



Learning and Development



Workshop Catalogue 2009



- Human Resources
- Training & Development
- Management

content

Introduction	1
Human Resources	
◦ Competency Based – Behaviour Interviewing Skills	2
◦ Job/Role Evaluation	3
◦ Organisaitonal Design	4
◦ Salary Structuring and Total Package	5
◦ Strategic Talent Planning	6
◦ Variable pay and Incentive scheme design	7
◦ Writing and implementing HR policies and procedures	8
Training and Development	
◦ Integrating needs analysis, assessment and evaluation of training	9
◦ Measuring ROI in training	10
Management	
◦ Competency Based – Behaviour Interviewing Skills	11
◦ Finance for Non-financial Managers	12
◦ Leadership and self - deception	13
◦ Performance Management <i>The Ultimate Management Tool</i>	14
◦ How to develop a responsible Corporate Social Investment Practice for your company	15
Registration Information	16

Knowledge Resources presents our upcoming exciting workshops for the next quarter of 2008 – ALWAYS Keeping you abreast of key industry trends and developments!

Join us at these workshops, fast-track your skills development initiatives, take advantage of these invaluable learning environments and share in this knowledge experience.

- Increase your **Skills** and **Knowledge Base**
- return to your organisation ready to **implement latest thinking from leading facilitators**
- **benchmark** your **organisation's practices** and **processes**
- **learn and network** with fellow colleagues

**Unlock and
expand your
potential!**

SETA ACCREDITATION

Many of our delegates enquire after our accreditation status. There is a misguided opinion that organisations can only claim their levies back if they use accredited training providers only. This is not entirely correct. In the Government Gazette (No.20865 of 7 February 2000), it clearly states that the Skills Development Levies Act provides for recovery of a levy payment based on the submission of Workplace Skills Plans (WSPs), Workplace Skills Implementation Plans (WSIPs), and the submission of the names of Skills Development Facilitators (SDFs), and not on the basis of making use of accredited providers or NQF-aligned training and development events only.

Grow your Knowledge every month!

We recently launched two high-quality online magazines and are offering our workshop delegates **25 % discount on the subscription fees** to both magazines:

HUMAN CAPITAL REVIEW

This online magazine offers articles that are authoritative, strategic by nature and will provide fresh and original viewpoints to HR Professionals. Focus will be shifted to International perspectives with specific implications for the HR Practitioner in Africa.

etdonline[™] education • training • development

This online magazine focuses specifically on the Education, Training and Development fields and will feature articles that are current and original. Articles are written by the leaders in the ETD field, and although the articles are in depth, the emphasis will be on practical application.

For further information contact:
Kate Papadopoulos

Telephone: +27 (0)11 880 8540
Fax: +27 (0)11 880 8700
E-mail: kate@knowres.co.za

IN-HOUSE

All workshops are available under Knowledge Resources in-house menu. We are proud to offer you a portfolio of customised in-house training solutions that are focused on your unique business needs. For more information in this regard, please contact Magdeline Matlatse.

Telephone: +27 (0)11 880 8540
Fax: +27 (0)11 880 8700
E-mail: magdeline@knowres.co.za

SPECIAL OFFER

Competency Based – Behaviour Interviewing Skills

One-day workshop

DATES

15 January
25 March
5 May
21 July
2 September
19 November
Venue TBC

INTRODUCTION

The workshop will provide you with simple steps to help make better employment choices. Due to the practical nature of the course, even the most inexperienced interviewer will have the tools to conduct a productive interview, ensuring that the interviewer gets quality information specific to the job that is being interviewed for.

The workshop was developed by George Ferreira, an Industrial Psychologist, with approximately 20 years of experience in recruitment and selection.

Target audience:

Anyone that is involved with interviewing staff, including HR personnel, line managers, department managers and supervisors.

Why should you attend?

This course will enable one to understand and implement the various steps in the recruitment and selection process in order to make sound employment decisions.

PROGRAMME

Introduction

- Main objectives of the course

Various selection methods

- Assessment Centres, Behaviour Based Interviews, Work samples, Ability Assessments, Unstructured interviews, etc. Also, the success in terms of predicting the best candidate for the job

Module 1: Job Analysis

- How to do a simple job analysis in order to use it for the interview (understanding the job that needs to

be filled)

- The components of a competency: knowledge, skills and behaviours
- Deciding on selection criteria relevant for the job
- Weighting of each selection criterion
- The impact of personal and company resources on job performance

Module 2: Legislation

- Ensuring the selection process complies with current legislation
- Which acts are applicable to recruitment and selection?
- Employment equity
- Unfair discrimination
- The company's policies and procedures
- Ensuring your decisions are justifiable

Module 3: Advertising

- How to design an advertisement
- Where to advertise
- Practical tips

Module 4: Competency Based (Behaviour Based) Interview

- How to formulate questions in order to get specific examples of past behaviour specific to the job
- The different stages of an interview:
 - Rapport building,
 - discussion of the job,
 - allowing the candidate to ask questions,
 - asking questions, ending of the interview
- Techniques to condition the candidate to give specific examples that enable you to evaluate the behaviour that you need
- How to guide the candidate in such a way that you maintain control of the interview
- Getting contrary evidence for each behavioural competency
- The importance of allowing for silences

Registration Fee

R 3 850.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

- Evaluating continuously during the interview process in order to re-direct the interview when necessarily

Module 5: Communication and contract negotiations

- Feedback to applicants
- Negotiation of contract conditions

16:00 Wrap-up and closure

FACILITATOR

George Ferreira
CEO

Vision People Management

George Ferreira holds an M Social Science Degree. He is a registered Industrial Psychologist.

George has 25 years business experience including 20 years recruitment and selection. He started Vision People Management in 1992 and is currently the acting CEO.

He is an expert in behavioural interviewing. Other areas of expertise include career planning; job analysis; team building; culture change

[CLICK HERE TO REGISTER ONLINE](#)

REMEMBER!! All workshop delegates receive FREE 3 month subscriptions to both our online MAGAZINES

etdonline
education • training • development

HUMAN CAPITAL REVIEW

HUMAN RESOURCES

Job | Role Evaluation

Two-day workshop

DATES

* 18-19 February 25-26 August
25-26 March 15-16 September
27-28 May 28-29 October
29-30 July 25-26 November

The Grace Hotel, Rosebank
* The Indaba Hotel, Fourways

INTRODUCTION

Job evaluation enables a framework to be designed which underpins grading and therefore pay decisions. "Job Evaluation: A Guide to Achieving Equal Pay"

Aims of Job Evaluation

According to the authors of "Job Evaluation: A Guide to Achieving Equal Pay", Michael Armstrong, Ann Cummins, Sue Hastings and Willie Wood feel that job evaluation aims to:

- establish the relative value or size of jobs, i.e. internal relativities;
- produce the information required to design and maintain equitable and defensible grade and pay structures;
- provide as objective as possible a basis for grading jobs within a grade structure, thus enabling consistent decisions to be made about job grading
- ensure that the organization meets ethical and legal equal pay for work of equal value obligations

Knowledge Resources in partnership with 21st Century Pay Solutions Group is proud to present a two day Job/Role Evaluation workshop which will focus on the following:

JOB DESCRIPTION

- Writing Job Descriptions
- Methods of Collecting Job Information
- Uses for Job Descriptions
- Essentials for the Job Description Writing Process
- The Job Description Interview
- Checking and Obtaining Commitment to a Job Description

INTRODUCTION TO JOB EVALUATION

GRADING SYSTEMS

- Job / role Evaluation – Stages & Process
- Factors leading to failure of job/role evaluation plans
- Where is job/role evaluation appropriate?
- Benefits of job/role Evaluation
- Implementation Requirements
- Role of Evaluation Committee
- Typical Grading Committee Function's

- Dispute Resolution
- Popular Misconceptions to be Managed
- Choice of Job Evaluation System
- Comparison of grading systems
- Trends in Grading roles internationally

COMMON JOB EVALUATION - SYSTEMS – DESCRIBED

- Classification
- Summary of approaches
- Integration - WD, Grading & Pay Scales.
- Execu-Measure, HAY, JE Manager, JEasy, Peromnes Factors
- Pros & Cons of various systems

THE PATERSON JOB/ROLE EVALUATION METHOD

- Benefits of the Paterson Method
- Paterson Factors
- Skills & Decisions
- Bands
- How to Carry out Paterson job/role Evaluations
- Process of Grading
- Industry Norms

THE SST JOB EVALUATION METHOD - (STRATIFIED SYSTEMS THEORY)

- How to Carry out SST Job Evaluations
- Dual Career Path Approach
- Levels of Work – vanilla
- General Job Structure
- SST Grades and typical Generic Job Titles
- Benefits of SST
- Job Title Convention
- Professional / Specialist Job Structures
- General Job Structure

BROADBANDING

- Paradigm Shifts: New vs. Traditional Models
- Broadbanding and Business Strategy
- Reasons for Broadbanding
- Broadbanding Possibilities
- Understanding Broadbanding
- Payscale
- Essentials for Pre Implementation Design
- Implementation Steps

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

- Involvement of Management
- Selection of Employees
- Incorporation Into Remuneration Strategy
- Factors favouring successful application
- Critical Success Factors
- Benefits
- Drivers and barriers to implementing broadbanding

FACILITATOR

Debbie Hayter

Consultant

21st Century Pay Solutions Group

Mike has Twenty-five years' extensive experience as a Remuneration, Performance and Reward consultant to industry, commerce and government; spanning periods of radical organisational transformation in South Africa.

He has been involved with HR consulting assignments in Botswana, Lesotho, South Africa, Swaziland, Tanzania and Zimbabwe. Mike has lectured for the University of the Witwatersrand Business School (WBS), as well as serving as a member of the faculty of the Adcorp Academy, which provides business education and skill development for young professionals in the Group, in conjunction with KnoVation (Pty) Limited.

Mike is a serving member of the CPD Committee of the South African Board for Personnel Practice.

[CLICK HERE TO REGISTER ONLINE](#)

Organisational Design

Three-day workshop

DATES

17-19 March

16-18 June

22-24 September

11-13 November

The Grace Hotel, Rosebank

INTRODUCTION

The purpose of this workshop is to provide participants with the necessary conceptual and action tools to build and implement world class organisational designs. The workshop will use an action learning approach, heavily enriched by case studies drawn both locally and globally.

Who should attend?

- Executive Management
- Senior Management
- Organisational Design Specialists

WORKSHOP OVERVIEW

WHAT IS ORGANISATIONAL DESIGN, AND WHY HAS IT BECOME IMPORTANT?

Organisational design is defined, and related to the other key executive leadership tasks. The difference between organisational design and re-engineering is shown. The contribution of design to an organisation's sustainable competitive edge is indicated.

BENEFITS OF EFFECTIVE DESIGNS

The key benefits of an effective organisational design are discussed, such as mobilising the organisation around meeting market/customer needs in a value-adding manner; translating the strategic and business goals into day-to-day structures, work flows, levels of work and work roles, as well as the explicit distribution of responsibilities and authority.

ORGANISATIONAL DESIGN LEVELS AND DIMENSIONS

The three levels of design, namely strategic, tactical and operational, as well as the three dimensions of design, namely horizontal, vertical and lateral, are outlined.

THE ORGANISATIONAL DESIGN LANDSCAPE WITH ITS BUILDING BLOCKS AND PRINCIPLES

The different elements making up the design landscape are discussed, e.g. business processes, levels of work, governance, and leading practices with respect to each covered.

WORLD CLASS ORGANISATIONAL LOGICS AND DESIGNS, INCLUDING DESIGNS FOR GLOBAL/ GLOBALISING ORGANISATIONS

Different models of putting organisations together are presented, and the impact of globalisation on these models is shown. The models are illustrated with case studies from leading companies.

BUILDING WORLD-CLASS ORGANISATIONAL DESIGNS: AN INTEGRATED ORGANISATIONAL DESIGN PROCESS

A comprehensive and integrated process of designing effective organisations is outlined step-by-step, and demonstrated with numerous practical examples.



FACILITATOR

Dr Theo Veldsman
Executive
Bytes People Solutions

Theo holds a Doctorate in Industrial and Organisational Psychology. He is a registered psychologist and personnel practitioner.

Currently employed as Executive: Thought Leadership, Bytes People Solutions, Bytes Technology Group, Altron, South Africa. His brief in his current role is to identify emerging people challenges/needs; craft approaches and solutions to address these challenges/needs; apply the approaches and solutions until properly validated; and then build capacity within the practice to market and generally apply the validated approaches and solutions. Recent examples of such approaches and solutions are: corporate universities; Board processes and dynamics as the soft side of corporate governance; risk assessment regarding training and development investments.

He obtained extensive research and development, as well as consulting experience over the past 20 years in the fields of strategy formulation and implementation; strategic organisational change; organisational (re) design; team building; assessment; leadership/management development; strategic people management. He has consulted and still

Registration Fee

R 11 000.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

consults with many leading South African companies in the above areas in the roles of Advisor, Expert, and Coach/Mentor.

Theo is the author of about 150 reports/articles covering the abovementioned areas and numerous management and professional presentations as well as seminars at a national and international level. On average, he presents three conference papers per year. He is the author of a book entitled "Into the People Effectiveness Arena – Navigating between chaos and order" (2002), dealing with pressing people issues.

He was chairperson of the Society of Industrial Psychology, a Division of the SA Psychological Association from 1990 until 1995. He was also the 1990/91 President of the South African Psychological Association (PASA); and the 1995/96 President of the newly formed Psychological Society of South Africa (PsySSA). Theo served from 1990 until 1999 on the Council of the Psychological Association of South Africa. He was a part-time lecturer at Witwatersrand Technikon at post-diploma level. He has lectured at the university of Johannesburg at post-graduate level (Honours, Masters, Doctoral) over the past 14 years.

[CLICK HERE TO REGISTER ONLINE](#)

Salary Structuring and Total Package

DATES

28-29 January

11-12 March

22-23 July

9-10 September

11-12 November

The Grace Hotel, Rosebank

Two-day workshop

Knowledge Resources in partnership with **21st Century Pay Solutions Group** is proud to present you with state of the art knowledge and practices to design and implement remuneration strategies and programs.

Module 2: Implementing Total Package: Tax Effective Structuring

This course covers the following key learning areas and outcomes:

- What is Total Package?
- Why the trend?
- How does it work?
- What package structuring options are available?
- What is a typical process – the phases?
- What are the do's and don'ts (or the lessons learnt)?
- Are there tips on software use?
- What are roles of HR and finance – pro's and con's of where it sits and who should administer it?
- What does the ongoing maintenance of the system require (what needs to happen every year ...)?

Total (guaranteed) remuneration packages are the way most organisations appear to be moving. Why the trend? How does it work?

This workshop aims to convey the concept of Total Package and how it is applied. We will also explore the roles of HR and finance in the management and maintenance of Total Package.

Delegates will leave this workshop with an understanding of the principles of how to calculate a total package. This workshop will also include a brief overview of retirement plans and employee benefits programmes.

FACILITATORS

Charle Kounoudis
21st Century Pay Solutions Group

Charle has 12 years remuneration specialist experience. She has conducted salary surveys across all industry sectors in South Africa and neighboring countries for general staff and executives.

She has consulted to over 50 companies in the fields of market competitiveness, pay policy, trends, retention, policies benchmarking job profiling, employment contracts and salary surveys for niche markets.

INTRODUCTION

This practical two-day workshop will provide delegates with an opportunity to tackle salary structuring (i.e. pay scales) and package tax structuring. There are two modules for this course and they are as follows:

Module 1: Salary Structuring

This module will provide delegates with the principles of salary structuring and the ability to develop salary structures or pay scales.

Delegates will understand the principles of salary structuring including the theory behind pay slopes, pay ratios, overlap, ranges and broadband pay scales. They will understand the principles and methodologies used in salary structuring to interpret salary structuring in an efficient way and to link it to other areas of HR.

Delegates are encouraged to bring a laptop for this component of the course, as the course enables practical application of theory learnt.

This course covers the following key learning areas and outcomes:

- Understanding what a pay structure is
- Why organisations have pay structures
- Features of well-designed pay structures
- What influences the design of pay structures
- Developing a pay structure
- Terminology, definitions and formulae;
 - **Job grades**
 - **Pay range**
 - **Compa-ratio**
 - **Range penetration**
 - **Midpoint progression**
 - **Overlap**
 - **Pay ratio**
 - **Slope**
 - **Quartiles**
- Pay progression policy – an example
- Implementation of pay structures – a checklists

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

Hennie Gildenhuys
Associate Director

Hennie has a B. Com. (Accountancy) from UP and Honours. B.Compt; and a Certificate in the Theory of Accounting from UNISA. He gained valuable experience in finance by holding various positions in large corporations, and by completing his articles in small, medium and large organisations across various industries.

Hennie has developed and implemented reward strategies and monitored international labour market trends. He has managed the remuneration function, including payroll for several large organizations.

[CLICK HERE TO REGISTER ONLINE](#)

Strategic Talent Planning

Two-day workshop

DATES

28-29 July
6-7 October
Venue TBC

INTRODUCTION

"Attracting, growing, engaging and retaining key talent"

The workshop will enable participants to plan, design and roll out a companywide process for attracting, growing, engaging and retaining key talent. The workshop will use an action learning approach, based on leading practices and heavily enriched by case studies drawn, both locally and internationally.

Participants will be provided with the essential conceptual and action tools to bring about Talent Excellence in their organisations, enabling them to craft and roll out world class Talent Management in their organisations.

Expected Outcome

- To craft and implement Strategic Talent Plans for their organisations
- To lead and guide Talent Management as a strategic people management issue within their own organisations

Who should attend?

- Executive Management
- Senior HR Management
- Talent Managers

WORKSHOP OVERVIEW

- How to craft and implement a Strategic Talent Management Process and Strategic Talent Plans in one's organisation for one's Key Talent Pools and Positions
- The essential building blocks making up the Talent Management Landscape which form the foundation to an integrated approach to Talent Management
- The guidelines directing and guiding sound Talent Management, the leading practices of Talent Management
- The dark side of Talent Management, the trouble signs of derailing/derailed Talent Management, and how to deal with them



FACILITATOR

Dr Theo Veldsman
Executive
Bytes People Solutions

Theo holds a Doctorate in Industrial and Organisational Psychology. He is a registered psychologist and personnel practitioner.

Currently employed as Executive: Thought Leadership, Bytes People Solutions, Bytes Technology Group, Altron, South Africa. His brief in his current role is to identify emerging people challenges/needs; craft approaches and solutions to address these challenges/needs; apply the approaches and solutions until properly validated; and then build capacity within the practice to market and generally apply the validated approaches and solutions. Recent examples of such approaches and solutions are: corporate universities; Board processes and dynamics as the soft side of corporate governance; risk assessment regarding training and development investments.

He obtained extensive research and development, as well as consulting experience over the past 20 years in the fields of strategy formulation and implementation; strategic organisational change; organisational (re) design; team building; assessment; leadership/management development; strategic people management. He has consulted and still consults with many leading South African companies in the above areas in the roles of Advisor, Expert, and Coach/Mentor.

Theo is the author of about 150 reports/articles covering the abovementioned areas and numerous management and professional presentations as well as seminars at a national and international level. On average, he presents three conference papers per year. He is the author of a book entitled "Into the People Effectiveness Arena – Navigating between chaos and order" (2002), dealing with pressing people issues.

Registration Fee

R 7150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

He was chairperson of the Society of Industrial Psychology, a Division of the SA Psychological Association from 1990 until 1995. He was also the 1990/91 President of the South African Psychological Association (PASA); and the 1995/96 President of the newly formed Psychological Society of South Africa (PsySSA). Theo served from 1990 until 1999 on the Council of the Psychological Association of South Africa. He was a part-time lecturer at Witwatersrand Technikon at post-diploma level. He has lectured at the University of Johannesburg at post-graduate level (Honours, Masters, Doctoral) over the past 14 years.

[CLICK HERE TO REGISTER ONLINE](#)

REMEMBER!! All workshop delegates receive FREE 3 month subscriptions to both our online MAGAZINES



HUMAN RESOURCES

Variable pay and Incentive scheme design

DATES

21 July
22 September
3 November

One-day workshop

The Grace Hotel, Rosebank

Knowledge Resources in partnership with 21st Century Pay Solutions Group is proud to present you with state of the art knowledge and practices to design and implement remuneration strategies and programs.

INTRODUCTION

Every company is faced with the challenge of designing effective incentive schemes. These may include;

- Gain share
- Profit share
- Individual bonuses
- Effective commission schemes

Incentives Schemes...

- Establish competitive earnings opportunities
- Attract and retain high calibre staff
- Allow competitiveness in the market place
- Reinforce divisional and corporate goals
- Encourage exceptional performance
- Linked to overall strategies

The course will address the attraction of variable pay, the link to “pay at risk” and some implementation considerations.

The outcome of this workshop is for delegates to gain an understanding of the principles, mechanics and underlying principles and rules. They will leave with the knowledge required to design effective schemes.

Key learning areas and outcomes;

- Definitions and differences clearly understood
- The business case for implementing variable pay and incentive schemes
- Design considerations understood
- How to select the most appropriate scheme
- Common formulae used and main features of each scheme understood
- Typical incentive scheme headings - an aid to scheme design
- Lessons learned and critical success factors

Why Implement Variable Pay?

More and more companies are implementing incentive and bonus schemes. Set out below are some guidelines on selecting an incentive scheme and some of the critical success factors for implementation.

The main reasons most organisations implement incentive schemes are to:

- Incite superior individual, team and company performance
- Align with shareholder thinking (agency theory)
- Share some of the wealth created in the organisation
- Tie the onerous salary bill to the fortunes of the company
- Reward participants for a job well done
- Drive company strategy
- Create more shareholder wealth

FACILITATOR

Craig France

Executive Consultant

Craig has a BCom and BAcc and is a registered Chartered Accountant (South Africa). Craig has spent 20 years in the corporate world in a tax or financial capacity. Since joining 21st Century, Craig has become a specialist in short and long executive incentivisation, incentive scheme design and evaluation, and general executive remuneration consulting

Craig Raath

Consultant

In this capacity he has consulted on behalf of 21st Century Business and Pay Solutions to over 100 organisations. His areas of work includes incentive schemes, performance management systems, fringe benefits, salary structures, benchmarking, salary surveys, alternative reward systems, skill- and competency-based pay, job evaluation, multi-skilling, broad banding, conditions of employment and HR policies and pay strategy.

Registration Fee

R 3 850.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

Craig assists organisations with various projects such as remuneration benchmarking, executive remuneration, job evaluation, incentive scheme design, total cost to company, international assignment schemes, salary increase models, performance based pay schemes, and broad banding. He is also knowledgeable on electronic platforms which support the above work.

[CLICK HERE TO REGISTER ONLINE](#)

Writing and Implementing HR Policies and Procedures

Two-day workshop

DATES

8-9 April

17-18 June

5-6 August

13-14 October

The Grace Hotel, Rosebank

INTRODUCTION

Why introduce and update HR policies and procedures?

Every company needs policies and procedures in order to operate efficiently, to avoid employee confusion and to adhere to legal and regulatory guidelines.

The following may be specific needs to be addressed by HR policies and procedures:

- to align people management with the business strategic objectives
- to align HR policies, practices and procedures with legal requirements
- to eliminate discrimination in the workplace and differences in management ethics between managers
- to follow the best practices and latest developments in effective people management
- to keep up with competitors, for example policies may be reviewed in order to attract or retain employees, particularly in a tight labour market
- to develop a more formal and consistent approach to meet employees' needs as they grow and develop
- to deal with internal change
- to define the required culture for business improvement
- to define a standard of performance and conduct
- to comply with head office/parent-company rules
- to give management the opportunity to thoroughly evaluate the basic needs of the individual employee
- to build employee enthusiasm and loyalty.

It is important for policies to be:

- linked to business strategy, with a definite purpose for their creation
- flexible – able to adapt to changes in strategy and direction
- open and transparent
- suited in tone to the culture of the organisation
- developed through the involvement of employees and interested stakeholders
- communicated to all employees
- easily understood, written in plain language and containing no jargon

- accessible – in a format employees will understand and use
- practical and enforceable with logical implementation

Who should attend?

The workshop will be valuable for all managers and practitioners responsible for effective people management.

WORKSHOP OVERVIEW

- The purpose of and need for HR policies
- The development and improvement of HR policies
- Writing effective policies and procedures
- Developing a roll-out plan and supporting communication strategy
- Monitoring compliance to HR policies
- Related group and personal exercises

PROGRAMME

The purpose, relevance of and need for HR policies

- Business models and alignment of policies
- Group discussion and feedback – policies needed

The purpose, relevance of and need for HR policies

- Purpose of HR policies
- The need for HR policies

The development and improvement of HR policies

- The required five phases approach
- Problem analysis
- Group discussion and feedback – problem analysis

The development and improvement of HR policies

- Solutions brainstormed
- Writing effective policies and procedures – the seven principle headings

Writing effective policies and procedures

- Application of guidelines – an example
- Group discussion and feedback – re-writing a policy

The development and improvement of HR policies

- Consultation and approval

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

- Developing a roll-out plan
- Policy roll-out workshops
- Key leader workshops
- Policy-understanding workshops

Developing a roll-out plan and supporting communication strategy

- A supporting communication strategy for the dissemination of HR policies and procedures
- Group exercise – What should be included in a supporting communication strategy?
- Monitoring compliance with policies and improvement of policies
- Group exercise – designing metrics for compliance

FACILITATOR

Johan du Toit
Keystone Business Solution
Consultants

Johan has extensive experience in the field of: organisational and leadership development, cultural diversity management, industrial relations management, the management of discipline, management/trade union relationship building, building of trust relationships in the workplace, labour law and the facilitation and roll-out of HR policies and procedures.

Johan is a lawyer by profession and has been running his own business consultancy for the past 10 years.

[CLICK HERE TO REGISTER ONLINE](#)

Integrating Needs Analysis, Assessment and Evaluation of Training

DATES

4-5 August
6-7 October

Two-day workshop

The Grace Hotel, Rosebank

INTRODUCTION

First time in South Africa!

A comprehensive workshop to assist you in integrating the business processes of Needs Analysis Assessment and Evaluation.

This workshop presents training managers, HR and people development practitioners, and line managers with information, practical guidelines and step-by-step processes to simplify and integrate these processes from an holistic point of view to assist alignment to business processes.

This workshop will assist you in developing employees according to the strategic objectives of the organisation and help you to retain a competitive advantage over your competitors. These key areas can no longer operate in isolation and therefore need to be integrated.

Organisations place a high value on people development; but how will they know what training is necessary to acquire these key skills? How are these training decisions made without conducting a proper needs analysis? Through the identification of basic needs and higher goals, performance opportunities can be identified to close those skills gaps. Once these needs have been identified through various needs analyses methods, learners can attend training that is aligned to business initiatives to ensure maximum results for the individual and the organisation.

Assessment is an invaluable tool that assists in identifying competence and highlighting the areas where further development is necessary. The call for accountability is challenging the individual and line managers, training - and HR managers, to make the call about current competence. The debate is continuing about more assessment, less assessment, and different kinds of assessment. In the workshop on assessment, various assessment methods, practices, procedures, policies and principles of assessment are discussed as well as effective assessment instrument design. The focus is on outcomes-based assessment, written in today's language where assessment forms an integral part of competency development.

This brings us to evaluation. The need for evaluation has been recognised as a global best practice to evaluate what the value of the training initiatives are. The need to develop an evaluation strategy has been perceived as difficult in practice leaving us uncertain as to how to approach evaluation. Evaluation processes and practices are presented to simplify this practice to be able to eventually measure the effectiveness of training through a cost/benefit

analysis. This will show the Return on Investment (ROI) as a result of performance improvement.

WORKSHOP OVERVIEW

Unit 1 : Introduction to an outcomes-based model to assess performance

- Identify the purpose of assessment
- Implement an assessment strategy
- Analyse a job profile
- Conduct workplace assessment
- Integrate assessment & performance management

Unit 2 : Needs Assessment incorporating Needs Analysis

- Explain the separate concepts of 'needs' and 'analysis'; integrate these concepts into the context of a needs assessment
- Justify the purpose and importance of needs analysis in the development of Training Plans and in the design of training/ learning programmes
- Indicate the key steps in a generic model of the needs analysis process
- Identify various methods of gathering data including a job-task-analysis for the purpose of conducting a needs analysis and compare the efficacy of each
- Identify key stakeholders who should be involved in training needs analysis
- Critically evaluate which would be the most appropriate analysis technique in a variety of situations
- Report on the findings of the needs analysis
- Select the most appropriate learning intervention based on the findings of the needs analysis Record the learning needs on a Personal Development Plan (PDP)Unit Assessment practice
- Apply the criteria for competency-based assessment. Include the principles of fair assessment in the assessment policy Plan of the assessment process
- Identify comprehensive assessment practices
- Implementing assessment in the workplace

Unit 3 : Assessment instrument design

- Design an assessment instrument and identify the different types of assessment
- Apply the principles of applied competence
- Design an integrated assessment instrument
- Design assessment instruments against the NQF level descriptors
- Discuss the application of Bloom's taxonomy in instrument design
- Identify various assessment methods

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

- Identify various assessment instruments
- Identify the most effective method to collect assessment evidence
- Apply quality criteria for assessment evidence
- Design a Marking Memorandum

Unit 4 : Evaluation

- Identify the objectives of evaluation
- Define the evaluation strategy
- Identify the output measures necessary to conduct evaluation
- Interpret different evaluation models
- Discuss the process and data collection methods for evaluation
- Convert outputs to a Rand value
- Identify training costs
- Apply the cost/benefit ratio to measure return on investment (ROI).
- Identify and isolate non-training variables that influence the ROI
- Analyse the results
- Report on the evaluation results

Remember to bring your calculator!



FACILITATOR

Catherina Opperman
Human Resources
Development Consultant

Catherina Opperman is a consultant specialising in Return on Investment measurement, assessment tool design, assessment facilitation and workplace assessment. Rina has a BTech degree in Human Resource Development and an Education & Training Development Practice (ETDP) qualification from Rand Afrikaans University and obtained the UK City & Guilds ETDP qualification. She is an accredited assessor, moderator, and Skills Development Facilitator. Catherina is currently completing her dissertation for her Masters degree specialising in measuring the return on investment in training with a specific focus on identifying the influence of non-training variables. She is a registered chartered human resource practitioner with the South African Board of Personnel Practice and the co-author of the first South African book on ROI. Rina has facilitated workshops on ROI in Malaysia and the Philippines during 2006 and 2007.

Measuring ROI in Training

Two-day workshop

DATES

8-9 July

1-2 September

3-4 November

The Grace Hotel, Rosebank

INTRODUCTION

Why should an organisation measure ROI in Training?

This workshop provides an integrated framework that indicates the link between ROI measurement and related processes such as training needs analysis, ROI methodology & ratios, performance management and the Workplace Skills Plan.

This workshop is created for people who are interested in measuring the return on investment (ROI) of training interventions. It describes the process for ROI data collection ratios, and how to use these ratios to demonstrate the contribution of training interventions to business performance in tangible financial terms.

Join Rina as she covers the step-by-step process for measuring ROI and provides checklists and practical guidelines that can be used to measure the impact of learning programmes. The workshop combines relevant international expertise with local experience, and includes a local case-study to demonstrate the practical implication of ROI in the South African workplace.

This workshop will answer your questions!

It will explore ways and means of quantifying the value of training so that you can measure its impact on your organisation. That is what return on investment (ROI) is all about – measuring the return on investment your company made in training.

Workshop outline:

- Introduction to ROI in training
- Understanding ROI in training
- Calculating ROI in training
- Implementing ROI in training
- Case Studies
- The ROI checklist

Who should attend?

This workshop will be valuable for training and non-training staff interested in measuring the impact of training interventions on business performance, especially:

- HRD and Training Managers
- HR Managers
- Skills Development Facilitators
- Training consultants

PROGRAMME

The need for ROI training measurement in South Africa

- The role of training and HRD: strategic focus
- Accountability
- Skills Development Act
- King Report on Corporate Governance
- International best practices: ASTD
- The future of the training function
- Adding value to the business
- Dealing with the pitfalls in ROI
- Guidelines for successful ROI measurements

Performance Management and ROI

- Strategic objectives and training initiatives
- Performance management and the link to training
- Workplace skills plan & annual training report
- Performance standards
- Areas of measurement
- Determine the measurable outputs for a training event
- Identify & isolate non-training variables

ROI and Assessment

- Gap analysis
- Principles of assessment
- Assessment tools/instruments
- Pre and post measurement
- Critical cross-field outcomes

ROI and the cost of learning – Excel spreadsheets

- Fixed costs
- Assumptions
- Design and Development
- Facilitation
- Assessment
- ROI measurement

ROI Implementation Plan

- Data Collection
- 11 Step implementation Plan
- Evaluation
- ROI Report

Measurement data and areas of measurement

- Determine data to be used
- Determine areas of measurement
- Quality, quantity, cost & time of measurement
- International Benchmarks
- Attach a Rand value to output
- Determine non-training variables

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

Identify training programme & costs for ROI measurement

- Identify a specific training programme
- Identify KPIs
- Plot competencies on a Skills Matrix
- Establish pre- & post performance
- Assessment & competence
- Guidelines for assessment
- Identify cost items of training
- Excel spreadsheets

ROI Implementation & reporting

- Evaluate the impact of training
- Develop an Implementation Plan
- Compile ROI Reports
- Do a ROI self assessment for your organisation



FACILITATOR

Catherina Opperman

*Human Resources
Development Consultant*

Catherina Opperman is a consultant specialising in Return on Investment measurement, assessment tool design, assessment facilitation and workplace assessment. Prior to this she spent thirteen years at Medscheme in the finance department and then transferred to the training department as human resource development consultant and skills development facilitator heading up the People Development Department.

Rina completed her Masters degree in Adult Education specialising in ROI with a specific focus on identifying the influence of non-training variables. She also obtained an Education & Training Development Practice (ETDP) qualification from the University of Johannesburg (Rand Afrikaans University) and the UK City & Guilds international ETDP qualification. She is an accredited assessor, moderator, and Skills Development.

TRAINING & DEVELOPMENT

[CLICK HERE TO REGISTER ONLINE](#)

Competency Based – Behaviour

Interviewing Skills

One-day workshop

DATES

15 January

25 March

5 May

21 July

2 September

19 November

Venue TBC

INTRODUCTION

The workshop will provide you with simple steps to help make better employment choices. Due to the practical nature of the course, even the most inexperienced Interviewer will have the tools to conduct a productive interview, ensuring that the Interviewer gets quality information specific to the job that is being interviewed for.

The workshop was developed by George Ferreira, an Industrial Psychologist, with approximately 20 years of experience in recruitment and selection.

Target audience:

Anyone that is involved with interviewing staff, including HR personnel, line managers, department managers and supervisors.

Why should you attend?

This course will enable one to understand and implement the various steps in the recruitment and selection process in order to make sound employment decisions.

PROGRAMME

Introduction

- Main objectives of the course

Various selection methods

- Assessment Centres, Behaviour Based Interviews, Work samples, Ability Assessments, Unstructured interviews, etc. Also, the success in terms of predicting the best candidate for the job

Module 1: Job Analysis

- How to do a simple job analysis in order to use it for the interview (understanding the job that needs to

be filled)

- The components of a competency: knowledge, skills and behaviours
- Deciding on selection criteria relevant for the job
- Weighting of each selection criterium
- The impact of personal and company resources on job performance

Module 2: Legislation

- Ensuring the selection process complies with current legislation
- Which acts are applicable to recruitment and selection?
- Employment equity
- Unfair discrimination
- The company's policies and procedures
- Ensuring your decisions are justifiable

Module 3: Advertising

- How to design an advertisement
- Where to advertise
- Practical tips

Module 4: Competency Based (Behaviour Based) Interview

- How to formulate questions in order to get specific examples of past behaviour specific to the job
- The different stages of an interview:
 - Rapport building,
 - discussion of the job,
 - allowing the candidate to ask questions,
 - asking questions, ending of the interview
- Techniques to condition the candidate to give specific examples that enable you to evaluate the behaviour that you need
- How to guide the candidate in such a way that you maintain control of the interview
- Getting contrary evidence for each behavioural competency
- The importance of allowing for silences
- Evaluating continuously during the interview process in order to re-direct

Registration Fee

R 3 850.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

the interview when necessarily

Module 5: Communication and contract negotiations

- Feedback to applicants
- Negotiation of contract conditions

16:00 Wrap-up and closure

FACILITATOR

George Ferreira

CEO

Vision People Management

George Ferreira holds an M Social Science Degree. He is a registered Industrial Psychologist.

George has 25 years business experience including 20 years recruitment and selection. He started Vision People Management in 1992 and is currently the acting CEO.

He is an expert in behavioural interviewing. Other areas of expertise include career planning; job analysis; team building; culture change and employee risk assessment.

[CLICK HERE TO REGISTER ONLINE](#)

REMEMBER!! All workshop delegates receive FREE 3 month subscriptions to both our online MAGAZINES



Finance for non-financial Managers

Two-day workshop

DATES

28-29 April

22-23 July

21-22 October

Venue TBC

INTRODUCTION

The **Finance for non-financial managers** workshop is designed to achieve two objectives - to improve participants' financial literacy and to expand their commercial understanding.

The learning approach

Learning is reinforced by case studies, practical exercises and a concise easy-to-read set of notes which participants will find useful for future reference. In order to allow for maximum participation, attendance at the workshop is limited. No assumptions regarding prior financial exposure are made.

Who will benefit from this workshop?

Managers whose day to day work requires them to make decisions that will impact on the Company's profits and cash flow.

- Human Resource managers
- Training and Development managers
- Sales managers
- Production managers
- Operations managers
- Factory managers
- Engineers
- Plant managers
- Marketing executives
- Planners
- Technical staff

WORKSHOP OVERVIEW

- The bigger picture of how a business works
- Where the money comes from
- Where the money goes to
- How profit is made in a business
- Cost classification and behaviour
- Breaking even
- Allocating costs
- The basic structure & content of the Income Statement & Balance Sheet
- Financial analysis tools for operating managers - more than just numbers
- Budgeting
- Capital budgeting
- How the accounting system works
- Working capital management
- Looking at the financial statements of a bigger company

Financial information:

Accounting jargon can be intimidating. Demystifying the terminology sheds new light on the numbers.

We work through:

- Preparing financial statements
- How accountants calculate profit
- The difference between profits and cash
- The 'opinion' in profit i.e. the limitations of reporting systems and accounting data
- Ratio analysis and its limitations
- Profit budgets
- Cash flow forecasts

We explain the content of financial statements in terms of the practical implications for the running of the business.

Results:

Participants understand:

- The accounting cycle - from the processing of source documents to the aggregation of financial transactions into financial statements.
- Certain accounting principles and conventions. These demonstrate how accountants calculate profits and highlight the difference between profit and cash flow.
- Issues affecting working capital.

An appreciation of the financial consequences of decisions gives participants insight into the influence they can have on the business.



FACILITATOR

Mel Brooks
Principal Associate
Mel Brooks Associates
(MBA)

The MBA coaching practice draws on an experienced and skilled panel of specialists to cater to the individual needs of executives and high-potential individuals. Mel himself specialises in executive coaching where his broad-based experience in both the private sector and the academic arena gives him a solid platform from which to approach matters in a practical

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

yet professional manner. In addition, one-on-one finance coaching for senior executives has proved to be a discreet and effective intervention and Mel's ability to apply a hybrid coach-consultant approach, when necessary, often helps to achieve preset objectives in the most efficient manner.

Mel also runs in-house 'Operational Finance' workshops for groups. Again these bring a practical and hands-on approach to an area which non-financial staff from a wide range of disciplines often find intimidating. Putting money and business in perspective is Mel's forte.

Mel has managed continuing education programmes for various professional associations, is a director of the Institute of Business Studies, a member of the Institute of Certified Public Accountants and a Fellow of the SA Institute of Chartered Secretaries and Administrators. He has been published widely in business publications and co-authored Business Accounting and Finance for Managers and Business Students (Juta).

Mel has been associated with the Wits Business School since 1986. As Deputy Director of the Faculty's Centre for Developing Business he developed and managed a wide range of programmes in the small business start-up and management area and was actively involved in the coaching of business owners in the areas of general management and strategic thinking at the start up and growth phases of their ventures.

He also developed and currently directs the certificated 'New Managers Programme', which is offered at the business school as well as in-house. Thousands of participants from centres throughout Southern Africa have benefited from his input in the finance and resource management modules of the programme.

MANAGEMENT

[CLICK HERE TO REGISTER ONLINE](#)

Leadership and self - deception

Two-day workshop

DATES

10-11 March
15-16 September
24-25 November
Venue TBC

INTRODUCTION

The Choice

Day 1 - The Choice is Arbingers's 1-day seminar based on the international best seller entitled Leadership and Self-deception; Getting out of the Box (B-K, San Francisco, 2000, 2002).

This programme is the foundation of all of Arbingers's other interventions and change work. It identifies the central issue in our existence, namely getting trapped in the box of self-deception. The Choice shows us that our real source of influence comes from our Way of Being rather than our behaviour.

This workshop also reveals The Choice that determines our Way Of Being and how we get in the box; how the box becomes characteristic of us; the impact of our box on others; and how we can escape from the box.

The Choice programme comprises the following areas:

Way of Being: The source of influence

- Our influence does not come from what we do, as most of us think. It comes from something deeper, which Arbinger calls a "Way of Being".
- There are two basic Ways of Being; The Responsive Way and The Resistant Way.

The Choice that determines Way of Being

- How individuals move from one Way of Being to the other.
- Predictable consequences that result from each way.

When the resistant Way becomes characteristic

- How the Resistant Way becomes habitual - and the inevitable negative consequences.
- How to recognize our own Resistant Ways and their impact on others.

The effect of the resistant Way on others

- A person who is being Resistant invites resistance in others, which spreads resistance throughout his or her interactions with people.
- We can become unwittingly devoted more to self-protection and justification than to achieving results.

Becoming responsive: getting out of the box

- The logic and practical reality of how to get out of the box and stay out.
- How to apply the process in an area of where being in the box has caused problems. The impact is profound and lasting.

The Choice in Achieving Results

Day 2 - The Choice in Achieving Result applies the discovery of the problem of self-deception and being in the box at the workplace.

The Choice in Achieving Results helps to create an understanding of the implications of self-deception within the work environment. This workshop will help companies and employees to begin seeing its way through organisational issues that may have seemed confusing and insoluble. It gives people leverage for significantly improving the overall performance of their companies and businesses.

The Choice in Achieving Results programme comprises the following areas:

Getting Out of Boxes at Work

- The boxes people commonly carry at work; how to identify and explore the boxes we most frequently carry.

Working Out of the Box

- Introduction to the Responsive Way of working and the four key Responsibility Zones in work: Customer Zone, Co-Worker Zone, Employee Zone, Manager Zone.
- How to focus in each zone to sustain the Responsive Way, minimize self-deception and its consequences and stay out of the box.

Leading Out of the Box

- Introduces a framework called the "Arbinger Leadership Pyramid" that helps others change/improve; how to help others at work get out of the box
- Applies this framework to real work issues participants are facing.

Solving Workplace Collusions

- How to solve workplace "collusions" (i.e. conflicts) in a Responsive Way. Participants work together to solve a problem currently facing the group, or that members is complicit in creating. The way they solve it will become a model for solving problems together in the future. **General outcomes normally associated with the 2-day programme**
- Learn the extent to which people create the very problems they complain about and blame others for.
- Replace an attitude of blame with an attitude of accountability.
- Improve communication and resolve conflict at its core.
- Build deeper levels of openness, trust, and loyalty with others.
- Learn and comprehend how "self-deception" could be at the heart of most people problems in organisations, ranging from problems in communication and motivation to problems in trust, morale, and productivity.
- Learn what the box of self-deception is, how people get in it, and how people can escape from it.
- Learn ways to work out of the box of self-deception - to focus on the organisation's results rather than on defending individual interests and blaming others.
- Learn how to develop from a Level 1

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

organisation (the least productive type of organisation) to a Level 4 organisation – one that is focused, aligned, mutually supportive, and high-performing.

- Participants will learn a concrete way to hold themselves accountable for their results and for their impact on others' ability to achieve results.
- Understand the root cause of performance and teamwork problems.
- Create better cooperation and teamwork.
- Build relationships focused on personal responsibility and performance rather than on blame.
- Solve long-standing problems instead of perpetuating them.
- Learn how to work productively and enthusiastically with other individuals and/or teams.
- Human Resource Development Departments of public and private organisations responsible for people development

FACILITATOR

Dr Cobus Pienaar

The Arbinger Institute (SA)

Dr Cobus Pienaar spearheads The Arbinger Institute in South Africa and was born and raised in Bloemfontein, South Africa. He graduated from the University of the Free State in 1994 and completed his postgraduate studies in 2005, obtaining all his degrees with distinction.

Being registered with the Health Professions Council of South Africa as an industrial psychologist, he was appointed as a senior psychologist and an organisational development consultant for a number of organisations. He is presently employed by the University of the Free State as a senior lecturer and departmental chair in the Department of Industrial Psychology.

Dr Pienaar is the Managing Director for the Arbinger Institute in South Africa. This Institute is a world-renowned management consulting firm and scholarly consortium that specialises in conflict resolution.

He is also consulted by various companies in the private and public sector, focusing on the development of leaders and teams.

MANAGEMENT

[CLICK HERE TO REGISTER ONLINE](#)

Performance Management

The Ultimate Management Tool

DATES

6-7 May

15-16 July

2-3 September

4-5 November

2-3 December

One & a half day workshop (programme will conclude at 12h30 on the 2nd day)

The Grace Hotel, Rosebank

INTRODUCTION

When effectively implemented Performance Management systems can mobilise the human energy in an organisation and achieve breakthrough performance. When this doesn't happen they can be dysfunctional.

Knowledge Resources has pleasure in presenting this workshop, which provides participants with the complete guide to performance management. It will provide hands on experience in designing and implementing a performance management system, using techniques which have been proven in practice.

Expected outcomes

Learn how to:

- Design Key Performance Areas and Key Performance Indicators
- Build the Balanced Scorecard and cascade it throughout the organisation
- Link individual performance with organisational goals
- Monitor performance using Team Review Meetings and the Individual Performance Reviews
- Develop links to Performance Incentive Schemes

Delegates will gain an understanding of how and why Performance Management works. They will also acquire knowledge on factors vital for success as well as the pitfalls and why some systems don't work. The workshop will enable participants to design and implement a system, or to trouble shoot and improve an existing one.

Who should attend?

This workshop is a must for the human resources manager or line manager, who wants to bring about positive change and better improve the performance of the organisation, using the correct techniques and principles of Performance Management.

WORKSHOP OUTLINE

The Theory of Performance Management

- Measurement in early times
- From Peter Drucker to Norton & Kaplan
- Why it works
- Definitions
- Dispelling the myths

Designing a Performance Management System

- How to develop KPAs and KPIs
- The Balanced Scorecard
- Team Scorecards
- Individual Job Profiles
- Achieving organisational alignment

Monitoring Performance

- Plan Do Review Meetings
- Individual Performance Reviews
- Rating Performance
- Weighting KPAs
- Measuring competencies

Pay for Performance – Incentive Schemes

- Calculating the Bonus Formula
- Linking the Performance Review to the Bonus Formula

Critical Success Factors

- Why some systems don't work
- Change Management

Registration Fee

R 7 150.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

FACILITATOR

Rowan Dent

Director

IMAGO Business Solutions

Rowan is the founder of IMAGO Business Solutions a company specialising in strategic planning and performance management. He commenced his career with Ernst & Young and qualified as a Chartered Accountant.

He was later appointed Marketing Director of a large multinational company, where he successfully implemented a performance management system; eventually leading the industry on all strategic indicators.

Rowan is a previous nominee for South Africa's Marketing Man of the Year and is a winner of an international marketing award. He has also presented numerous papers and run training courses on Performance Management. He has had over 15 years experience in designing and implementing Performance Management systems and consults locally and overseas.

[CLICK HERE TO REGISTER ONLINE](#)

How to develop a responsible Corporate Social Investment Practice for your company

Two-day workshop

DATES

17-18 March

29-30 July

27-28 October

The Grace Hotel, Rosebank

INTRODUCTION

Corporate Social Investment (CSI) is, and will increasingly become, an essential aspect of business in the South African context. Consequently there is a growing need in companies for suitably equipped CSI practitioners, people with the passion, knowledge and skill to carry the flag of their social investment initiatives.

This development makes it necessary for CSI practitioners to work together on developing those abilities that will help them towards more relevant and effective CSI practices, positioning themselves and their companies as leaders in the socio-economic space.

This workshop will benefit CSI practitioners in terms of:

- an in-depth understanding of the role of the CSI practitioner in a business context
- the CSI practitioner's ability to establish him/herself as business leader
- the development of strategies for relevant and effective CSI practices.

WORKSHOP OBJECTIVES

The workshop will use a variety of creative approaches and media to engage the participants in a better understanding of their place and role within the business environment. In this way, participants will be better equipped to fulfill their role as business leaders. The workshop will also provide participants with lenses to understand their context better and to therefore contribute meaningfully to sustainable development. Through this workshop, CSI practitioners will be exposed to theories and concepts around the CSI role but will be equipped to take advantage of social opportunities as they arise.

Who should attend?

Corporate Social Investment practitioners with the desire to develop more relevant and effective CSI practices.

FACILITATORS



Dr Arnold Smit
Independent Consultant
Vocatio

Dr Arnold Smit is a facilitator of organisational and leadership development.

Over a career of more than twenty years he has worked in ministry, higher education and corporate business and consulted and trained in a broad range of communities and organisations. In his consultancy, called Vocatio, he focuses on three areas in particular: change management, human capital development and corporate citizenship. His clients include local, regional and national church bodies of various denominations, teachers and governing bodies of schools, faculties and management from tertiary institutions, management teams and governing bodies of community-based organisations, and executive teams and business units of companies from various industries. He has written and contributed to a number of books and articles. He also serves as a trustee of three non-profit organisations.



Samuel Njenga
Independent Consultant
Njenga Consulting

Samuel Njenga is an independent consultant specialising in areas of leadership and organisational development. In this role, he has consulted widely with numerous non-profit organisations around various aspects of capacity building. Within the corporate sector, he facilitates workshops for CSI practitioners equipping them to develop socially responsible business models. He is currently also involved with the Corporate Social Investment unit of Channel Life as CSI facilitator. His other areas of interest include how organisations learn, enhancing viability in organisations, as well

Registration Fee

R 5 950.00 (inclusive of VAT)

Registration fees include lunch and refreshments, parking and workbooks

as how to encourage communities of practice as a means to knowledge sharing. Samuel has an MA in organisational leadership and is currently completing an MCom in Organisational Management and Systems.

Arnold and Samuel co-authored a recent Knowledge Resources publication: *Leading the Way through CSI: A Guidebook for Corporate Social Investment Practitioners*. The book forms the backbone of the workshop.

Added value to enhance your knowledge...



Every delegate will receive a free copy of **Leading the Way through CSI: A Guidebook for Corporate Social Investment Practitioners** by Arnold Smit and Samuel Njenga.

[CLICK HERE TO REGISTER ONLINE](#)

CSI is much more than merely conducting business in a responsible, sustainable way today; it is a vital link in the value chain of a prospering business landscape of tomorrow.
– René Otto former CEO, Channel Life

TERMS AND CONDITIONS

Please note: Payment must be received before the event takes place. Knowledge Resources reserves the right to refuse admission where evidence of payment cannot be shown.

CONFIRMATION OF BOOKING

Please note: If you have not received confirmation in writing, of your booking before the event, please contact us on 011 880 8540 to confirm that we have received your registration.

'SOMETHING HAS COME UP AND I CANNOT ATTEND...'

If you cannot make it to the event, you have several options (the below options need to be received in writing):

- You may send a **substitute** delegate in your place, please inform the Customer Care Department of the new name for registration purposes. No additional charges will be applicable for substitutions
- You may **transfer** at no extra charge to another event, provided you do so in writing at least 10 working days before the event. Transfers within the 10 working days will be charged an administration fee of 20%
- You may **cancel** your registration, in writing, up to 10 working days before the event takes place. Cancellations inside of 10 days will be liable for the full fee
- Unfortunately, **no refund or credit** can be given to delegates who do not attend without giving prior notice
- Registrations received during the 10 working days before the event date, will not be excluded from any terms & conditions

In the event of unforeseen circumstances Knowledge Resources reserves the right to change the programme content, the speakers, the venue or the date. You will be notified no less than 5 working days prior to an event. Should the event be postponed, you will have the option to attend the next available date of the relevant event. The registration fee will be credited on delegate accounts, should they opt not to attend the next available date of the relevant event or in the case where an event is cancelled.

PAYMENT

- Cheques should be made payable to Knowledge Resources (Pty)Ltd. Please do not mail any cheques.
- Electronic Transfer or Direct Deposit into our bank account, validated by faxed copy of transaction slip
Nedbank Cresta
Account No.: 1913164489
Branch Code: 191305
FAX: 011 880 8700

Please note: Payment must be received by no later than 15:00 the day before the first morning of the event.

Registration Form

SPECIAL OFFER

Register 4 delegates and the 5th delegate attends FREE of charge

REGISTRATION METHODS

- Register online GO TO www.kr.co.za
- Phone Customer Care on 011 880-8540
- Fax completed registration form to 011 880-8700 / 9829

Once payment has been made please fax through proof of payment with the events name written in the top right-hand corner

PLEASE NOTE Delegates will not be allowed entry to the event if payment has not been received.

EVENT NAME

EVENT DATE

Booking made by

Phone **Email**

DELEGATE 1

Name **Title**

Designation

Phone **Fax**

Cellular **Email**

Company

Company VAT Number

Postal Address

Postal Code

Dietary Requirements

DELEGATE 2

Name

Title

Designation

Cellular

Fax

Email

Dietary Requirements

DELEGATE 3

Name

Title

Designation

Cellular

Fax

Email

Dietary Requirements

DELEGATE 4

Name

Title

Designation

Cellular

Fax

Email

Dietary Requirements

DELEGATE 5

Name

Title

Designation

Cellular

Fax

Email

Dietary Requirements

CREDIT CARD PAYMENT

Card Holders Visa / Master Amex Diners Mark appropriate box **Expiry Date**

Card No. **CCV No.**

Amount (All prices include VAT)

Date **Signature**

By signing this registration form, the delegates agrees to the enclosed terms and conditions