
4 Responsibility of Communications Functions	12
4.1 The Board.....	12
4.2 Committees	12
4.3 Chambers.....	12
4.4 The CEO	12
4.5 Managers	12
4.6 Employees.....	12
5 Marketing Policy	13
5.1 The SASSETA Marketing Strategy	13
5.2 The Marketing Plan.....	13
5.3 Marketing / Communication Strategy	17
5.4 The Role of the SASSETA Marketing Sub-Programme	Error! Bookmark not defined.

5.5 Marketing
Tools.....**Error! Bookmark not defined.**

6 Conclusion 21

7 Policy Implementation.....21

8 Validity of Policy.....22

1. PURPOSE OF THE POLICY

To ensure that SASSETA communications are well coordinated, effectively managed and responsive to the diversity of stakeholder needs.

1.1 Scope

To address methods for relationships and interactions with customers and stakeholders in their development and growth.

1.2 Definitions

None

1.3 Acronyms and Abbreviations

Acronym / Abbreviation	Description
SASSETA	Safety and Security Sector Education and Training Authority
CEO	Chief Executive Officer
CFO	Chief Financial Officer

1.4 Alignment

The policy applies to all SASSETA stakeholders, employees, suppliers, customers, and service providers including members of the Accounting Authority and its sub-committees and is based on the values adopted and the resulting influence of the business plan to deliver on the National Skills Development Service targets.

1.5 Legislative Framework

The following Acts are of relevance in the application of a Marketing and Communications Policy:

- Skills Development Act, 1998
- Skills development Levies Act, 1999
- SAQA Act, 1995
- Promotion of Access to Information Act, 2000
- Regulation of Interception of Communications and Provision of Communication-related information Act, 2002
- Electronic Communications Act, 2005
- Public Finance Management Act 1 of 1999
- Copyright Act No. 98 of 1978

1.6 Background

The services of SASSETA will be promoted through an effective and efficient communication and marketing plan aimed at informing and promoting SASSETA's functions at member departments, other role-players and other SETAs. The skills development programmes running currently in the workplace as well as planned programmes to be executed in the future will be highlighted.

2 COMMUNICATIONS POLICY

2.1 Effective communications

Communications must be timely, accurate, clear, objective and complete. The SASSETA will communicate its policies, programmes and initiatives to all stakeholders who need the information. The communications strategy of the SASSETA will aim to ensure that all stakeholders who could benefit from the training and other programmes offered can readily access the information they need to do so.

2.2 Languages

In accordance with the Use of Languages Act, 2012, 4(1) and the principles of the Constitution of the Republic of South Africa, SASSETA needs to clearly outline the official languages that will be utilised to effectively communicate with members of the public and stakeholders.

Plain language and correct grammar should be used in all communications to ensure the clarity of the information being made available. English will be the primary official language for all oral, written and electronic communication (social media and website) of the SETA to effectively communicate with members of the public and stakeholders (including communication for government purposes and training materials developed).

The SETA will utilise other South African official languages i.e. Afrikaans, Ndebele, Pedi, Sotho, South African Sign Language, Swati, Tsonga, Tswana, Venda, Xhosa, and Zulu in its oral communication when a specific audience needs to be targeted.

In addition to the official language selected by SASSETA, the SETA is committed to multilingualism and assisting stakeholders in the official language of their choice upon specific request, provided that suitably competent translation services can be reasonably procured by the SETA.

The formal requests from stakeholders for the assistance with communication services in other official languages must be submitted in writing to the Marketing and Communications Manager.

2.3 Visibility and accessibility

The SASSETA will strive to be visible and accountable to its constituency and all communications should make SASSETA visible and recognisable. Communicating through a variety of channels – print and digital media, mail and broadcast media, SASSETA should identify itself in a consistent way to the public. The needs of all stakeholders should be met in this regard, addressing diverse language and perceptual or physical abilities.

All communications should reflect and be sensitive to the diversity of the South African community. This must include being sensitive to the differences between and among the different regions of the country.

2.4 Methods of communication

The SASSETA is a public body, and its information should therefore be as accessible as possible throughout its constituencies. Information must be available in multiple formats to ensure wide accessibility. Cost effective.

2.4.1 Plain language

Information about policies, procedures, programmes, services and initiatives should be clear, relevant, objective, easy to understand, and useful.

Plain language and correct grammar should be used in all communications to ensure the clarity of the information being made available.

All correspondence with stakeholders will be in English unless otherwise required when a specific audience needs to be targeted.

2.5 Consultative process

Communications is a two-way process and the SASSETA should ensure that it consults its constituencies and takes account of their needs in formulating policies, strategies and services. And that it has a communications plan that is responsive to this dialogue and adapts to stakeholder needs.

2.6 Service levels

Deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of the public and respects individual rights.

Turnaround time for returning telephone calls, answering of e-mail and responding to messages should not be more than 48 hours.

Written communications received should be acknowledged within 72 hours.

The SASSETA Stakeholder Service Charter is available.

2.7 Open communication

The SASSETA needs to ensure that it communicates openly and transparently with its public about policies, programmes, services and initiatives being undertaken by the SETA. Information should be readily available in all regions in a language that is accessible to the target audience and in a variety of media.

Information should whenever possible be made available free of charge and no stakeholder of the SASSETA should be denied access to information that he or she needs for reasons of cost.

3 COMMUNICATIONS PRACTICE

3.1 Management and coordination

Communications functions should be integrated into management processes and procedures. Clear working relationships must be always maintained between communications and other core functions: policy and programme management; human resource management; information management and IT management.

The SASSETA should:

- Ensure that the communications function has the resources to fulfil the requirements of this policy and that these resources are managed effectively.
- Ensure that communications functions are carried out in the regional offices as well as in the major centres.
- Ensure the coherence and consistency of information across all channels of communication, from personal service, telephone and mail, to facsimile, internet, electronic and printed information.

3.2 Internal communications

Communications between managers and employees must be open and collaborative to deliver SASSETA goals and to ensure quality information services to the public. Internal communications must be two-way – a dialogue. Managers should listen to employees' ideas and suggestions for improving service. To foster employee knowledge, internal communications should consist of a mix of printed information, oral presentations, staff meetings and learning and training events. All employees should have access to training in communications where this is needed.

All-Staff communication via email is the responsibility of the Marketing and Communications department who will check accuracy of content, and language used, before dissemination. The other department that may communicate via the All-Staff email route is the Office of the CEO. No other department or employee may send an All-Staff message without the explicit approval of the Marketing and Communications Manager and the Corporate Services Executive Manager.

3.3 Technology and new media

The SASSETA communications programmes must keep abreast of new developments in technology and communications practice.

The ICT department is a key partner in digital communication and this collaboration leads to improved digital communication with stakeholders since the COVID-19 pandemic and beyond.

3.3.1 The Internet

The Internet provides a powerful way of building and sustaining effective communications. The SASSETA will maintain an active presence on the Internet to enable continuous access to SASSETA information. E-mail and the web site must be used to enable direct communications between SASSETA employees and members, the various stakeholders and the public.

3.3.2 Web site management

The web site must be reviewed regularly by the Marketing and Communications Manager or his or her designate to oversee and advise on web content and design. Web site managers in the SASSETA Head office and in the regional offices must consult with communications staff on the editorial and visual content of the web site, including design and presentation, to ensure that publishing standards and other communications requirements are met.

Collaboration is required between communications and IT specialists to ensure effective planning and management of electronic information services. Managers and employees responsible for the technical and operational aspects of web-based communications should work in collaboration with communications staff who provide advice on web content and the use of technology for communications purposes.

3.4 Media relations

The SASSETA should cultivate proactive relationships with journalists and the media to ensure public awareness and understanding of SASSETA policies and initiatives. Media should be engaged in different ways, including press releases, news conferences, and presentations.

The SASSETA should ensure the quality and consistency of information provided to the media and have in place guidelines on who is authorised to speak to the media. Media enquiries

should be dealt with promptly and all staff members should be kept informed on to whom they should pass on media enquiries.

Staff members are not allowed to discuss any SASSETA issues with any member of the media or press unless authorised by the CEO.

The CEO is the point of contact for any queries received from the media and/or press. Should the query be of such a nature that it requires the subject matter expert's input, such a subject matter expert will then be identified, consulted and/or requested to handle the matter.

All statements and editorials should be signed off and approved by the CEO and an Executive Manager before sent to the press and/or media.

3.5 Advertising

SASSETA will advertise in any medium to reach the required audience, deliver the correct message and effectively convey SASSETA's unique selling points.

Steps will be taken to ensure public access to SASSETA publications. Records are maintained and regularly updated, both on the website and in the Communications Department so that any member of the public can find it readily.

All publications should adhere to the policies for accessibility, sensitivity to diversity and clarity of language. Design and layout should to the Style Manual of the SASSETA. All communications and publications should conform to the Copyright Act and ensure that copyright ownership is respected in all media functions. A complete Advertising Procedure Manual is available with sizes and booking deadlines.

3.6 Publications

The SASSETA should take steps to ensure public access to their publications.

An index or list should be maintained and regularly updated, both on the web site and in the Communications Department, so that any stakeholder or member of the public needing a publication can find it readily.

All publications should adhere to the policies for accessibility, sensitivity to diversity and clarity of language. Design and layout should conform to the Style Manual of the SASSETA.

3.7 Copyright

All communications and publications should conform to the Copyright Act and ensure that copyright ownership is respected in all media functions.

A complete guideline on the use of the SASSETA logo is available (Corporate Identity Manual).

4 RESPONSIBILITY FOR COMMUNICATIONS FUNCTIONS

4.1 The Board

The Board Members cannot communicate and issue direct instructions directly to staff, but through the CEO's office. This, however, does not preclude normal routine requests from staff regarding information about workshops, meetings, minutes of meetings and generic SETA information.

The Board approves the marketing and communication policy.

4.2 Committees

The Committee Members must communicate their needs and requirements for marketing and communication through the CEO's office.

4.3 Chambers

The Chamber Members must communicate their needs and requirements for marketing and communication through the CEO's office.

4.4 CEO

The CEO gets the mandate from the Board for marketing and communication of the SASSETA.

4.5 Managers

Managers must get prior authority from the CEO before communicating with stakeholders on marketing and communications.

4.6 Employees

Employees must get prior authority from the CEO before communicating with stakeholders on marketing and communications.

5 MARKETING POLICY

5.1 The SASSETA Marketing Strategy

5.1.1 Vision, Mission and values

PLEDGE: We, the people of SASSETA, shall strive every day to adhere to our Mission statement, our Vision and Values in everything we do.

VISION

To be the leader in skills development for the safety and security sector in the SADC region.



MISSION

Transforming and professionalising the safety and security sector by providing qualifications and quality skills through effective and efficient partnerships.



Our LEAP philosophy



5.2 The Marketing Plan

The development of a marketing plan is a strategy used by SASSETA to disseminate information to all its stakeholders around the products and/or services it has on offer for them.

- It will enhance SASSETA's ability to integrate all the marketing and communication activities to maximize efforts towards achieving the corporate goals and objectives.
- It will minimize the effects of surprise from sudden changes in the macro- and micro-environment.
- It establishes a benchmark for all levels of the organization.
- It can enhance management's ability to manage since guidelines and expectations are clearly designated and agreed upon by all members of the organisation.
- It will promote and accelerate quality training for SA citizens.
- It will develop, implement and maintain policies, systems and procedures to ensure continuous, effective and efficient service to stakeholders

5.2.1 Market Situation



SAFETY SECURITY SECTOR

The Safety and Security Sector in South Africa is both public and private



PUBLIC SUB-SECTOR

The Public Security Sector consists of government security agencies and law enforcement bodies, whose role is to protect and serve the public and the interests of the state

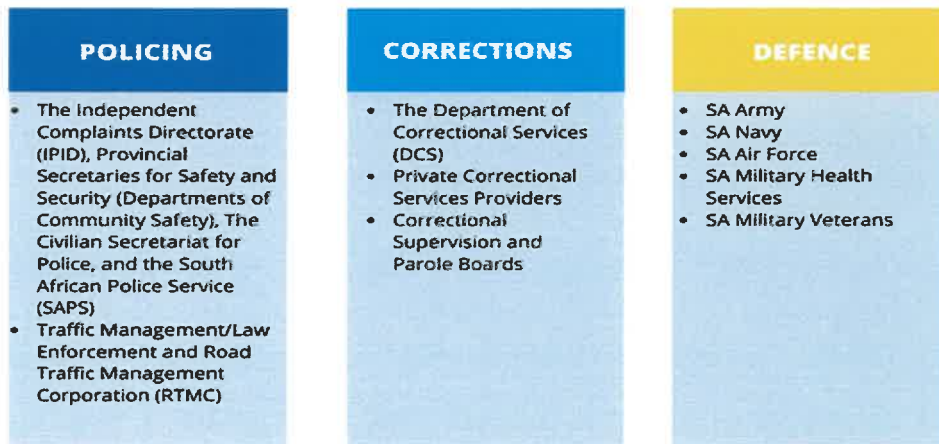


PRIVATE SUB-SECTOR

The private sector element of the security sector comprises those companies and bodies who provide security and legal services to paying clients

SASSETA serves 6 government departments and 2 public entities, all of which make up the sector (primary target markets).

They are:



5.2.2 Objectives of the Marketing Plan

Two types of objectives are set: financial and marketing.

5.2.2.1 Financial Objectives

The SASSETA Marketing division shall be responsible for managing marketing/communication budget for general marketing of SASSETA. However, departmental heads of the core divisions, will make enough provision for marketing activities peculiar to their departments in their budgets.

5.2.2.2 Marketing Objectives

SASSETA must distinguish itself by promoting itself in such a manner that all existing stakeholders and clients feel happy to continue doing business with us and prospects feel disadvantages by their current non-participation. We need to have a Unique Selling Position (USP) to instil our identity in the minds of our customers.

Our USP must be so strong that when someone asks any SASSETA employee what we do that they will realise we are the partner of choice.

The SASSETA marketing objectives are:

- To expand awareness and knowledge of SASSETA and its functions among target markets and key decision makers.
- To build and strengthen current and future business relationships.
- To penetrate new markets.
- To hit the “buy-in Buttons” for all different groups, identify their specific needs and serve them efficiently.
- To create a recognisable corporate image through a logo, a slogan, and a clear marketing campaign.
- To sell the benefits of skills development activities to both the employers and employees so that they can co-operate.
- To communicate progress made to different stakeholders.

5.3 Marketing/Communication Strategy

The broad strategy is outlined as follows:

- Implement and maintain internal and external communication strategy.
- Implement and maintain an effective communication strategy.
- Maintain a positive, corporate image of the SASSETA.
- Develop stakeholder brand awareness and service satisfaction surveys.

The activities which the Marketing and Communications Department will undertake, with SASSETA staff, management and stakeholders will be to:

- Write, print, and distribute educational material to sectors.
- Produce annual reports.
- Produce quarterly newsletter.
- Participate in exhibitions.
- Design promotional material depicting SASSETA's logo and slogan as well as material describing the overall functions and goals, which must be distributed among target markets.

The marketing and Communications activities of the SASSETA should ensure visibility within its sectors, with regular progress reports to stakeholders. The SASSETA shall work towards maintaining visibility and awareness of SASSETA activities in publications within the sector and in the media.

5.3.1 Enhancing market reputation

The SASSETA shall endeavour to enhance its reputation among its constituency by building its profile:

Figure 1: The Elements of a well-managed corporate reputation

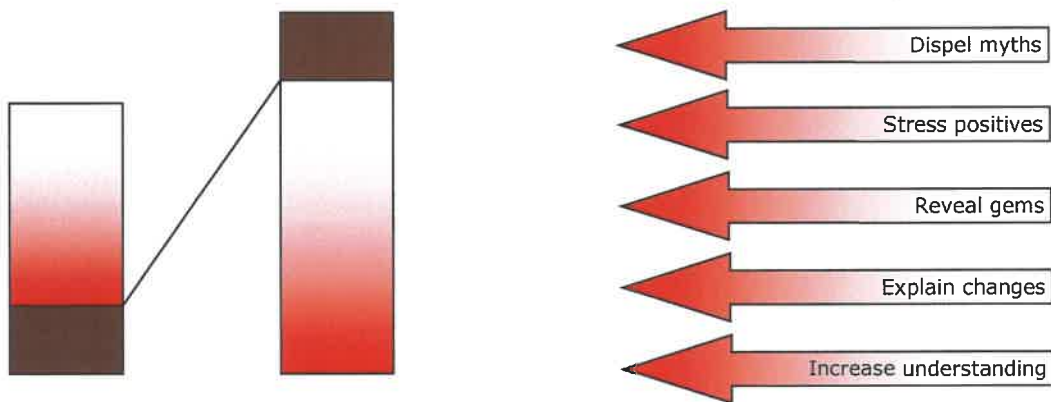
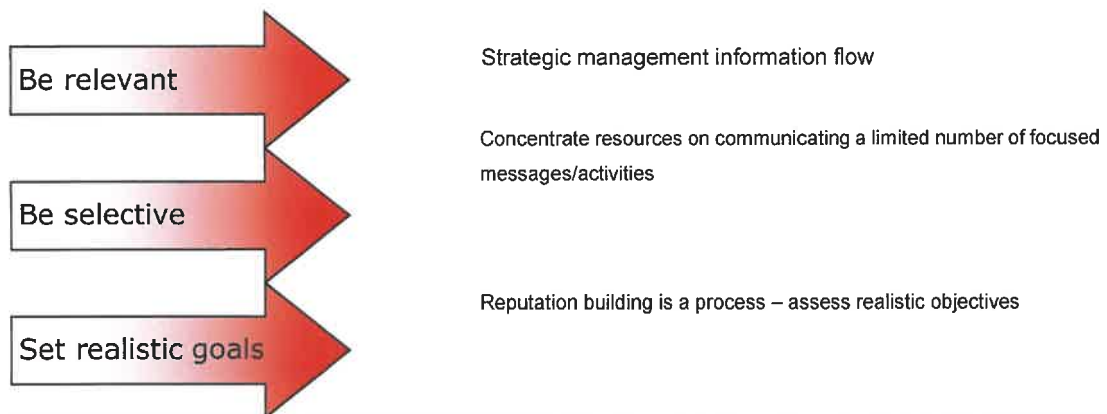


Figure 2: Reputation Management Model



5.3.2 Corporate Identity Guideline (Style Manual)

The Marketing and Communications Department has available a Style Manual for use in promotional and advertising activities to ensure that all SASSETA brand imaging is managed in such a way as to ensure consistency in the use of the SASSETA logos, colours and slogans.

5.4 THE ROLE OF THE SASSETA MARKETING SUB-PROGRAMME

The following are the responsibilities of the marketing sub-programme:

- To support the delivery of the business plan.
- To build and develop the SASSETA corporate reputation and brand.
- To ensure the strategic delivery of key business and corporate messages to stakeholders.
- Organising for and participating in Skills/ Careers/ Education and Training exhibitions.
- Prepare publications (Newsletters, Posters, Brochures, Flyers, etc.).
- Take responsibility to produce Annual Reports.
- To manage the communications functions of the SASSETA website and ensure that all SASSETA information on the website is up-to-date and accurate.
- To ensure that all SASSETA brand imaging is managed in such a way as to ensure consistency in the use of logos, colours, and slogans, in accordance with SASSETA policy and strategy, in:
 - o Publications
 - o Websites
 - o Corporate stationery and business cards
 - o Signage and promotional materials

5.5 MARKETING TOOLS

In its efforts to market products and/ services offered, SASSETA shall make use of the following tools:

5.5.1 The Logo

The logo is a trademark (the identification symbol) of SASSETA. All SASSETA official correspondence and promotional material will bear the LOGO. It should be uniquely identifiable as the easily recognized as the brand of the SASSETA.

When a logo is altered even slightly, it no longer functions as an organisation's signature. All SASSETA staff must therefore follow the logo's rules of application with care, so that it may fully reflect the intentions invested in its design.

A Corporate Identity Manual on usage of the logo is available with complete with colour breakdowns and guidelines. Parties interested in making use of the logo must apply for use to receive a relevant manual.

5.5.2 Corporate Slogan/Payoff Lines

A corporate slogan and payoff lines is like the 'unique selling point' of SASSETA. The corporate slogan is Leader in skills development for safety and security

5.5.3 Business Cards

SASSETA staff members, who require business cards for their interaction with customers/clients, should utilise the business card requisition form available on the common drive to place an order.

5.5.4 Promotional Material (banners, posters, etc.)

All SASSETA promotional material shall conform to the design provisions in the Style Manual, reflect the SASSETA brand and vision and ensure that the name of the SASSETA is prominently displayed.

A promotional material guideline document is available from the Marketing and Communications department.

A promo requisition form is available to all SASSETA employees on the templates folder on the common drive.

5.5.5 Advertising

SASSETA will advertise in any medium in order to reach the required audience, deliver the correct message and effectively convey SASSETA's unique selling points.

Steps will be taken to ensure public access to SASSETA publications. Records are maintained and regularly updated, both on the website and in the Communications Department so that any member of the public can find it readily.

All publications should adhere to the policies for accessibility, sensitivity to diversity and clarity of language. Design and layout should to the Style Manual of the SASSETA. All communications and publications should conform to the Copyright Act and ensure that copyright ownership is respected in all media functions.

A complete Advertising Procedure Guideline is available with sizes and booking deadlines.

5.5.6 Newsletters

Newsletters are a powerful tool in reaching a wide range of stakeholders with information on the SASSETA's activities and achievements. The design and language of the newsletter should ensure the accessibility of the newsletter, while reflecting the prestige of the SASSETA.

5.5.7 Exhibitions

Exhibitions provide direct communication with stakeholders who are often not reached in other ways, such as unemployed youth (job seekers), students (people currently studying at tertiary institutions), providers of education and training, fully employed people willing to further their studies and the public who need information on the activities of the SETA. The design of the exhibition material and the materials prepared for distribution should reflect the SASSETA image, while taking cognisance of the needs of these audiences.

A complete guideline is available with procedures for exhibitions.

5.5.8 The website

Not all SASSETA stakeholders have access to the web site; however, this is a powerful and dynamic tool for communicating SASSETA information.

Effective communication and participation are needed from all SASSETA departments in order to maintain an updated and effective website.

5.5.9 Annual Report

The Annual Report is an effective way of summarising the achievements and challenges for a particular financial year. It is particularly useful in reaching those in power, such as government officials and politicians, leading businesses, etc.

The Annual Report is regarded as a prestige publication and its design standards should reflect that role.

- Statutory requirements - content and time frames

Effective communication and participation are needed from all departments of the SASSETA if the Annual Report is to prove an effective tool.

5.5.10 Road Shows

Road shows gather role players in the SASSETA to disseminate information and explain to stakeholders their respective roles and the benefits available.

SASSETA branding (banners, posters, promotional material) must always be clear and visible during road shows.

5.5.11 Events

SASSETA branding (banners, posters, promotional material) must always be clear and visible when events like launches, graduations, workshops and Annual General Meetings (AGMs) are taking place.

Where events are shared with a provider, it should be cleared what the roles and responsibilities of each party need to be clarified in advance. In good practice all parties approve arrangements made before continuing with bookings for the event. However, the final decision is to be made by the party that will take care of the expenses.

5.5.12 Corporate Stationery

Where possible the guidelines should be used for all correspondence.

A complete guideline is available with directions of use of templates available.

6. CONCLUSION

A marketing and communication plan is critical to the SASSETA's image and success of it is to realise its true potential. This Integrated Marketing and Communications plan requires approval and buy in from EXCO and oversight bodies

7. POLICY IMPLEMENTATION

Unless specifically expressed in the document, this policy shall be deemed to take effect on the day it is approved. This policy shall be reviewed every two years or upon significant amendment(s) to SASSETA's regulatory environment.

8. VALIDITY OF POLICY

In an event of any doubt about the authenticity of a policy document, the document signed by the CEO and approved by the Chairperson of the Board shall be considered as the only document with validity and authority in the organisation.