A Appendix: Conceptual framework

Consider a firm planning its employment level for period 1, as well as for future periods $t > 1$. Assume that the firm starts from an employment level of n_0. The firm's production function at date t is $f_t(n_t)$, and is subject to random demand and technology shocks. The firm's wage bill at date t is $(w_t + cr_t)n_t$, with cr_t a parameter representing the per worker cost of fulfilling labor regulation requirements.

Adjustment in the level of employment from $t-1$ to t has a cost $c(n_t, n_{t-1}, t)$. We assume that this adjustment cost function is piece-wise linear and involves two parameters: cd_t and cu_t, for downward and upward adjustments respectively (see Hamermesh and Pfann (1996)):

$$c(n_t, n_{t-1}, t) = cd_t|n_t - n_{t-1}|1(n_t - n_{t-1} < 0) + cu_t|n_t - n_{t-1}|1(n_t - n_{t-1} > 0) \qquad (4)$$

The value of the firm at date 1 can be written as:

$$V(\underline{n}_1, n_0) = E_t \left(\sum_{t=1}^{\infty} \beta^{t-1} \left(f_t(n_t) - (w_t + cr_t)n_t - c(n_t, n_{t-1}, t) \right) \right) \qquad (5)$$

where β is the actualization rate.

The first order condition for value-maximizing employment at date 1 is given by:

$$\frac{\partial f_1}{\partial n}(n_1) - (w_1 + cr_1) + cd_1 1(n_1 < n_0) - cu_1 1(n_1 > n_0) - \beta cd_2 Pd + \beta cu_2 Pu = 0 \qquad (6)$$

where Pd and Pu are the probabilities of future downward and upward adjustments, respectively.[28]

Finally, it is useful to define n^* as the optimal employment level at date 1 under the assumption of zero adjustment costs at date 1. The first order condition for n^* is given by:

$$\frac{\partial f_1}{\partial n}(n^*) - (w_1 + cr_1) - \beta cd_2 Pd + \beta cu_2 Pu = 0 \qquad (7)$$

We can loosely refer to shifts in n^* caused by the intervention as a *profitability channel* as n^* does not depend on the current employment situation n_0 or current adjustment cost parameters cd_1 and cu_1; n^* however depends on the cost of labor regulation parameter at date 1, cr_1, as well as all future parameters (cr_t, cd_t, cu_t) for $t > 1$. For example, a better understanding of labor regulation would translate into a reduction in cr_1 and increase n^*. Also, changes in future adjustment costs will also impact n^*. For example an intuitive and important potential mechanism is related to future downward adjustment cost cd_2. In the decision about current employment, absent any current adjustment costs, a firm integrates the risk, and related costs, that new hires will have to be fired in the future. A reduction in future firing costs will thus result in an increase in n^*. It is worth noting that a similar but opposite side effect exists for a change in cu_2: everything else the

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[28]Fully solving this model is complex as $Pd = P(n2 < n_1)$ and $Pu = P(n2 > n1)$ are both endogenous. See Bertola (1992); Bentolila and Saint-Paul (1994) and Cahuc et al. (2014) for a discussion. The literature has shown that when the future state of the economy is uncertain, i.e. there is a non-zero probability that current hires will have to be laid off in the future, a reduction in firing costs can have a positive impact on employment. This result, however, depends heavily on the technology of production and the type of uncertainty.

same, lower hiring costs in the future give firms an incentive to hire less today.

Costs of labor regulation cr or adjustment parameters cd and cu at later dates also have an impact but it is a less direct one. For example cr_2 has an impact on n_1 but it is through the impact it has on the distribution of n_2, which is a random variable at date 1, and more precisely through the probabilities of upward and downward adjustment. The distribution of n_2 also depends on the distribution of random terms in the future. The impact of cr_2 (and other future parameters) is likely to be small if the related variability is large.

We also consider another channel solely related to a change in *current adjustment costs*, i.e. a change in cd_1 and/or cu_1, with all other parameters (cr_1 and (cr_t, cd_t, cu_t) for $t > 1$) left unchanged.

If we approximate the function $\partial f_1/\partial n(n) - (w_1 + cr_1) - \beta cd_2 Pd + \beta cu_2 Pu$ around n^* as $-\phi(n - n^*)$, we can rewrite the first order condition in equation 6 as:

$$-\phi(n - n^*) + cd_1 1(n - n_0 < 0) - cu_1 1(n - n_0 > 0) = 0 \tag{8}$$

The adjustment rule is very simple and is described in Panel (a) of Figure A.1:

- Upward adjustment if the current employment is too low: $n_0 < n^* - cu_1/\phi$. The firm adjusts to a level which depends on n^* and cu_1: $n_1 = n^* - cu_1/\phi$

- No adjustment if the current employment is in an *inaction band*: $n^* - cu_1/\phi < n_0 < n^* + cd_1/\phi$. The firm does not adjust: $n_1 = n_0$

- Downward adjustment if the current employment is too high: $n_0 > n^* + cd_1/\phi$. The firm adjusts to a level which depends on n^* and cd_1: $n_1 = n^* + cd_1/\phi$

This simple framework helps to disentangle the different possible changes caused by the intervention. In particular, we can make a distinction between the two polar cases of *current adjustment cost* and *profitability* channels and a third mixed case:

a. *Current adjustment costs channel*. The intervention only changes the current adjustment cost parameters $c_{d,1}$ and $c_{u,1}$ and let the employment level n^* unchanged. Panel (b) in Figure A.1 describes the impacts on employment of a reduction in both adjustment costs.

   There are to main effects: (1) when the current employment level n_0 is such that the firm adjusts, then the adjustment is stronger both upward and downward. This is represented by the two (upward and downward) vertical arrows on the figure, and (2) firms adjust more frequently. The width of the inaction band $[\underline{n}, \overline{n}]$ tightens.

   Also, the adjustment is heterogeneous: positive for firms which would like to increase their employment; zero for firms with intermediate values of desired employment change and negative for firms which would like to reduce their employment. As a result, the average impact on employment is ambiguous.

b. *Profitability channel*. The intervention leads to an increase in the employment level n^*: $\Delta n^* = n^*(1) - n^*(0) > 0$. The main mechanisms are reductions in the current cost of labor regulation cr_1 and cost of

downward adjustment in the future cd_2. As discussed above, these changes can be mitigated if future upward adjustment costs decrease.

The resulting adjustment of employment is shown in Panel (c) of Figure A.1. The employment level schedule $n_1(n_0)$ shifts upward. This is represented by the two (upward) vertical arrows on the figure. The inaction band shifts to the right. There are firms which now adjust but would not have absent the intervention. There are firms which do not adjust but would have and last there are firms which do not adjust and would not have absent the intervention. Hence, although the impact is still heterogeneous in this case, it is unambiguously either positive or zero.

c. A final case involves a mix of the two former situations: a reduction in the current adjustment cost parameters and a change in employment level n^* triggered by the other cost parameters. For example, the intervention could lead to a reduction in downward and upward adjustment costs in the current and the future periods. This case is illustrated in Panel (d) Figure A.1. The pattern of employment adjustment is a combination of the two previous cases. The impact on firms which would adjust upward absent the program is unambiguously positive. There is still a range of firms for which there is no employment level adjustment. Finally, the impact on firms which would not adjust their employment downward absent the intervention is ambiguous.

Figure A.1: Labor adjustment under different changes induced by the program

(a) Adjustment pattern

(b) Change in adjustment cost parameters

(c) Change in cost of labor regulation and future cost parameters

(d) Both changes
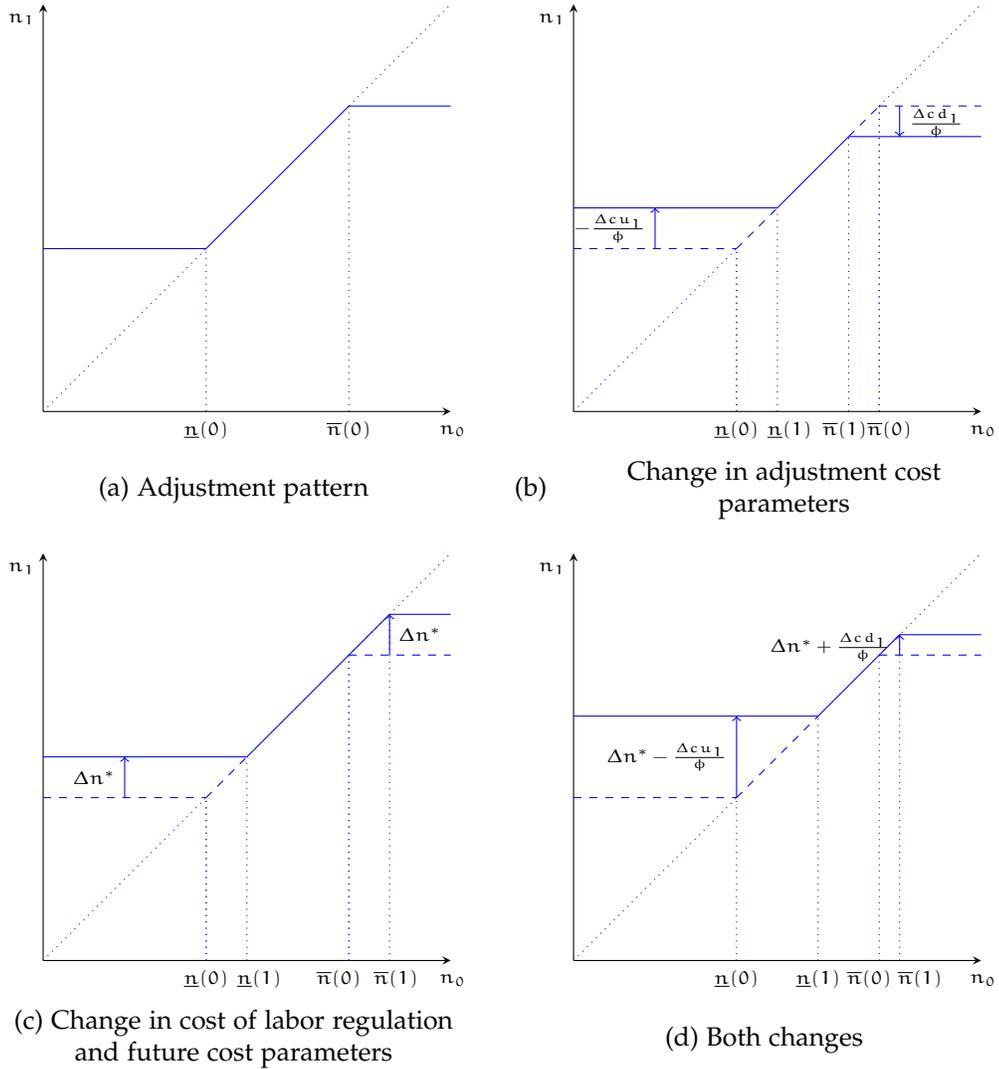
$\underline{n}(0)$ and $\overline{n}(0)$ are thresholds which trigger adjustment absent the intervention:

- $\underline{n}(0) = n^*(0) - \frac{cu_1(0)}{\phi}$ and $\overline{n}(0) = n^*(0) + \frac{cd_1(0)}{\phi}$

$\underline{n}(1)$ and $\overline{n}(1)$ are these same thresholds with the intervention. They depend on the type of change caused by the intervention:

- $\underline{n}(1) = n^*(1) - \frac{cu_1(1)}{\phi}$ and $\overline{n}(1) = n^*(1) + \frac{cd_1(1)}{\phi}$

case (b): $n^*(1) = n^*(0)$; case (c): $cd_1(1) = cd_1(0)$ and $cu_1(1) = cu_1(0)$

B   Appendix Figures and Tables

Figure B.1: Impact on cumulative distribution and rank sum tests adding firms with probable closure
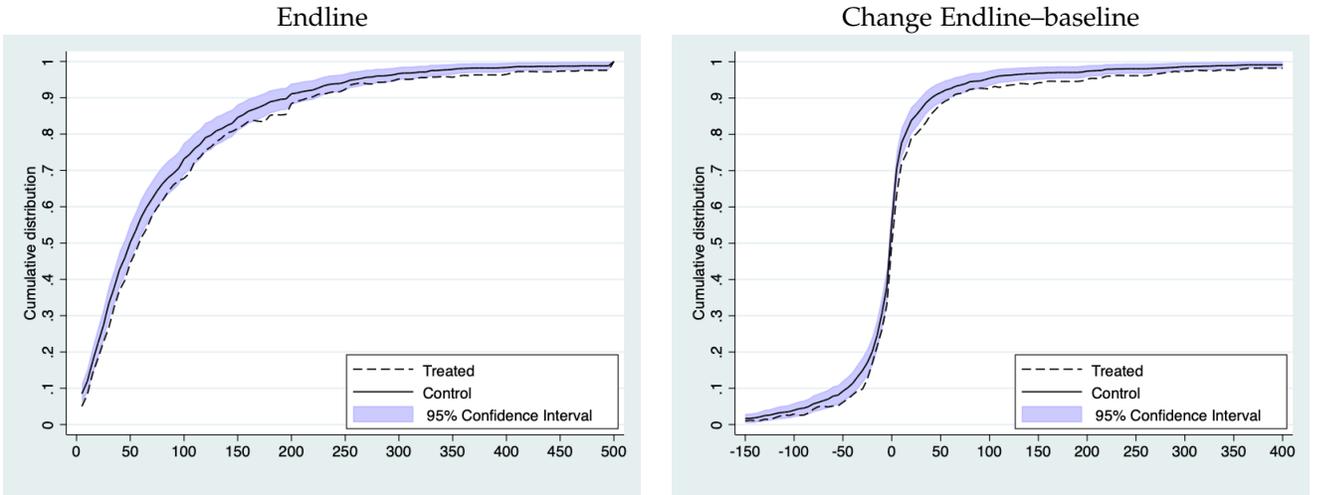
Mann Whitney test: p values obtained from 10,000 permutations within strata[a]

$$p = 56/10000 \qquad\qquad\qquad\qquad p = 11/10000$$

This figure replicates Figure 2 adding to the sample firms that did not complete the endline survey due to probable closure (see footnote 12) For an outcome variable y we define the dummy variable $d_x = 1(y \leqslant x)$, with x the value on the x-axis. We compute the average in the control group c_x (reported as the blue line in the graph) and t_x in the treatment group (reported as the red line in the graph) as well as s_x the standard error of their difference. The graphs also report a shaded area with bounds defined as $c_x \pm 1.96 s_x$ and have the same length as the 95% confidence interval of the difference.
Mann Whitney test p values: proportion of pseudo random draw of the treatment variable out of 10,000 for which the statistic of the ranksum test is above the one computed with the true assignment

Figure B.2: Duration between the date of survey completion and random assignment and relation between hiring-firing and endline-baseline changes in employment
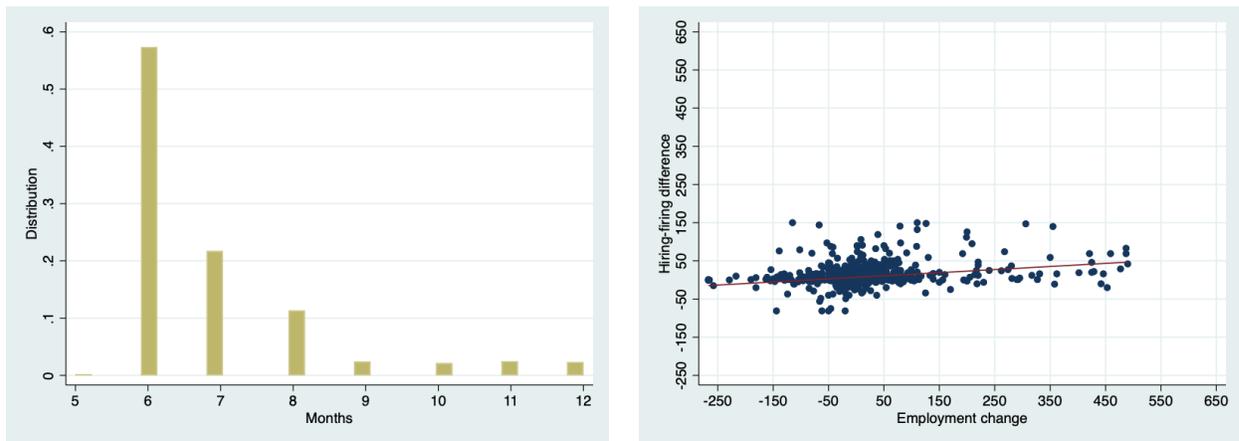
Left panel: distribution of the number of months between the date of endline survey completion and random assignment (a few observations with shorter durations have been discarded) .

Right panel scatter plot of the change in employment as measured by the difference between the number of hired and dismissed workers and the change in employment as measured by the difference between endline and baseline total staff. The estimated slope coefficient is 0.081 with a standard error of 0.014

Figure B.3: Quantile treatment effects

Change in employment survey respondent
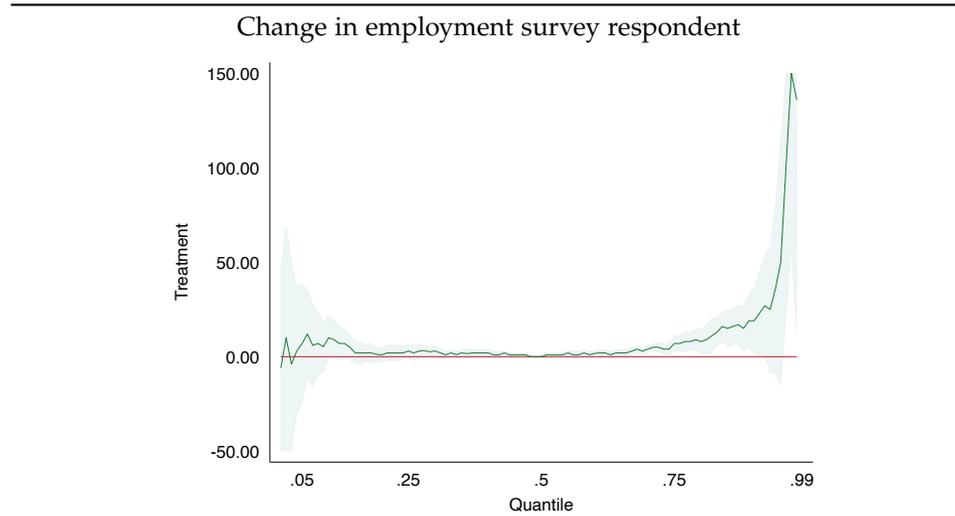
Change in employment survey respondent and firms likely to have shut down
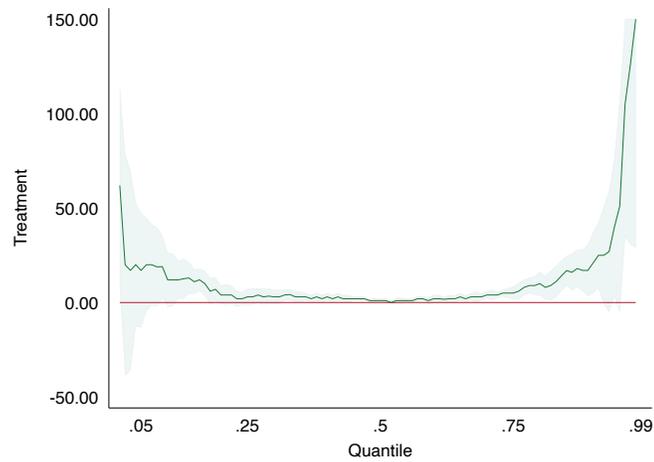
Quantile treatment effects as a function of the quantile (solid line) as well as the 95% confidence interval (grey area).

Dependent variable is employment change as measured by the difference between endline and baseline total staff

Upper panel: respondent to endline survey. Lower panel: adding to the sample firms that did not complete the endline survey due to probable closure (see footnote 12)

Table B.1: Sampling frame sectors

Kept in UIF sampling frame	Sectors
Yes	Building and Construction
	Food, Drinks, Tobacco
	Textiles
	Wood Industry, Upholstery
	Printing and Paper
	Rubber, Oil, Paint, Chemicals
	Leather
	Glass, Brick, Tiles, Concrete
	Iron, Steel, Garages
	Trade, Commerce
	Air, Road Transport, Hauliers
No	Agriculture and Forestry
	Taxi Industry
	Fishing
	Mining and Quarrying
	Jewellers, Diamonds, Asbestos
	Banking, Finance, Insurance
	Local Authorities
	Personal Services, Hotels, Flats
	Entertainment and Sport
	Medical Services
	Professional Services
	Educational Services
	Charitable, Religious and Political Organisations

Table B.2: Timeline of baseline survey and randomization

Group	Initial #	Baseline Start Date	Random. Date	Surveyed	(5)/(2)	Treatment	Control	End Date
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	901	Feb. 19	April 4	382	42.4	190	192	Aug. 29
2	2510	March 19	April 25	395	15.7	194	201	Sept. 19
3	2548	April 16	May 16	432	17.0	218	214	Oct. 10
4	2487	May 9	June 20	428	17.2	216	212	Nov. 14
5	1295	May 29	July 4	187	14.4	94	93	Nov. 28
Total	9741			1824	18.7	912	912	

All surveys were implemented in 2013

The table reports, for each group/wave: number of firms in the initial list to contact (column 2); baseline start date (column 2); number of firms enrolled (column 3); randomization date (column 4); number and share of firms surveyed (columns 5 and 6); number of firms assigned to the treatment group (column 7) and to the control group (column 8); date at which the free access to the web site ended (column 9).

Numbers in columns (2) and (6) are different for the first group/wave. An early pilot was attempted to check the quality of the contact details on that group and showed us that we should expect around a 20% success rate when trying to reach firms. Numbers for the first group are for the firms which were successfully reached during the pilot. For the other groups, we report in column (2) the number of firms in the UIF database which were initially assigned to the group.

Table B.3: Heterogeneity of impact on total staff with respect to firm size

	Level		Endline–baseline	
	(1)	(2)	(3)	(4)
Heterogeneity of impact on total staff with respect to firm size				
< 50	10.14**	9.60**	10.90**	10.90**
	(4.90)	(4.83)	(4.84)	(4.84)
[50, 100]	16.28**	17.04**	16.96**	17.41**
	(7.65)	(7.65)	(7.50)	(7.50)
> 100	7.96	6.92	6.84	6.34
	(8.83)	(7.55)	(7.69)	(7.68)
Control mean	81.11	81.11	2.13	2.13
p-value global	0.02	0.02	0.01	0.01
p-value same	0.73	0.61	0.63	0.58
Employment results accounting for probable closure				
Treated	13.33***	14.15***	14.01***	13.68***
	(4.55)	(3.67)	(3.67)	(3.63)
Control mean	74.96	74.96	-3.59	-3.59
Add covariates	No	Yes	No	Yes

Upper panel (1466 observations): estimation of equation 3 using firm size as interacted variable. Size categories are defined as firms below 50 employees (667 firms, 45.5%), firms between 50 and 100 employees (395 firms, 26.8%) and firms above 100 employees (406 firms, 27.7%).

p-value global corresponds to the p-value of the test of the joint nullity of the coefficients of the interacted partitioning variables.

p-value same corresponds to the p-value of the test of the equality of the coefficients of the interacted partitioning variables.

Lower panel (1565 observations): The table replicates Table 2 for variables in level adding to the sample firms that did not complete the endline survey due to probable closure (see footnote 12.

C Tables and Figures Describing the UCT Law@Work Club Services

Table C.1: List of newsletters

Date	Day	Title	Topic	All emails tracked?	Group 1	Group 2	Group 3	Group 4	Group 5
2013/04/09	Tue	2 Rules to remember when hiring an intern	Recruitment	no	yes	no	no	no	no
2013/04/11	Thu	Medical Certificates	Leave	no	yes	no	no	no	no
2013/04/16	Tue	5 Steps to create a positive work environment	Management Tips	no	yes	no	no	no	no
2013/04/18	Thu	Sick Leave	Leave	no	yes	no	no	no	no
2013/04/23	Tue	What colour is your brain: 6 unconventional interview questions to reveal the ideal candidate	Recruitment	no	yes	no	no	no	no
2013/04/25	Thu	Charging employees Case law	Employee-Employer Relations	no	yes	no	no	no	no
2013/04/30	Tue	Avengers Assemble: 3 ways to build an effective team	Management Tips	no	yes	yes	no	no	no
2013/05/02	Thu	Misconduct: Intent/Negligence	Poor Performance and Incapacity	no	yes	yes	no	no	no
2013/05/07	Tue	The R-Factor: Creating a winning retention plan	Management Tips	no	yes	yes	no	no	no
2013/05/09	Thu	Settlement Agreements	Employee-Employer Relations	no	yes	yes	no	no	no
2013/05/14	Tue	Gather around: 3 meetings you should be having each year.	Management Tips	no	yes	yes	no	no	no
2013/05/16	Thu	Dishonesty Case Law	Employee-Employer Relations	no	yes	yes	no	no	no
2013/05/21	Tue	The Safety Dance: 3 tips to deal with employee theft	Ill-discipline	no	yes	yes	yes	no	no
2013/05/23	Thu	Consistency	Ill-discipline	no	yes	yes	yes	no	no
2013/05/28	Tue	4 tips to deal with excessive absenteeism	Ill-discipline	no	yes	yes	yes	no	no

Table C.1: List of newsletters

Date	Day	Title	Topic	All emails tracked?	Group 1	Group 2	Group 3	Group 4	Group 5
2013/05/30	Thu	Office Romance	Employee-Employer Relations	no	yes	yes	yes	no	no
2013/06/04	Tue	Don't be casual about it: things you need to know about "casual staff"	Recruitment	no	yes	yes	yes	no	no
2013/06/06	Thu	Insubordination	Ill-discipline	no	yes	yes	yes	no	no
2013/06/11	Tue	It's training day: 4 tips to ensure development success	Skills Development	no	yes	yes	yes	no	no
2013/06/13	Thu	Further Particulars	Ill-discipline	no	yes	yes	yes	no	no
2013/06/18	Tue	You're up coach: 3 tips on effective employee feedback	Employee-Employer Relations	no	yes	yes	yes	no	no
2013/06/20	Thu	Occupational Health and Safety	CCMA / Labour Court / Acts / Legislation	no	yes	yes	yes	no	no
2013/06/25	Tue	The Minute Man: How to effectively deal with immediate resignations	Employee-Employer Relations	no	yes	yes	yes	yes	no
2013/06/27	Thu	Occupational Health and Safety part 2	CCMA / Labour Court / Acts / Legislation	no	yes	yes	yes	yes	no
2013/07/04	Thu	Polygraph Case Law 2	Ill-discipline	no	yes	yes	yes	yes	no
2013/07/05	Tue	Sector Specific Newsletters	Sector Specific	no	yes	yes	yes	yes	yes
2013/07/09	Tue	Tweet tweet: Is social media your best recruitment tool?	Recruitment	no	yes	yes	yes	yes	yes
2013/07/11	Thu	Operational Requirements Terminations	Retrenchments	no	yes	yes	yes	yes	yes
2013/07/16	Tue	CCMA: 2 simple labor tips to keep productivity high and disputes low	CCMA / Labour Court / Acts / Legislation	yes	yes	yes	yes	yes	yes
2013/07/18	Thu	Earnings Thresholds	Compensation	yes	yes	yes	yes	yes	yes
2013/07/23	Tue	Unfair Dismissals: Do your employees know the rules?	Dismissals	yes	yes	yes	yes	yes	yes
2013/07/25	Thu	Earnings Threshold and overtime	Compensation	yes	yes	yes	yes	yes	yes
2013/07/30	Tue	Sexual Harassment: What Vavi taught us	Harassment	yes	yes	yes	yes	yes	yes
2013/08/01	Thu	Previous Warnings	Ill-discipline	yes	yes	yes	yes	yes	yes

Table C.1: List of newsletters

Date	Day	Title	Topic	All emails tracked?	Group 1	Group 2	Group 3	Group 4	Group 5
2013/08/06	Tue	Workplace Skills Plan: SA's answer to the skill shortage epidemic	Skills Development	yes	yes	yes	yes	yes	yes
2013/08/08	Thu	Discipline and the sick employee	Ill-discipline	yes	yes	yes	yes	yes	yes
2013/08/13	Tue	How do we solve a problem like Charlie: 3 steps to deal with poor performance	Poor Performance and Incapacity	yes	yes	yes	yes	yes	yes
2013/08/15	Thu	Disciplining the Shop Steward	Ill-discipline	yes	yes	yes	yes	yes	yes
2013/08/20	Tue	The Perfect Storm: The 3 elements hindering productivity	Poor Performance and Incapacity	yes	yes	yes	yes	yes	yes
2013/08/22	Thu	Resignation before disciplinary	Ill-discipline	yes	yes	yes	yes	yes	yes
2013/08/27	Tue	Lucy's First Day - 4 tips that could make her a success	Management Tips	yes	yes	yes	yes	yes	yes
2013/08/29	Thu	Resignation before disciplinary part 2	Ill-discipline	yes	no	yes	yes	yes	yes
2013/09/03	Tue	All Aboard! 3 techniques to reduce resistance to change	Management Tips	yes	no	yes	yes	yes	yes
2013/09/05	Thu	Insubordination Case Law	Ill-discipline	yes	no	yes	yes	yes	yes
2013/09/10	Tue	The Charlie Sheen Conundrum: Handling difficult employees	Employee-Employer Relations	yes	no	yes	yes	yes	yes
2013/09/12	Thu	Protection of Personal Information (POPI) Act Part I	CCMA / Labour Court / Acts / Legislation	yes	no	yes	yes	yes	yes
2013/09/17	Tue	Workplace stress: A valid illness?	Leave	yes	no	yes	yes	yes	yes
2013/09/19	Thu	Protection of Personal Information (POPI) Act Part II	CCMA / Labour Court / Acts / Legislation	yes	no	no	yes	yes	yes
2013/09/23	Tue	These 3 questions are effective for employee performance evaluations	Management Tips	yes	no	no	yes	yes	yes
2013/09/26	Thu	Case Law: Following procedurally fair processes	Dismissals	yes	no	no	yes	yes	yes
2013/10/01	Tue	Youth Tax Incentive: What you need to know	CCMA / Labour Court / Acts / Legislation	yes	no	no	yes	yes	yes
2013/10/03	Thu	The Breathalyzer Test	Ill-discipline	yes	no	no	yes	yes	yes

Table C.1: List of newsletters

Date	Day	Title	Topic	All emails tracked?	Group 1	Group 2	Group 3	Group 4	Group 5
2013/10/08	Tue	Department of Youth: 3 tips to understand your young employees	Management Tips	yes	no	no	yes	yes	yes
2013/10/10	Thu	Operational Requirements Terminations	Retrenchments	yes	no	no	no	yes	yes
2013/10/15	Tue	Feud Control: 2 steps to manage workplace conflict	Management Tips	yes	no	no	no	yes	yes
2013/10/17	Thu	Equal work, equal pay	Employment Equity	yes	no	no	no	yes	yes
2013/10/22	Tue	Exit Music: 3 methods for a successful exit interview	Management Tips	yes	no	no	no	yes	yes
2013/10/24	Thu	Regional Demographics	Employment Equity	yes	no	no	no	yes	yes
2013/10/29	Tue	How Should You Be Disciplining a Manager?	Management Tips	yes	no	no	no	yes	yes
2013/10/31	Thu	Vehicle Tracking	Ill-discipline	yes	no	no	no	yes	yes
2013/11/05	Tue	Employment Services Bill: 3 Key Changes You'll Need to Know	In the news	yes	no	no	no	yes	yes
2013/11/07	Thu	Constructive Dismissal Part III	Dismissals	yes	no	no	no	yes	yes
2013/11/12	Tue	We Need to Talk: Mediating Difficult Workplace Conversations	Employee-Employer Relations	yes	no	no	no	yes	yes
2013/11/14	Thu	Trade Union Liability	CCMA / Labour Court / Acts / Legislation	yes	no	no	no	no	yes
2013/11/19	Tue	The Abe Lincoln Method: Managing someone you dislike	Management Tips	yes	no	no	no	no	yes
2013/11/21	Thu	Racism in the Workplace	Ill-discipline	yes	no	no	no	no	yes
2013/11/26	Tue	The 2020 Workplace: What you'll need to know	In the news	yes	no	no	no	no	yes

Table C.2: Case Law Library - list of categories

Main Category	Sub-Category (if applicable)
Appeal and review	
Contracts of Employment	Breach, Fixed term, Legal existence & validity, Repudiation
Dismissal - Operational requirements	
Dismissal - Procedural fairness	Disciplinary procedure, Dismissal or resignation, Non-appearance by party, Probationary periods, Right to disciplinary enquiry, Right to training/counselling, Right to representation
Dismissal - Substantive fairness	Absenteeism & latecoming, Abusive language, Alcohol, drug abuse, Assault, Breach of trust, Damage to property, Employment contract, Employment relationship, Firearms, Fraud, Group action, Imprisoned employees, Incapacity & poor performance, Insubordination, Internet & email abuse, Intimidation, Misrepresentation, Negligence, Restructuring, Retirement, Retrenchment, Sexual harassment, Theft
Grievance/Unfair Labour Practices	Affirmative action, Bias in discipline, Breakdown of working relationship, Change in terms and conditions, Constructive dismissal, Discrimination and harassment, Grievance procedures, Payments and benefits, Suspension of employees
Independent contractors	
Industrial action and bargaining	
Interdicts	
Leave	Maternity leave, Sick leave
Notice periods	
Resignations	
Retirement	
Rules of the court	Jurisdiction, Rescission and review, Setting down for arbitration
Union representatives	Breach of trust, Constructive dismissal, Freedom of association, Insubordination, Intimidation, Reinstatement

Table C.3: Discussion forum - list of categories

Forums	Description	Sub-forums
Uncategorised	This is a "holding space" for forum topics that have yet to be categorised	-
Special requests	-	Case law, Policies and documents
Articles and Current Affairs	A place for members to post and comment on the latest news	-
CCMA and Labour Court	Discussions relating to the concilliation, mediation and artibration processes	Court Jurisdiction
Compensation Issues	Discussions relating to the quantity or timing of hours worked and salaries	Overtime, On termination, Weekends and Public Holidays, UIF
Contracts	Issues relating to contracts and agreements	Employment Contracts, Matters of ownership
Disciplinary Issues	Discussions relating to disciplinary processes and procedures	Polygraph testing
Discrimination Laws	Discussions relating to workplace conflict or discrimination	-
Employment Equity	-	Reporting
Harassment	Discussions relating to all forms of harassment in the workplace	-
Health and Safety in the workplace	Discussions involving issues related to health and safety matters	Ill health/incapacity in the workplace, Workplace accidents
Hiring, Retaining, Promoting	Discussions relating to the acquiring of new staff, or the promotion of current employees	Conflicts of interest
Labour Law Clarification	Discussions relating to the scope and implications of current labor laws	-
Leave Laws	Discussions relating to absence of work for various reasons	Disability Leave, Pregnancy and Maternity Leave, Sick Leave
Operations Management	Issues relating to workplace operations	-
Terminations	Discussions involving the firing of employees	Reason: Misconduct, Reason: Retrenchments, Reason: Incapacity/ill health, Reason: Death or winding up of business
Unions	Discussions involving the violation of union rules and regulations	Bargaining Councils, Shop Stewards
Website Issues	All queries and suggestions relating to the Labour Law Club website	-
Workplace Policy	Queries relating to policies implemented and enforced in the workplace	-
Testimonials	-	-

Table C.4: Learning center - list of categories

Main Category	Category	Sub-topic 1	Sub-topic 2
Employment Law	1. Contract Of Employment	1.1 Identifying the parties	1.1.1 Recognising an employee
			1.1.2 The employer
			1.1.3 Temporary employment services
		1.2 Types of contract	1.2.1 Fixed term contracts
			1.2.2 Indefinite contracts
			1.2.3 Illegal contracts
			1.2.4 Contracting agreements
		1.3 Particulars of the contract	1.3.1 Express terms
			1.3.2 Disciplinary clauses
			1.3.3 Restraint of trade clauses
			1.3.4 Avoid these clauses!
			1.3.5 Amending the contract
		1.4 Reasons for terminating the contract	
	2. Basic Conditions Of Employment	2.1 Regulation of working time	2.1.1 Ordinary hours of work
			2.1.2 Overtime
			2.1.3 Sundays and night work
			2.1.4 Meal periods
		2.2 Leave	2.2.1 Annual leave
			2.2.2 Sick leave
			2.2.3 Maternity leave and pregnancy
			2.2.4 Family responsibility leave
	3. Equality In The Workplace	3.1 Affirmative action	3.1.1 Introduction to the Employment Equity Act
			3.1.2 Designated employers
			3.1.3 Designated groups (people)
		3.2 Discrimination	
		3.3 Sexual harassment	
	4. Unfair Labour Practices		
	5. Dismissals And Discipline	5.1 Misconduct	5.1.1 Absenteeism
			5.1.2 Alcohol in the workplace
		5.2 Incapacity and Ill-health	
		5.3 Operational requirements	
	6. Automatically Unfair Dismissals		

Table C.4: Learning center - list of categories

Main Category	Category	Sub-topic 1	Sub-topic 2
	7. Transfer Of Businesses		
Collective Labour Law	1. Trade unions	1.1 Terms and definitions	
		1.2 Rights of trade unions	
	2. Collective bargaining		
	3. Workplace forums		
	4. Strikes, lockouts, protest action		
Labour Disputes	1. Bargaining councils		
	2. Statutory councils		
	3. CCMA		
	4. Labour Court and Labour Appeals Court		
	5. Workplace forums		
Social Security	1. UIF		
	2. Occupational Injuries and diseases		
	3. Pensions		
	4. Healthcare and medical aid		
	5. Skills development	5.1 Workplace skills training	
		5.2 Learnerships	
		5.3 Youth wage subsidy	
	6. Expanded Public Works Programme		
Industry Specific Information	1. Communication		
	2. Construction		
	3. Manufacturing		
	4. Retail		
	5. Transport		

Table C.5: Templates - list of categories

Categories	Templates
Contracting	Contracting Agreement
Disciplinary Notices	Notification of Disciplinary Inquiry, Written Warning, Written Warning (Final)
Dismissals	Notice of Dismissal (with notice), Notice of Dismissal (without notice)
Employment Contracts	Contract (Part-time), Contract (Permanent), Contract (Fixed Term), Contract (w/ restraint of trade), Executive Contract (1), Executive Contract (2), Non-disclosure agreement
Employment Equity Reporting	Employment Equity plan
Grievances	Grievance procedure, Grievance notification form
Performance Appraisals	-
Policy Documentation	Policy Documentation, Disciplinary Policy, Employment Equity Policy, Sexual Harassment Policy, Smoking Policy, Small Businesses
Rescission Contracts	CCMA
Retrenchments	Notification letter to employees, Termination agreement, Termination agreement 2