



GLOBAL **BUSINESS** SOLUTIONS

FUTURE THINKING, NOW

PROGRAMME PROSPECTUS

**COLLABORATING WITH CLIENTS AND STRATEGIC
PARTNERS TO DESIGN, DEVELOP AND DELIVER
MEANINGFUL COMPETENCIES**

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■ WELCOME TO GLOBAL BUSINESS SOLUTIONS

Goldberg de Villiers & Myburgh (Pty) Ltd trading as Global Business Solutions started as a six-person operation in Mthatha in 1993, focusing mainly on labour law. Global Business Solutions has matured into an established national training consultancy firm providing a network of services across all regions of South Africa. By living up to its mantra of “Future thinking, now” it aims to empower organisations and their talent to gain a competitive edge in a continuously changing environment.

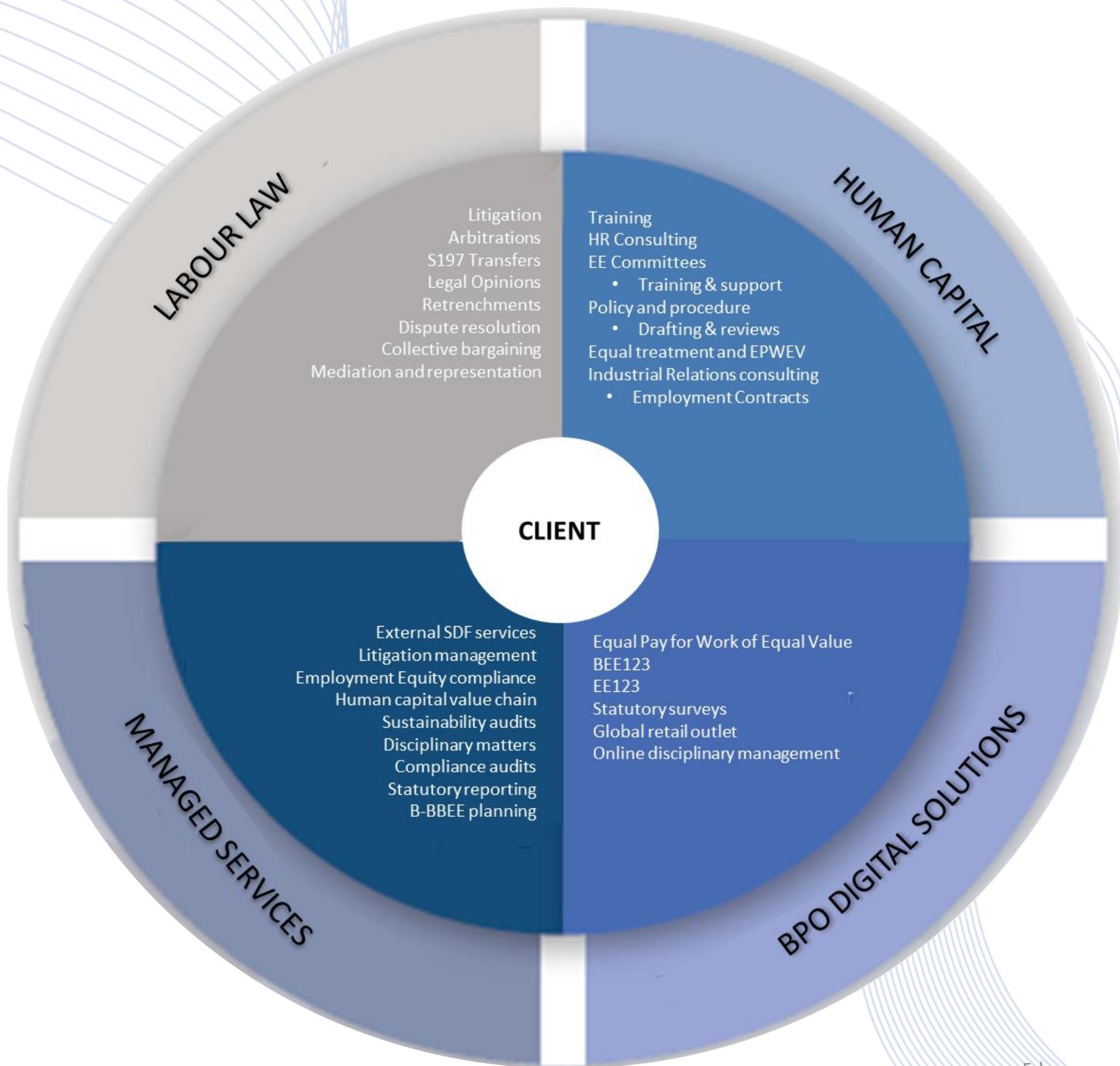
As a market leader delivering service of the highest level to both South African organisations and global multinationals, we aim to be your provider of choice for meaningful, innovative solutions and training interventions. We have and established infrastructure in Johannesburg, Cape Town, Durban, Port Elizabeth and East London.

WE STRIVE TO BE LOVED BY OUR CLIENTS AND TO BE THE PREFERRED PARTNER OF ORGANISATIONS IN RESPECT OF HUMAN CAPITAL, LABOUR RELATIONS AND TRAINING SOLUTIONS.

WE DO THIS BY BEING:
CLIENT CENTRIC | RESPONSIVE | DELIVERY-FOCUSED | INNOVATIVE

WORKING TOGETHER

TO CREATE BESPOKE HUMAN RESOURCES, LABOUR LAW,
TRANSFORMATION AND TRAINING SOLUTIONS TO
ORGANISATIONS ACROSS AFRICA IN THE 4TH INDUSTRIAL
REVOLUTION



LEGAL SERVICES

Our team is comprised of admitted attorneys specialising in labour law, as well as experienced industrial relations practitioners that provide the full spectrum of labour law advice, guidance and support. We are able to assist with everything from a disciplinary enquiry to a CCMA matter as well as business strategy optimisation. We also offer support and assistance in commercial mediation, dispute resolution, collective bargaining and the drafting of contracts, policies and procedures.

EMPLOYMENT EQUITY

Recognised as one of the leading experts in this field, our employment equity services include developing policies and procedures, compliance audits, equal pay analysis, employee awareness, committee training, drafting of equity plans and Department of Employment and Labour reporting, B-BBEE alignment and all other functional and systems support. Our joint CEO, Thembi Chagonda, is a serving Employment Equity Commissioner by Ministerial appointment and is passionate about driving authentic transformation.

EMPLOYEE RELATIONS

With more than 30 years' experience in this field, we provide practical and effective solutions to all your Employment Relations and employment lifecycle challenges. Our expertise includes strategic planning, organisational design, leadership assessment and development, coaching, mentoring, career pathing, audits, employee surveys and performance management.

BROAD-BASED BLACK ECONOMIC EMPOWERMENT

Our extensive expertise in this dynamic field will assist your organisation. We offer support, systems and consultation in terms of strategising, training, structuring and implementation of B-BBEE. Global Business Solutions conducts initial assessments of the client's B-BBEE scorecard, drafts strategies to optimise B-BBEE positioning and capacitates structures in these areas underpinned with systems.

We are proud to promote our own ownership which is 51% black women and 53% black ownership in total. Amidst the challenges that changes in legislation bring, we pride ourselves in creating pragmatic business solutions.

BUSINESS SERVICES

We have undertaken various projects in both the public and private sectors. Specific areas of expertise include restructuring, s197 employee transfers, organisational design and strategic planning and development.

EQUAL PAY

Our proprietary Equal Pay diagnostic tool assists in quickly identifying any areas of concern in regard to the Equal Pay for Work of Equal Value matters as well as the remediation thereof. Our specialist consultant works with clients to understand how best to structure pay to maintain balance between cost and return, fair discrimination and equity.

SKILLS DEVELOPMENT

Our skills experts can assist with Skills Audits, the drafting and submission of Workplace Skills Plans and Annual Training Reports to your specific SETA and can also be assigned as your External SDF. We partner with clients to set and achieve skills development goals to empower employees and organisations. Specialising in linking Skills Development, Employment Equity and B-BBEE, our consultants can assist you to achieve sustainable transformation in the workplace.

TRAINING AND DEVELOPMENT

Global Business Solutions provides education, training and development to learners in a manner that supports the objectives of public and private sector skills strategies, SAQA, SETA/ETQA and related institutions, ensure the sustained viability of business organisations, assist in the achievement of nationally recognised and appropriate competencies of learners and assist in redressing inequitable practices encountered in the past. We have an extensive list of accredited and non-accredited programme as well as full qualifications that will meet your needs.

We also provide the following programmes as an extension to our services and solutions:

- Assertiveness
- Teambuilding
- King IV & Corporate Governance
- Presentations Skills
- Risk Management
- Office Administration
- HR for Non-HR Managers
- Management and Trade Unions:
Vested Interests
- Motivational Speaking
- Effective Communication
- Disability Awareness
- Strategical and Operational planning
- EE Reporting: A Practical Session
- WSP/ATR Submission: A Practical Session

ACCREDITATION AND CERTIFICATION

Global Business Solutions is an accredited training provider under the auspices of the Services SETA (decision number 0209), the ETDP SETA, the South African Board of People Practices (SABPP) and the Quality Council for Trades and Occupations (QCTO registration number SDP00701022018071901) and is a leading national training provider with this status.

We offer a select group of skills programmes which are made up of one or more SAQA unit standards as well as full and part Qualifications. Delegates who attend one of these unit standard aligned programmes, full or part qualifications are therefore eligible to receive a certificate of competence upon successful completion of the programme, provided that they have met the required criteria.

ACCREDITED PROGRAMMES

An accredited programme is a learning programme that meets industry standards and is recognised on the National Qualifications Framework (NQF). This qualification or part-qualification will provide you with a high-quality education and is recognised by employers and other institutes.

It generally involves formal assessments, portfolio of evidence to show your competence and/or a final written exam. These are assessed and moderated by external parties and upon being deemed competent, you will be issued with a Certificate of Competence and a Statement of Results showcasing all the unit standards and credits that you have been awarded.

Global Business Solutions is accredited by the following quality assurance bodies:

- ◊ **EDUCATION, TRAINING AND DEVELOPMENT PRACTICES SETA (ETDP SETA)** – The ETDP SETA is mandated to promote and facilitate the delivery of education, training and development in order to enhance the skills profile of the Education, Training and Development (ETD) sector and contribute to the creation of employment opportunities especially for those previously disadvantaged.

- ◊ **QUALITY COUNCIL FOR TRADES AND OCCUPATIONS (QCTO)** – The Quality Council for Trades and Occupations (QCTO) is a Quality Council established in 2010 in terms of the Skills Development Act Nr. 97 of 1998. Its role is to oversee the design, implementation, assessment and certification of occupational qualifications, including trades, on the Occupational Qualifications Sub-Framework (OQSF). The QCTO also offers guidance to skills development providers who must be accredited by the QCTO to offer occupational qualifications.
- ◊ **SERVICES SETA** - The Services SETA is responsible for skills development in the services sector. The scope of the Services SETA consists of 70 SIC codes, which have been grouped into six Chambers including Cleaning and Hiring Services, Communication and Marketing Services, Labour and Collective Services, Personal Care Services, Real Estate and Related Services. The mission of the Services SETA is the facilitation of quality skills development for employment and entrepreneurship in the services sector for national growth.
- ◊ **SOUTH AFRICAN BOARD FOR PEOPLE PRACTICES (SABPP)** - The SABPP was set up as an autonomous body to be the Standards and Professional Registration Body for the HR profession. Over 30 years, the SABPP has registered over 8,000 HR professionals at the various registration levels.

Our accredited courses include Assessor, Capacity Building in Labour Law, Effective Discipline in the Workplace, Employment Equity, Finance for Non-Financial Managers, Skills Development Facilitator, Recruitment and Selection, Performance Management, Project Management, Supervisory Skills and Train the Trainer.

Why study an accredited course?

- You will hold a recognisable, professional qualification
- Increase the possibility to earn a higher income
- Gain access to higher education opportunities on the NQF
- Increase your employability and skills mobility
- Improved knowledge and skill in your area of expertise

NON-ACCREDITED PROGRAMMES

A non-accredited programme is a learning experience that is not recognised on the National Qualifications Framework (NQF) and is not linked to an external accreditation body. These programmes focus on equipping you with specific skills through targeted, practical learning. They are ideal for acquiring new skills or enhancing existing ones, and add valuable knowledge to your CV.

We offer a variety of non-accredited programmes, also known as provider programmes, developed by leading industry experts to prepare you for the workplace. Our offerings include micro-learning modules, webinars, and virtual training sessions designed for flexible, bite-sized learning that fits into busy schedules.

Upon successful completion, you will receive a Certificate of Attendance and a strong skillset to advance your career.

Why study a non-accredited course?

- Provides practical, focused skills to enhance knowledge and employability.
- Offers flexible, targeted learning for quick skill-building.
- Ideal for upskilling, reskilling, or exploring new areas.
- Adds immediate value to your CV.
- Prepares you for real-world challenges with hands-on tools and insights.

The decision to pursue a particular course of learning is one that should be informed by a combination of the needs of the organisation and the individual concerned. In addition, lifelong learning is crucial and should be planned in respect of a blended learning approach that includes face-to-face engagement, technology-based learning and self-driven capacitation.

B-BBEE AND CATEGORIES OF TRAINING

LEARNING PROGRAMME MATRIX

Category Classifications – Informal definitions

A **Category A** – theoretical Tertiary studies, in most cases part-time with the signing of a study assistance/ loan agreement with no requirement for practical course work, for example B.Com, Diploma in Labour Law etc.

B **Category B** – as per Category A but with the addition of a practical course requirement – i.e. onsite work experience to gain a credit towards the completion of the course.

C **Category C** – any structured workplace experiential training provided to an employee after completion of a formal qualification with the purpose of such training to enable the employee to gain acceptance to a statutory occupational or professional body.

D **Category D** – any SETA registered learnership/apprenticeship

E **Category E** – work-based learning programme that does not require a formal contract. Formally assessed by an accredited body.

F **Category F** – any training initiative, not covered by the above, including, but not limited to:

- Seminars
- Conferences
- Short Courses
- Uncertified training
- May include accredited and/ or non-accredited type training

G **Category G** – internal training, excluding one-on-one performance development sessions and appraisals. May include accredited and/ or non-accredited type training.

*Categories shown
Under course name*

BROAD-BASED BLACK ECONOMIC EMPOWERMENT

INTRODUCTION TO BROAD-BASED BLACK ECONOMIC EMPOWERMENT

**B-BBEE Category F
Non-Accredited Programme**

This 1-day programme on the Introduction to Broad-based Black Economic Empowerment will keep delegates informed of the latest developments, including the Codes of Good Practice; how to plan effectively for B-BBEE; a company's B-BBEE status and an overview of the Scorecard. Public and private organisations are encouraged to apply this legislation and private sector organisations need to understand and apply the legislation in order to ensure that their businesses are well placed to qualify for public sector business.

The training consists of the following:

- Small Enterprises/ Qualifying Small Enterprises
- Ownership Contributions by Multi-Nationals, Public Entities, Organs of State and Companies Limited by Guarantee
- Verification Agencies
- Fronting Practices and other Misrepresentation of BEE Status
- Employment Equity
- Skills Development
- Preferential Procurement
- Enterprise Development
- Corporate Social Investment
- Public Sector Procurement
- B-BBEE Strategy Tools

This programme also has a special focus on:

- Areas of ownership provisions in respect of multi-nationals
- The complicated skills development provisions, particularly around areas of BEE and HR planning policies as well as that which can be included as spend on skills
- Measurement of small and micro-enterprises
- Exclusions in respect of procurement and imported goods
- Specifications on corporate social investment
- Public Sector Procurement
- B-BBEE Strategy Tools

EMPLOYMENT EQUITY COMPLIANCE

3 MONTHS

NON/PARTIAL TO FULLY COMPLIANT

We are able to step in at any point in the process and have various options depending on the clients needs.

CONTACT US:

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EAST LONDON:	043 721 1030
JOHANNESBURG:	011 483 3722
PORT ELIZABETH:	041 364 0472

PARTNER WITH GLOBAL BUSINESS
SOLUTIONS FOR AN EQUITY
AUDIT TO ENSURE YOU ARE
COMPLIANT

With the right partner, Employment Equity can be simple to comply with

- Employment Equity is a business imperative for all employers especially designated employers. Your business should not be caught unaware.
- Department of Labour Audits may increase with the proposed new amendments.
- Use our Audit Checklist to prepare your organisation for a procedural and substantive compliance inspection. Use our electronic tool to set numerical targets and numerical goals.

WHY THIS SOLUTIONS

- Our product is flexible and we adjust according to organisational needs.
- Do a self-assessment
- Establish where you are and where you need support
- Choose between Employment Equity needs analysis or a full audit
- Our solution aims to assist clients to completely integrate compliance into your business

WHY US

- Our Joint CEO, Thembu Chagonda is an Employment Equity Commissioner, this means that we have a great insight into the implementation of the effective Employment Equity plans and setting numeric targets and goals.

- We have a proven track record and various employment equity specialists that operate across our national footprint.

GLOBAL BUSINESS SOLUTIONS

FUTURE THINKING, NOW



PROGRAMME DELIVERY

At Global Business Solutions, we are committed to delivering high-quality learning experiences across our diverse range of programmes. Our delivery methods are designed to maximise your engagement and ensure you gain practical skills that make a real difference in your work. We offer the following flexible learning options:

INSTRUCTOR-LED TRAINING (ILT)

While classroom training is a traditional method, we bring it to life with interactive activities that promote collaboration, problem-solving, and real-world application. Our facilitators create an engaging environment where learners move beyond passive listening to actively memorise, understand, and apply new knowledge directly to their roles. This MUD (Memorising, Understanding, Doing) approach ensures lasting skills development and meaningful knowledge retention.

BLENDED LEARNING SOLUTIONS

To accommodate different learning preferences, we combine the best of in-person facilitation with dynamic online resources. Our blended programmes integrate classroom sessions with multimedia content, comprehensive learning materials, and interactive engagement tools, offering a rich, flexible learning journey tailored to today's digital world.

LIVE WEBINARS & SELF-PACED ONLINE TRAINING

Recognising the need for flexibility in busy schedules, we also offer live webinars that provide real-time interaction with expert facilitators and peers. Complementing this, our self-paced online training modules allow you to learn anytime, anywhere, at your own pace, making it easy to fit skill development seamlessly into your day.

WHY STUDY WITH US?



Our in-house training can be scheduled to best suit your operational needs.



B-BBEE

Level 2: 125%



Feedback from clients:

“The programme was very informative and relevant to our current challenges.”

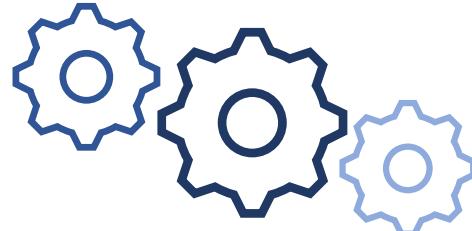
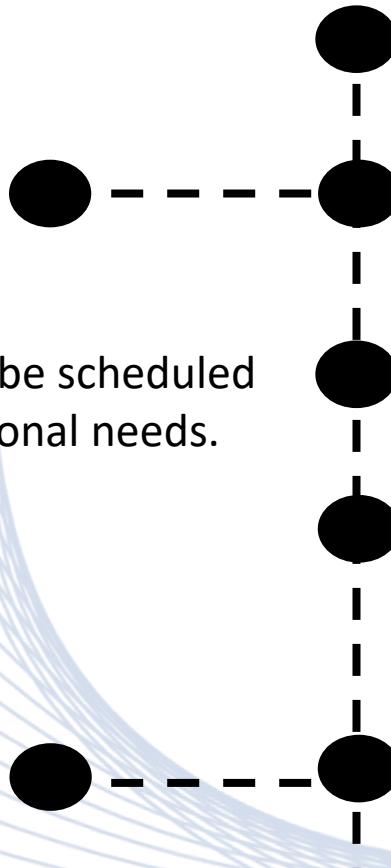
“It was brilliant, informative, knowledgeable, and exciting.”

“Extremely well organised! Presenter knows his stuff!”



Programme Delivery

- ✓ Instructor-Led
- ✓ Blended Learning Solutions
- ✓ Virtual



We offer fully customised in-house training solutions.



30 cities

Having travelled to more than 30 cities and towns across South Africa, our facilitators will travel to you, no matter where your operations are located.



250+ Webinars

We run more than 250 different webinars per annum on various labour related topics.



100%

Competency on all moderation visits done by the Services SETA, ETDP SETA and SABPP in the last few years.



Awards

- 2018 – Jonathan Goldberg awarded CEO of the year – Future of HR
- 2020 & 2021 – GBS awarded best CPD provider of the year – SABPP
- 2021 – Jonathan Goldberg awarded best innovator or contribution by an HR practitioner in dealing with covid-19 at work - SABPP

BROAD-BASED BLACK ECONOMIC EMPOWERMENT

INTRODUCTION TO BROAD-BASED BLACK ECONOMIC EMPOWERMENT

B-BBEE Category F
Non-Accredited Programme

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- Measurement of small and micro-enterprises
- Exclusions in respect of procurement and imported goods
- Specifications on corporate social investment
- Public Sector Procurement
- B-BBEE Strategy Tools

B-BBEE: BOOTCAMP FOR B-BBEE CHAMPIONS

B-BBEE Category F Non-Accredited Programme

This 2-day programme will enable delegates to implement B-BBEE for the best benefit of their organisation. It provides a comprehensive analysis of the BEE Scorecard, the types of evidence to score points are calculated. Delegates will leave with a detailed template to use in preparation for the verification audit.

The training consists of the following:

- Preamble and Historical Background
- BEE commission vs. B-BBEE
- Codes of Good Practice on B-BBEE
- Framework for measuring of B-BBEE
- General principles and the generic scorecard
- Developing and gazetting of transformation charters and sector codes
- Scorecards for specialized enterprises
- General principles for measuring ownership
- Recognition in the sale of assets
- Recognition of equity equivalents for MNC's
- Ownership best practice
- A mindset that sustains transformation
- The general principles for measuring management control
- Strategy development
- Measurement of the management control element of B-BBEE
- Employment Equity
- Skills Development
- Preferential Procurement
- Enterprise Development
- Codes series 700: measurements of the socio-economic development elements of B-BBEE
- Code series 800: Code of Good Practice for qualifying small enterprises (QSE's)
- Sector trends
- BEE advisory council

BUSINESS MANAGEMENT PROGRAMMES

ADMINISTRATION ADJUDICATION OF ROAD TRAFFIC OFFENCES (AARTO) ACT

B-BBEE Category F
Non-Accredited Programme

The objective of this 1-day programme is to provide insight to supervisors, managers, and Human Resource practitioners on the implications of AARTO within the workplace. The programme includes capacity building in the application of AARTO and what measures should be in place to manage the risks to an employer where employees incur demerit points, fines, and penalties.

The training consists of the following:

- Purpose and rationale for AARTO
- The objectives of AARTO
- Constitutional challenge to AARTO and the outcome
- Key role players under AARTO
- Demerit Points and how they will work
- Rehabilitation programmes under AARTO
- The adjudication system to regulate traffic infringements
- Licence holder's options in response to the adjudication process
- Suspension and cancellation of licenses
- The appeal process
- The enforcement process
- How AARTO impacts the workplace
- How to address incapacity and misconduct in the workplace in relation to infringements and demerit points
- Policy and contractual considerations for the workplace
- Fees, penalties and levies under AARTO

CONSUMER PROTECTION ACT

B-BBEE Category F Non-Accredited Programme

This 1-day programme clarifies the rights of consumers and the responsibilities of suppliers of goods or services as prescribed by the Consumer Protection Act. The Act focuses on consumer protection by aiming to "promote a fair, accessible and sustainable marketplace for consumer products and services and, for that purpose, to establish national norms and standards relating to consumer protection".

It applies to transactions between suppliers and consumers with regard to:

- Goods and services unless specifically exempted
- The promotion of goods and services
- Goods and services themselves
- Goods which form the subject of an exempted transaction

The training consists of the following:

• Introduction	• Disclosure	• Business names
• Scope of the Act and Legal effect	• Marketing	• Enforcement and disputes
• Rights and obligations	• Agreements	• Plain language and various tips to assist your business to comply with the Act
• Discrimination	• Goods and Services	
	• Franchise	

EFFECTIVE BUSINESS AND REPORT WRITING

B-BBEE Category F Non-Accredited Programme

We operate in a knowledge-based economy but more often than not, not much thought goes into how we record and communicate knowledge in our organisation. By presenting practical tools and techniques, this 1-day programme is designed to ensure that the process of writing technical reports becomes an effective and integral communication mechanism within any organisation with the key aim being to keep it simple, short and concise.

The training consists of the following:

• Technical report writing in the organisation	• Guidelines
• Preparing to write	• Writing, editing and reviewing the report

EFFECTIVE MEETINGS

B-BBEE Category F
Non-Accredited Programme

This 1-day programme is aimed at individuals who are required to attend meetings with staff and other stakeholders as part of their responsibilities. Learn how to lead or participate effectively.

The training consists of the following:

- Understanding types of meetings and associated roles and responsibilities
- Effective planning and coordination of meetings
- Utilise techniques for effective minute taking
- Effective meeting participation using active listening and other techniques
- Document the meeting to ensure accuracy and governance alignment
- Manage the meeting cycle
- Ensure quality control with strong business English and data management
- Types of meetings
- Meeting role players
- Coordinating meetings
- Meeting documentation
- Preparation: Ensuring a meeting is successful
- Arranging the meeting, agenda setting and minute-taking
- The meeting cycle
- Structure of a meeting
- Agenda setting

EFFECTIVE MINUTE TAKING

B-BBEE Category F
Non-Accredited Programme

This 1-day programme will equip individuals who are required to co-ordinate meetings and take minutes of meetings with better skills on how to accurately record the essence of discussions. The training should also equip delegates with a better understanding of the process required to co-ordinate effective meetings.

The training consists of the following:

<ul style="list-style-type: none">• Effective meetings• Note taking• Attending the meeting	<ul style="list-style-type: none">• Writing minutes• Language and grammar
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NEGOTIATION SKILLS

B-BBEE Category F
Non-Accredited Programme

Negotiation is a critical skill in both personal and professional settings. This training session will provide you with the necessary tools to become an effective negotiator. By mastering effective negotiation techniques, you will be able to achieve your goals while maintaining positive relationships with others.

The training consists of the following:

- Exploring concepts
- Preparation and planning
- Leading and managing with EQ (key relational skills)
- Strategy
- The negotiation process
- Complicating factors
- Effective negotiation techniques

EMOTIONAL INTELLIGENCE

B-BBEE Category F
Non-Accredited Programme

Emotional intelligence (EQ) is one of the World Economic Forum top 10 skills. It is particularly important in respect of adapting to change, building resilience and innovation. The focus of this programme is to use the psychological modelling to develop self-awareness and a common language around EQ that allows for conscious self-regulation and leading of self as well as building trusting relationships with others.

The training consists of the following:

- The disruptive world and the human impact
- The beneficiaries and casualties of change
- Smart trust and the dysfunctions of teams
- Know self and lead self
- Connect with others in a diverse context
- High-performance teams
- Design-thinking and EQ
- Personal map

Finance for Non-Financial Managers

B-BBEE Category F
Non-Accredited Programme

This 1-day programme equips non-financial managers with essential financial knowledge and practical tools to interpret financial statements, manage resources, and make informed decisions. Participants will learn key financial concepts, including the accounting cycle, financial and cost accounting, and the impact of economic factors. Through hands-on techniques like ratio and trend analysis and financial forecasting, delegates gain a strong foundation to support budgeting, strategic planning, and organisational sustainability.

The training consists of the following:

- Understanding key financial management principles for planning and control.
- Reading and interpreting balance sheets, income statements, and cash flow statements.
- Applying financial accounting, cost accounting, and assessing economic impacts on performance.
- Using tools like ratio analysis, trend analysis, and forecasting for data-driven decisions.
- Managing budgets and supporting strategic initiatives to enhance organisational financial health.

SUPERVISORY SKILLS

B-BBEE Category F
Non-Accredited Programme

This 1-3 day programme customised on specific training needs is specifically aimed at newly appointed or existing supervisors and team leaders who require the necessary skills to effectively coordinate a team within their work environment. The programme will equip learners to improve interpersonal and teamwork skills and will help them understand the importance of leadership and delegation. Learners will also learn how to take effective disciplinary action in their organisation.

The training consists of the following:

• Interpersonal skills	• Creative problem-solving	• Taking effective disciplinary action
• Effective teamwork	• Leadership and delegation	
• Practical exercises	• Coaching and mentoring	

INTRODUCTION TO PROJECT MANAGEMENT

B-BBEE Category F
Non-Accredited Programme

This 3-day introduction programme is perfect for all levels of staff and include practical exercise to encourage cooperation, application of principles and embedding learning. Today's workplace is characterised by the need for individual employees at various levels to actively participate, and even lead, projects. Project management fundamentals become essential skills for 21st century workplaces characterised by complex stakeholder landscapes, pressure to innovate with speed to market, reduces costs, and maximum quality all at a premium. This training seeks to equip individuals with understanding of the fundamentals of project management, and equip them with skills to better plan, monitor, manage, and execute projects.

The training consists of the following:

- Understand the project environment and acquire knowledge of project terminology and best practice
- Appreciate the critical role of the project manager, and the soft skills to maximise efficiency of team delivery
- Gain insight into the Project Lifecycle and understand processes, including the importance of review and closure
- Establish / clarify project scope, including enablers such as Project Charter
- Appreciate the impact of the triple constraint and the risks associated with Scope Creep
- Conduct Risk Assessment and identify / document risk management strategies
- Plan a project, identifying and accommodating dependencies, determining milestones, and forecasting time
- Identify and manage stakeholders, including enablers such as Stakeholder Matrix and Communication Plan
- Understand the importance of Change Management to drive effective implementation of projects
- Conduct problem-solving, including root cause analysis, to proactively address challenges in project roll-out
- Gain knowledge to various enablers, including Gantt charts, 5 Why's, RASCI, Eisenhower Matrix, etc.

PROJECT PLANNING FOR TEAM LEADERS

B-BBEE Category F
Non-Accredited Programme

Productivity is driven through effective coordination and management of time, resources, and processes. In today's just-in-time business and production environment, effective planning, risk mitigation and agility in managing change, are central to meeting client expectations. Understanding the fundamentals of project management can assist in developing knowledge, gaining insight, and the application of skills that boost productivity through adoption of proactive, rather than reactive, first line management. Utilising simple language and workplace-relevant examples, our facilitator will grow participants' confidence in planning, recognising dependencies and potential risks, ongoing performance and stakeholder management, and the development of contingency and risk mitigation options to ensure continued production, despite change and challenges.

During this 1-day in-person workshop, participants will acquire theoretical knowledge and be challenged to apply this to workplace-relevant scenarios, utilising techniques and tools that can be carried from classroom to workplace.

The training consists of the following:

- Gain insight into Project Management Fundamentals and its applications in the workplace
- Acquire knowledge of the Project Lifestyle
- Demonstrate understanding of Project Scope and the Triple Constraint (Time, Cost, Resources)
- Identify risks and determine Risk Mitigation and Contingency Plans
- Demonstrate planning skills, including the impact of Resource Availability and Dependencies
- Understand the importance of clear Roles, Responsibilities and Accountabilities and the application of the RASCI framework
- Demonstrate effective communication to enable Stakeholder Management
- Acquire knowledge of Project Monitoring and Performance Management
- Demonstrate effective problem-solving through application of the 5 Whys techniques
- Acquire knowledge of planning tools and enablers to support effective implementation

EMPOWERED TEAM LEADER

B-BBEE Category F
Non-Accredited Programme

Today's workplace is characterised by increasing diversity as teams are made up of individuals from different backgrounds, generations, thinking styles, skill sets and cultures. Studies prove that diverse teams, led by inclusive leaders, are 60% more innovative than those who fail to take advantage of the differences, and that problem-solving, creativity, productivity, and staff retention, are all boosted when employees feel empowered to be themselves. Of course, leading a divergent thinking team can be a challenge. It requires team leaders / line managers to raise their own EQ and to adopt more effective communication, be open to change, and balance the need for organizational compliance with individual engagement.

During the two-day in person workshop, participants will be challenged to reflect on their own thinking and communication styles, their ability to manage conflict and to engage with individuals, including having uncomfortable conversations. Embracing diversity and taking an individualised approach means empowered leaders set the goals, build relationships, manage expectations, and effectively motivate and manage their teams towards success.

The training consists of the following:

- Gain insight into emotional intelligence (EQ) and the role it plays in building better relationships
- Understand team dynamics and the important role of an engaged leader
- Demonstrate empathetic listening and effective questioning techniques to improve communication effectiveness
- Acquire knowledge of Conflict Management, recognising that conflict can be healthy if mediated / handled correctly
- Identify Conflict Personality Styles and how this influences your ability to manage stakeholders
- Demonstrate ability to hold Courageous Conversations
- Appreciate the power of Diverse Thinking and the value it plays in innovation and solution-seeking
- Guide performance through effective goal-setting, monitoring and measurement
- Apply GROW model for employee coaching
- Explain the differences between Coaching for Improvement and Coaching for Success
- Demonstrate self-awareness and high levels of EQ to enable effective people management

PROTECTION OF PERSONAL INFORMATION (POPI) ACT

B-BBEE Category F Non-Accredited Programme

This is a 1-day programme. The purpose of the Protection of Personal Information (POPI) Act is to safeguard personal information and regulate the manner in which personal information may be processed. It establishes conditions for lawful processing of personal information.

The training will consist of the following:

- Legislative timeline
- Purpose of the Act
- Application of the Act
- Exclusion from the Act
- Definitions
- 8 Conditions of Lawful Processing unpacked
- Practical steps to ensure compliance with the 8 conditions
- POPI Act v GDPR
- The Regulator and her duties
- Helpful tips to ensure compliance
- Practical discussions
- Penalties applicable
- What an information officer's role is and how to fulfil it
- Best practices to follow in terms of data processing
- What risks are there for my business in regard to non-compliance?

WHISTLE-BLOWING AND THE LAW

B-BBEE Category F Non-Accredited Programme

The Protected Disclosures Act protects employees in both the public and private sector who disclose information of unlawful or corrupt conduct by their employers or fellow employees. This 1-day programme will guide managers on how to handle disclosures correctly.

The training consists of the following:

- Purpose and objectives of the Act
- To whom does the Act apply?
- When will a disclosure qualify as a protected disclosure under the Act?
- When will the information provided qualify as a 'disclosure'
- Legal protection
- How the Labour Relations Act further enforces protection
- Protection for whistle-blowers by the new Companies Act
- Establishing a whistle blowing procedure
- Recent Judgments

HUMAN RESOURCES MANAGEMENT PROGRAMMES

EFFECTIVE CONFLICT RESOLUTION

B-BBEE Category F
Non-Accredited Programme

If conflict within the workplace is not managed correctly it can escalate and disrupt production and performance. This 1-day programme provides practical guidelines for lower and middle management on the causes of conflict, the different types of conflict, conflict-handling styles and the management of conflict in the work situation.

The training consists of the following:

- Root causes of conflict and their solutions
- How to address other people's needs
- How to manage and resolve conflict situations
- Conflict and conflict management - the difference
- How to change your own behaviour to avoid conflict
- Basic steps for handling difficult interactions
- Steps for using communication techniques to reconcile differences
- Different conflict handling styles
- Different stages of conflict
- How to maintain effective work relationships
- How to deal with role-specific behaviours

COACHING AND MENTORING

B-BBEE Category F Non-Accredited Programme

This 2-day programme will equip individuals to acquire knowledge and develop core skills required to introduce and implement successful mentoring and coaching programmes in the business environment. Coaching and mentoring is designed for managers, specialist staff and professionals who manage, lead and support others. Anyone wishing to implement a mentoring programme within an organisation, whether as managers, coordinators or participants will benefit from this workshop.

The training consists of the following:

- The difference between coaching and mentoring
- Coaching and mentoring in the workplace
- Types of coaching and mentoring
- Coaching and mentoring frameworks
- Coaching and mentoring skills and qualities
- Communication skills
- Dealing with challenges
- The first meeting
- Coaching a team
- Finalising the programme
- Common mistakes
- Non-traditional tools

DIVERSITY MANAGEMENT

B-BBEE Category F Non-Accredited Programme

Diversity management refers to an organisation's deliberate actions to work towards a more inclusive work environment through the shaping of the organisation's culture, policies and procedures. South Africa is rich in diverse cultures and a lack of understanding around the importance of cultural practices can have a severe impact on organisational culture.

This 1-day programme will enable employees and employers alike to adequately respond to workplace diversity issues with greater awareness, openness and trust.

The training consists of the following:

- The legal background to affirmative action, employment equity and diversity
- Cultural grouping
- Defining stereotypes
- You as a culturally diverse entity
- The power of organisational culture - the more things change the more they stay the same
- Building a diverse and multicultural work team
- Managing meeting with a diverse workforce
- A vision of a diverse and multicultural workplace of the future

EFFECTIVE PERFORMANCE MANAGEMENT

B-BBEE Category E

Accredited Skills Programme (Phasing out – last day for enrolment 8th June 2026)

This 2-day skills programme is accredited by the Services SETA and is intended for all persons who need to manage individual and team performance and is aimed at team leaders, supervisors or line managers at any level. Learn how to set performance goals and measures; formulate development plans; monitor and evaluate performance.

The training consists of the following:

- Setting performance goals and measures
- Formulating development plans
- Monitoring and evaluating performance



Unit standards aligned to this programme:

- Manage individual and team performance (Unit Standard ID 11473 NQF 4– 8 credits)



Entry requirements:

- Understanding the work environment; gather information relevant to managing individual and team performance. Apply basic negotiation; interviewing and interpersonal skills.

HARASSMENT IN THE WORKPLACE

B-BBEE Category F

Non-Accredited Programme

The Code on Harassment has been signed into law and it brings some significant provisions that require understanding, interpretation, policy and practice alignment.

The training consists of the following:

<ul style="list-style-type: none">• Objectives of the Code• Application of the Code• Legal Framework• Substantive Provisions• What is Harassment?• Sexual Harassment• Racial, Ethnic or Social Origin Harassment	<ul style="list-style-type: none">• Other Statutes Impacting on Harassment• Procedural Provisions• Guiding Principles on the Prevention, Elimination and Management of Harassment	<ul style="list-style-type: none">• Harassment Policies and Procedures• Confidentiality• Additional Sick Leave• Information and Education
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EMPLOYMENT EQUITY AWARENESS

B-BBEE Category F
Non-Accredited Programme

This programme is crucial because it establishes a platform for all employees to understand the principle of the Employment Equity Act and place them in a position to nominate appropriate colleagues to represent their interest on Employment Equity and other committees. It also disposes of part of an employer's obligation under s60 of the Employment Equity Act to create an awareness of fair discrimination, sexual harassment and racial harassment. A must on an annual basis.

EMPLOYMENT EQUITY

B-BBEE Category E
Accredited Skills Programme (Phasing out – last day for enrolment 8th June 2026)

The course is accredited with the Services SETA and is aimed at assisting HR, Line Management and Executives to understand the requirements of the Employment Equity Act. Delegates who attend this 2-day skills programme will be able to institute the necessary processes leading to the establishment of an Equity Plan which conforms to requirements of the relevant legislation.

The training consists of the following:

- Introduction to the Employment Equity Act
- Broad-Based Black Economic Empowerment (B-BBEE)
- Development of relevant equity related plans and policies
- How to communicate equity related plans and policies to stakeholders
- Implementation of agreed equity related plans and policies
- Monitoring and evaluation of equity related plans and policies



Unit standards aligned to this programme:

- Participate in the implementation and utilisation of equity related processes (Unit Standard ID 10983 NQF 4– 5 credits)



Entry requirements:

- Learners must communicate verbally and in writing at NQF level 3 and interpret relevant labour legislation and organisational policies.

EMPLOYMENT EQUITY COMMITTEE TRAINING

B-BBEE Category F
Non-Accredited Programme

This 2-day in-house training session for the elected Employment Equity committee members, unpacks the roles and responsibilities of the committee, and is a practical session which focuses on capacitating the members with the knowledge needed to make worthwhile contributions to the committee and to provide them with the confidence to actively communicate and consult with the workforce they represent.

The second day (optional extra) of the training takes the form of a workshop where the members of the committee will cover the barriers and workforce profile analysis as well as drafting the formal constitution and Employment Equity Plan.

The training consists of the following:

- Purpose, interpretation and application of Employment Equity Legislation
- How the Employment Equity Legislation attempts to eliminate and prohibit unfair discrimination
- Understanding Affirmative Action
- Understanding Broad-Based Black Economic Empowerment (B-BBEE)
- The duties of designated employers and voluntary compliance
- The requirements of disclosure of information
- Employment Equity Plans and the requirements of keeping records
- Roles, responsibilities and functions of the Employment Equity committee
- Monitoring and identifying barriers in employment policies, procedures & practices
- Analysis of the company's workforce profile
- Monitoring/evaluating implementation of Employment Equity Plan
- Consultation with constituencies
- Reporting requirement
- Amendments to EEA

EQUAL PAY FOR WORK OF EQUAL VALUE

B-BBEE Category F
Non-Accredited Programme

The Employment Equity Act Amendments have far-reaching consequences for employers who are compelled to ensure no unfair discrimination exists, including in remuneration. The provision of “equal pay for work of equal value” means that employers are required to closely analyse their policies, procedures, and practices regarding how they define work, classify, and grade jobs, and ensure fairness in the application of remuneration. Greater focus is placed on both vertical and horizontal remuneration gaps and companies are recommended to review and remediate their current pay practices to ensure compliance.

The training consists of the following:

- Background of Equal Pay for Work of Equal Value: International prerogative, local application
- What does Equal Pay mean?
- Concept of “Same, Substantially the Same and Similar”
- Difference between fair and unfair discrimination
- Justifiable differentiation
- What constitutes “arbitrary grounds” in unfair discrimination
- Defining Work: Role of Job Profiling
- Determining Value: acceptable models and methodologies (e.g. Grading)
- Aligning Pay and Productivity
- Establishing fair remuneration frameworks: policy, procedures & practices
- Identifying practices that enable potential unfair discrimination in pay, e.g. asking for pay slips when recruiting
- Conduct a Pay Analysis to assess fair application and identify pay anomalies for remediation
- Potential strategies to address risk and remediation
- Unpacking case law and their implications
- Amendments to the EEA4 and implications for your Equity Plan
- Equal Treatment under the LRA: Impact on TES/labour broking relationships

HIV/AIDS AWARENESS

B-BBEE Category F
Non-Accredited Programme

The purpose of this 1-day programme is to provide a broad introduction to HIV/AIDS in the workplace and the effect it could have on the lives of individuals and their families. This disease affects all employees either directly or indirectly, and a better understanding of the disease can aid prevention and relationships with those who are affected. Knowledge about the disease and its transmission is also critical to prevent discrimination against fellow employees who are HIV/AIDS positive.

The training consists of the following:

- Nature of HIV/AIDS
- Transmission routes
- Practices which reduce and prevent risk of infection
- Unpacking common myths around HIV/AIDS
- Attitudes toward HIV/AIDS in the workplace
- Rights of people living with HIV/AIDS

MANAGING ABSENTEEISM AND LEAVE ABUSE

B-BBEE Category F
Non-Accredited Programme

Tired of the cost and inconvenience arising from the abuse of sick leave? This 1-day programme will guide you through various incidents and issues around sick leave abuse and how to tackle them effectively. Know the legal provisions regarding the payment of sick leave and learn how to address the persistent absentee as well as cases of temporary or permanent incapacity.

The training consists of the following:

- The basic entitlement – paying and accumulation
- Problems with sick leave
- Handling medical certificates
- AWOL
- Disciplining and dismissing leave abusers
- Longer term absence and incapacity
- Maternity leave
- Proactive management of absence
- All relevant legislation
- Incentives for staff
- Roll out strategy
- Validity of traditional healers' medical certificates
- Temporary and permanent disability surrounding sick leave

OCCUPATIONAL CERTIFICATE: OCCUPATIONAL TRAINER

B-BBEE Category B
Accredited Occupational Qualification

There has long been an expressed need for a training qualification suitable for workplace trainers across all industries, enterprises and training organisations at NQF Level 4 competencies.

The Occupational Trainer is a qualified technical or occupational expert who is equipped with the ability to deliver training in their specific field of expertise. This qualification is aimed at potential or existing trainers who are responsible for delivering occupational learning programmes to trainees in the workplace. The occupational trainer must have current knowledge of the industry, the workplace and job/role of the person being trained and assessed.

The purpose of this qualification is to prepare a learner to: Plan, prepare for, coordinate, implement and evaluate learning programmes to achieve occupational trainee competence.

SAQA Qualification ID: 97154, NQF 4, 124 Credits
Duration – 8 months, Accredited with the QCTO

The qualification is made up of the following modules:

- 6 x Knowledge Modules
- 4 x Practical Modules
- 4 x Work Experience Modules
- Compulsory National EISA (External Integrated Summative Assessment)



Entry requirements:

- A person at NQF Level 3 or 4 with technical or occupational expertise who will act as a trainer of persons in the same field.

OCCUPATIONAL SKILLS PROGRAMME: SKILLS DEVELOPMENT FACILITATION PRACTITIONER

B-BBEE Category E
Accredited Occupational Skills Programme

The purpose of this 5-day QCTO occupational skills programme is to prepare a learner to plan for, conduct and administer skills development planning in an occupational context.

Skills Development Facilitation Practitioner skills set is intended to develop competencies for employees located in the human resource management or human development space within an organisation to ensure that effective skills development is driven within an organisation.

The skills set derived from this skills programme is needed in organisations to support skills development within the legislative environment which is highly regulated and constantly changing.

SP ID: SP-220321, NQF 5, 40 Credits

The skills programme is made up of the following modules:

- 2 x Knowledge Modules
- 1 x Practical Module
- 1 x Workplace Module
- Compulsory FISA (Final Integrated Supervised Assessment)



Entry requirements:

- NQF Level 4 with communication

HIGHER OCCUPATIONAL CERTIFICATE: HUMAN RESOURCE MANAGEMENT ADMINISTRATOR

B-BBEE Category B
Accredited Occupational Qualification

Human Resource Management (HRM) plays a crucial role in ensuring that organisations attract, retain, and develop talent to achieve their strategic goals. The administrative function is essential to support this function in organisations. The administrative role is becoming more important as the HRM landscape evolves due to technological advancements, changing demographics, and globalisation.

HRM Administrators are essential in organisations in South Africa for several reasons. Firstly, the HRM administrators ensure that organisations comply with the various labour laws and regulations in South Africa. These laws cover areas such as minimum wages, working conditions, and employee rights; failure to comply with these laws can result in legal action against the organisation, which can be costly in terms of fines and reputational damage. Secondly, HRM Administrators aid the organisation in attracting, recruiting, and selecting the best persons for the organisation. Thirdly the HRM Administrator plays a pivotal role in the internal communication processes in organisations. Effective internal communication is essential for harmonious employment relations in organisations. This qualification establishes a standardised platform for the delivery of these essential services.

SAQA Qualification ID: 121150, NQF 5, 120 Credits
Duration – 1 Year, Accredited with the QCTO

The qualification is made up of the following modules:

- 5 x Knowledge Modules
- 4 x Practical Modules
- 4 x Work Experience Modules
- Compulsory National EISA (External Integrated Summative Assessment)



Entry requirements:

- An NQF Level 4 qualification with English Communication.

ADVANCED OCCUPATIONAL CERTIFICATE: HUMAN RESOURCE MANAGEMENT OFFICER

B-BBEE Category B
Accredited Occupational Qualification

A Human Resource Management (HRM) Officer contributes towards organisational success by facilitating the professional and ethical execution of Human Resources practices, including Human Resources and Workforce Planning, Staff Attraction and Procurement, Employee Maintenance and Development, Employment Relations Management, and the effective delivery of all related Human Resource Management Services.

HRM ensures that organisations attract, retain, and develop human capital to achieve their strategic goals. The HRM Officer is an essential role player in organisations that delivers various HRM services. As the HRM landscape evolves due to technological advancements, changing demographics, and globalisation, the role of HRM practitioners has become increasingly important. They must professionally deliver the required services within an increasingly complex environment.

The qualification will enable the HRM Officer to protect organisations and their employees by managing human capital risk.

SAQA Qualification ID: 121151, NQF 6, 134 Credits
Duration – 1 Year, Accredited with the QCTO

The qualification is made up of the following modules:

- 5 x Knowledge Modules
- 5 x Practical Modules
- 5 x Work Experience Modules
- Compulsory National EISA (External Integrated Summative Assessment)



Entry requirements:

- Higher Occupational Certificate: Human Resource Management Administrator or equivalent HR NQF level 5 qualification.

ADVANCED OCCUPATIONAL DIPLOMA: HUMAN RESOURCE MANAGEMENT ADVISOR

B-BBEE Category B
Accredited Occupational Qualification

A Human Resource Management (HRM) Advisor works in a range of public and private sector organisations as a strategic partner to the organisation. A HRM Advisor proactively contributes to organisational success by providing professional advice and support relating to the attraction, procurement, maintenance, development, and separation of Human Resource Assets (Human Capital). The HRM Advisor must ensure optimum compliance with legislative requirements, national and international professional practice standards, collective agreements, and leading practices within the HRM discipline.

Organisational survival, growth and sustainability are the key focus areas of management and leadership. The health of organisations in the public, private and non-governmental service sectors are critical for the nation and the economy. The single most important element of any organisation is its human capital, and this has become a key factor in creating a competitive edge for organisations. In South Africa and globally, the professional and fair utilisation of human capital is increasingly being entrenched as a way of life and a key determinant for success. Therefore, all organisations require professional guidance relating to the utilisation and management of their human capital.

SAQA Qualification ID: 121152, NQF 7, 178 Credits
Duration – 1 Year, Accredited with the QCTO

The qualification is made up of the following modules:

- 5 x Knowledge Modules
- 5 x Practical Modules
- 5 x Work Experience Modules
- Compulsory National EISA (External Integrated Summative Assessment)



Entry requirements:

- Advanced Occupational Certificate: Human Resource Management Officer, Level 6.

RECRUITMENT AND SELECTION

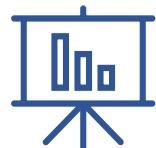
B-BBEE Category E

Accredited Skills Programme (Phasing out – last day for enrolment 8th June 2026)

Effective recruitment and selection is the first vital step in building a winning team. This practical 2-day Recruitment and Selection skills programme is accredited with Services SETA and concentrates on preparing for and conducting interviews, creating shortlists, verification of qualification and references with due consideration of relevant legislative restrictions.

The training consists of the following:

- Legislative drivers for compliant recruitment & selection
- Fair vs. unfair discrimination
- Job order, job specification and job description
- Sourcing and screening
- Plan and undertake effective interviews
- Verifications, checks and other assessments
- Offer of employment
- Regretting unsuccessful candidates
- Record keeping
- Code of Good Practice on the Integration of Employment Equity into Human Resources Policies and Practices



Unit standards aligned to this programme:

- Recruit and select candidates to fill defined positions (Unit Standard 10978 NQF 4– 10 credits)



Entry requirements:

- Gather, organise, record and manage information; engage in active communication techniques; apply basic knowledge of relevant legislation.

SOCIAL MEDIA IN THE WORKPLACE

B-BBEE Category F
Non-Accredited Programme

Social media platforms today are evolving and developing to meet an ever-wider variety of consumer wants and needs. The number of social media users globally grew from 4.72 billion in January 2023 to 5.04 billion in January 2024. This accounts for a 8% growth of +320 million users.

This 1-day programme will assist attendees to understand the legal challenges and practical implications posed by social media. It will equip managers with the skill and knowledge to implement practical solutions to these challenges.

The training consists of the following:

- Usage of social media sites in South Africa
- Using social media to recruit
- What is social media law
- What is defamation vs freedom of association
- The constitution
- Cases from the CCMA and Bargaining Council
- Defamation case studies
- Brand damage
- Service of court proceedings
- Liability
- Possible remedies
- Practical implications
- POPI Act
- RICA in the workplace
- Policies and procedures

UNDERSTANDING RETRENCHMENTS

B-BBEE Category F Non-Accredited Programme

This 1-day programme will provide an overview of the provisions of the relevant labour legislation governing retrenchment policies and procedures. Learn how to develop a retrenchment policy and procedure that complies with the legislative and organisational requirements and obtain both a theoretical and practical understanding of how to take appropriate actions, consult and communicate retrenchment decisions, and how to conclude the entire process.

The training consists of the following:

- The law unpacked
- Legislative framework
- Fair reason
- Retrenchment of striking workers

PERFORMANCE MANAGEMENT AND COACHING FOR LINE MANAGERS

B-BBEE Category F Non-Accredited Programme

The purpose of this programme is to capacitate your line managers to effectively handle performance management and associated engagements with staff members. The goal of this training intervention is to empower managers to discuss KPI, establish performance requirements, and enable ongoing employee coaching.

The training consists of the following:

- Review Performance Management processes and documents to see whether these could be refined.
- Customised set-up of training programme to incorporate desired learning outcomes and to utilise HCRISA processes and documents to enable effective applied learning outside of the classroom
- Interactive learning environment to enable two-engagement, application of learning.

MENTOR-MENTEE CAPACITATION

B-BBEE Category F Non-Accredited Programme

The purpose of this programme is to capacitate your Line Managers and in-service trainees / graduates to effectively engage in a structured mentorship programme.

The training consists of the following:

- Acquire knowledge of Mentorship and the benefits of participation – organisation and individuals
- Understand the role and responsibility of Mentors and Mentees
- Demonstrate understanding of Fixed vs. Growth mindset and impact on success
- Explain the difference between Coaching for Growth and Coaching for Improvement
- Utilise the GROW method to facilitate coaching conversations
- Establish goals through effective SMART goal setting
- Build trust and enhance interpersonal relationships to enable effective mentor-mentee process
- Demonstrate enhance communication using empathetic listening and effective questioning techniques
- Demonstrate the ability to have a courageous conversation and give / receive feedback
- Determine the action steps to overcome roadblocks

INTERVIEWING SKILLS FOR LINE MANAGERS

B-BBEE Category F
Non-Accredited Programme

The purpose of this 1-day sessions is to educate and empower line managers to be more effective in their recruitment and selection processes. By highlighting the various factors, including legislative compliance, the need to avoid unfair discrimination, and to assess individuals more fairly and consistently against the role requirements, it is intended that line managers will make better hiring decisions that support the overall objectives of the organisation.

The training consists of the following:

- Understanding the SA legislative drivers for fair recruitment and elimination of unfair discrimination
- Supporting transformation efforts by understanding Employment Equity requirements, including SQP
- Appreciating the positive impacts of Diversity and Inclusion on organizational objectives
- Recognising and mitigating various forms of bias and the impact this has on fair recruitment efforts
- Understanding various interview techniques, with focus on benefits of competency-based interviewing
- Acquiring knowledge of Competency Frameworks and the importance of accurate and detailed job profiles
- Identifying relevant Competencies (technical, personal, behavioural) for specific jobs
- Determining appropriate Competency questions for a specific vacancy
- Conducting an effective interview by applying Active Listening and Effective Questioning Skills
- Applying the STAR questioning technique and assessment methodology
- Gathering evidence, assessing, and rating candidate suitability and recording compliantly
- Applying fair recruitment methods in evaluating candidates and selecting new hires

■ LABOUR LAW PROGRAMMES

CAPACITY BUILDING IN LABOUR LAW

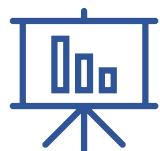
B-BBEE Category E

Accredited Skills Programme (Phasing out – last day for enrolment 8th June 2026)

This is 4-day skills programme is accredited through Services SETA. It covers the various labour law legislation and will focus specifically on issues like industrial action, disciplinary measures, policies and procedures, negotiation skills inter alia, with special attention on conflict management and a thorough analysis of the Basic Conditions of Employment Act and Labour Relations Act respectively. This is a popular programme for first line-management, shop stewards and HR Administrators.

The training consists of the following:

- Labour Relations Act
- Skills Development Act
- Employment Equity Act
- Basic Conditions of Employment Act
- A special focus on managing absenteeism



Unit standards aligned to this programme:

- Demonstrate an understanding of employment relations in an organisation (Unit Standard 10170 NQF 3 – 3 credits)
- Monitor and advise on substantive conditions of employment and related rights and obligations in an organisation (Unit Standard 11909 NQF 5 – 5 credits)
- Participate in the implementation and utilisation of equity related processes (Unit Standard 10983 NQF 4 – 5 credits)



Entry requirements:

- Communication at NQF Level 2
- Literacy at NQF Level 2

EFFECTIVE ARBITRATION

B-BBEE Category F
Non-Accredited Programme

This 2-day training provides an in-depth look into what commissioners are obliged to take into account in terms of the overall conduct of proceedings as well as the finer points concerning the Rules of the CCMA.

It also includes a section on the law of evidence from the perspective of the arbitrator. The focus is entirely practical and will no doubt result in delegates being far better equipped to conduct themselves at arbitration.

The training consists of the following:

- Dispute resolutions and the Labour Relations Act
- Theoretical precedent
- Comprehensive CCMA procedure
- Law of Evidence
- An analysis of the rules of the CCMA
- Misconduct Arbitrations

EFFECTIVE MANAGEMENT OF STRIKES

B-BBEE Category F
Non-Accredited Programme

This 1-day training is aimed at the Management and Shop Steward teams within an organisation, to provide a better common understanding of internal and external issues that may give rise to protected and unprotected strikes. It also looks at the legislative requirements that determine whether a strike is protected or not.

The training consists of the following:

- Introduction into Strikes and Lock-Outs
- The Marikana Conflict Dynamic
- Important facts on strikes
- What employers can do
- Dismissal of unprotected strikers
- Strike rules

EFFECTIVE DISCIPLINE IN THE WORKPLACE

B-BBEE Category E

Accredited Skills Programme (Phasing out – last day for enrolment 8th June 2026)

Effective Discipline in the Workplace is a skills programme accredited with Services SETA. The duration of this skills programme is 2 days.

The purpose of this programme is to ensure that HR practitioners and line managers are able to take confident disciplinary action (formal and informal) in accordance with the provisions of labour law and internal policies and procedures.

It will equip Human Resources Practitioners and Line Managers who may be called on to chair disciplinary hearings to handle such hearings effectively, reach reasoned decisions based on the evidence presented and in accordance with the rules of evidence, and ensure a procedurally and substantively fair enquiry.

This programme includes practical role-play and a video presentation.

The training consists of the following:

- Dismissal: decision-making and flow diagrams
- Legal Provisions: dismissal and disciplinary action
- Importance of classifying dismissals
- Procedural and Substantive Fairness
- Sanctions
- Formulation of charges
- Dealing with specific offences
- Documentation
- Procedure for conducting a disciplinary enquiry
- Parties' roles
- Determining guilt
- Presenting evidence
- Types of evidence
- Role play



Unit standards aligned to this programme:

- Institute Disciplinary Action (Unit Standard ID 11286 NQF 5 – 8 credits)
- Conduct a Disciplinary Hearing (Unit Standard ID 10985 NQF 6 – 5 credits)



Entry requirements:

- Must be able to communicate effectively (NQF level 4)
- Apply principles and show an understanding of functions (NQF level 4)

NATIONAL CERTIFICATE IN LABOUR RELATIONS PRACTICE

B-BBEE Category B

Accredited Full Qualification (Phasing out – last day for enrolment 8th June 2026)

This qualification is to develop people who will be able to manage, resolve and help prevent labour disputes. With the advent of democratic government in South Africa in 1994 an entirely new approach to Labour Relations Practice (LRP) in South Africa has emerged. There has been the establishment of new statutory structures with implications for every level of labour relations in the country. Their purpose is to advance economic development and social justice, to reduce labour unrest and to advance the democratisation of the workplace by fulfilling the primary objective of the Labour Relations Act. The Qualification will help to transform the labour market and workplace by promoting sound and improved employment relationships. The development of competence in this field can lead to better service delivery, institutional longevity and the promotion of job creation and security. Application of the learning in this Qualification will also assist parties in labour disputes to enforce their labour rights, while at the same time enabling them to become aware of their obligations as active and responsible participants in society and the economy. This NQF Level 6 qualification (124 credits) is a 1-year full qualification consisting of 5 Blocks made up of various modules and is accredited with the Services SETA. SAQA Qualification ID: 74570

Training Outcomes:

- Facilitate fair and just labour relations in an organisation.
- Manage and resolve labour disputes.
- Initiate actions to prevent labour disputes.
- Implement management practices.
- Consider and apply relevant legislation and Jurisprudence

The qualification is made up of the following blocks:

- Block 1 – The Global and National Labour Relations Policy Frameworks
- Block 2 – The articulation and application of the labour law hierarchy
- Block 3 – Stakeholder engagement forums and strategies
- Block 4 – Case law and dispute management
- Block 5 – Labour relations management in a disruptive environment



Entry requirements:

- Learners to have knowledge of general Human Resource principles and theory, and of South African Labour Relation structures at NQF Level 5.
- Learner is able to interpret financial statements and use information in the statements to make informed decisions.

MASTER OF BUSINESS LEADERSHIP WITH ELECTIVES IN LABOUR RELATIONS

B-BBEE Category B

Accredited - Full Qualification (Enrolment with Da Vinci Institute)

Da Vinci Institute in association with Global Business Solutions have facilitated the development of a Master's programme applied to Labour Relations offering you a credible qualification in a sought-after field. The programme is facilitated by experienced Labour Law attorneys and facilitators over a number of workshops and covers key aspects of the core legislation regulating Labour Law in South Africa.

This is a NQF 9, 184 Credit full qualification and is offered by Da Vinci Institute in association with Global Business Solutions. It is a Minimum 2 Years (Full-time), Maximum 4 Years programme.

The programme structure:

Core Modules

- Business Leadership for the management of Technology and Innovation (12 credits)
- Business Leadership for the management of People (20 credits)
- Strategic systems thinking (20 credits)
- Financial Management for Business Leaders (12 credits)
- Economics for Business Leaders (12 credits)
- Corporate Governance and Ethics (12 credits)
- Dissertation (Including Research Proposal Workshop) (60 credits)

Elective Modules

- The Articulation and Application of the Labour Law Hierarchy (12 Credits)
- Case Law and Dispute Management (12 Credits)
- Labour Relations Management and Stakeholder Engagement in a Disruptive Environment (12 Credits)

Entry requirements:

- Relevant NQF Level 8 qualification (with three years related work experience).

Training Outcomes:

- Review and apply relevant business leadership models and frameworks in the strategic management of Technology and Information; Operations; Finances; Innovation; and Organisational Behaviour within a variety of contemporary working environments.
- Search, collate and evaluate contextual information pertinent to business leadership decision-making processes when applied to strategic planning and organisational development.
- Review systemic thinking as a conceptual framework that recognises the world-of-work as a network of interrelated systems in which problem-solving does not exist in isolation but is dependent on the application of a broad contextual understanding of local and international business realities.
- Demonstrate the ability to conduct research that meets the level descriptors of a Master of Business Leadership Degree at National Qualification Framework Level 9.

ORGANISATIONAL RIGHTS

B-BBEE Category F
Non-Accredited Programme

The purpose of this 1-day programme is to ensure that human resources practitioners and line managers are able to confidently handle the entry and recognition of trade unions in the workplace.

Delegates who attend this programme will be able to confidently meet with union officials and manage the drafting of a collective agreement as well as conduct themselves in accordance with legislative principles and best practice.

The training consists of the following:

- Freedom of association
- Collective Bargaining
- Collective agreements
- The recognition process
- Trade unions in South Africa

POOR PERFORMANCE AND INCAPACITY MANAGEMENT

B-BBEE Category F
Non-Accredited Programme

The root of most ill-discipline in organisations is because line managers avoid taking action! Either because they're uncertain or because no one else is doing it. And when people "get away with things" ill-discipline becomes the norm. Time to get your house in order so everyone can focus on getting the job done.

The training consists of the following:

- Dealing with misconduct in the workplace
- Poor performance
- Ill health and injury

LAW OF EVIDENCE

B-BBEE Category F
Non-Accredited Programme

This 1-day programme aims to equip any member of an organisation who will be presenting in a disciplinary hearing or arbitration with the necessary knowledge and skills. The programme is designed to provide delegates with a comprehensive, yet practical working knowledge of the evidentiary aspects of both hearings and arbitrations. These are fundamental to the success of your matter.

The training consists of the following:

- Introduction to history, sources and theory of law of evidence
- Basic concepts
- The law of evidence and substantive law
- Relevance and admissibility
- Character evidence in civil proceedings
- Similar fact evidence
- Opinion evidence
- Previous consistent statements
- Private privilege
- Hearsay
- Informal admissions
- Kinds of evidence and the presentation thereof
- Witness
- Proof without evidence
- Weight of evidence and standards and burdens of proof
- Presenting of evidence

SEMINARS AND CONFERENCES

MID-YEAR AND ANNUAL LABOUR LAW UPDATE

B-BBEE Category F

Non-Accredited Programme

In difficult economic times, business needs to make informed decisions when it comes to rising employment costs. Our 1-day Mid-Year and Annual Labour Law Update seminars will keep you abreast of the latest developments that impact on employment relations.

The seminars take place across South Africa in the following regions:

- Cape Town
- Durban
- East London
- Gqeberha (Port Elizabeth)
- Johannesburg
- Virtual (Zoom/MS Teams)

Benefits of attending this seminar:

- Direct access to expert opinion on topical matters
- Valuable insights gained from interactive discussions
- No need to do research – direct access to policy and case summaries
- Search functionality on the soft copy
- SABPP members can earn 6 CPD HR points
- APSO members can earn 6 CPD points

ANNUAL EMPLOYMENT CONFERENCE

B-BBEE Category F

Non-Accredited Programme

In the marketplace of the 21st century, traditional employment is evolving in a volatile, uncertain, complex and ambiguous environment. Increasingly organisations and individuals are having to introduce new workplace models and new diverse forms of employment. The emergence of the gig-economy where project, outcomes-based and arms-length positions are common and organisations contract with independent workers.

Current South African legislation has responded to the changing environment and a myriad of employment relationships to ensure both employer and employee are protected. Join Global Business Solutions and coveted employment experts in March every year as we deal with the future of work.

This is a 1-day conference and accredited with 6 CPD points by the SABPP, as well as 6 CPD points by APSO. The seminar takes place in Johannesburg and virtually on MS Teams.



GLOBAL BUSINESS SOLUTIONS

AI BOTS AND TOOLS



ASK JOHNNY BOT

24/7 AI-powered chatbot, available on the GBS website & WhatsApp, designed to provide quick & reliable answers on SA Labour Law, HR, and related topics.

(FREE- just sign up)



DE CHAIRPERSON BOT

An AI-driven tool designed to assist chairpersons in evaluating evidence & making informed decisions in disciplinary enquiries.



DE INITIATOR BOT

An AI-powered tool designed to streamline & support the process of initiating disciplinary enquiries in the workplace. It helps initiators manage each step efficiently, ensuring compliance with company policies & labour laws.



WORKFORCE FORECASTER

A predictive planning tool that analyses current workforce demographics & multiple impact factors to project headcount changes & workforce composition over a 5-year period.



CANNASENSE

An assessment tool used to evaluate/manage cannabis use in the workplace by focusing on detecting traces and determining impairment in employees.



DEEVIATE

A documentation tool used when making hiring or promotion decisions that don't match the Employment Equity (EE) Plan and Targets.

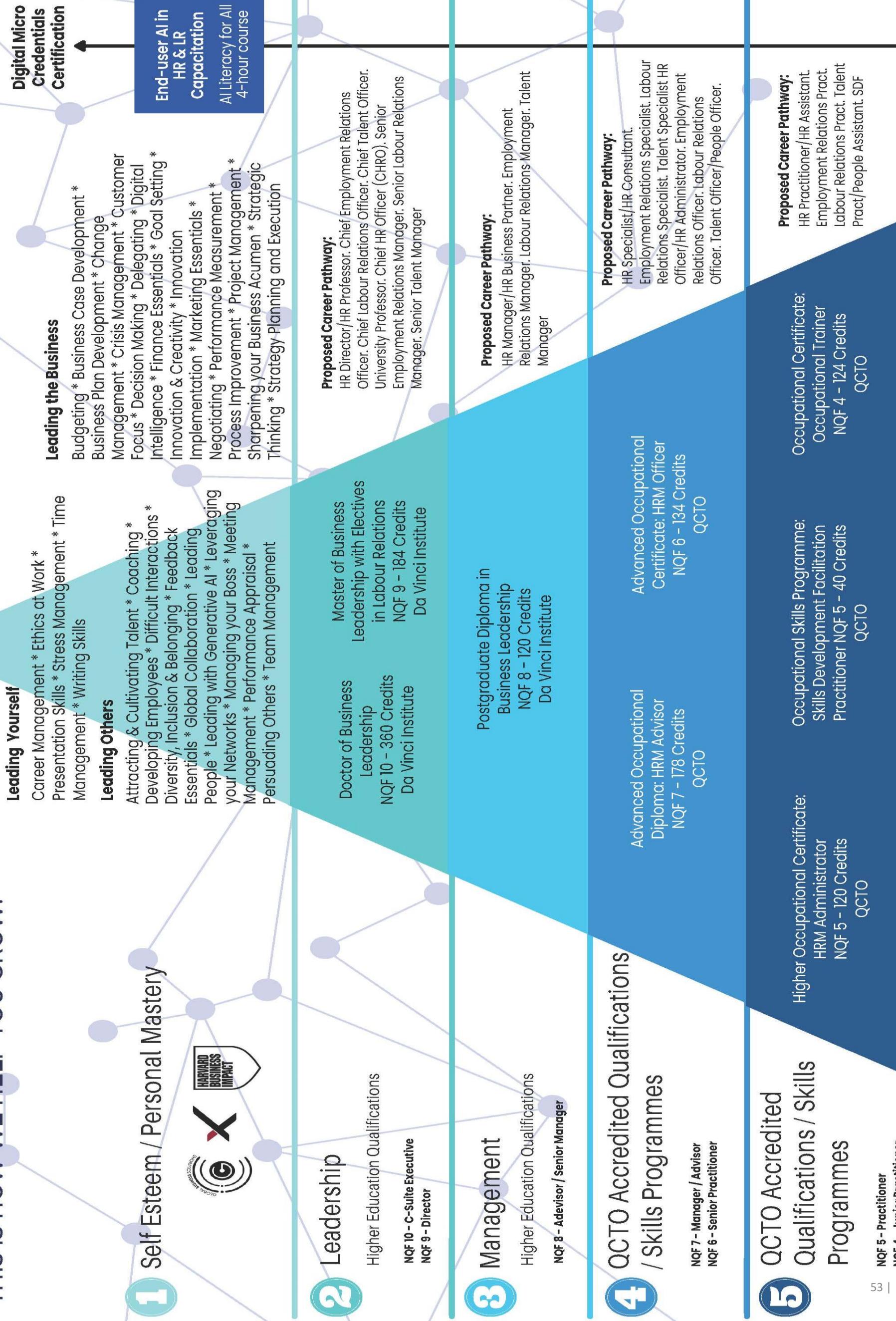


ABSENCE RETURN PRO

Documentation tool used to manage/track employees returning to work after a period of absence, ensuring a smooth transition & proper risk management.

LADDER OF LEARNING

THIS IS HOW WE HELP YOU GROW!



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WhatsApp Chatbot - Save the number 082 840 4239 as 'AskJohnny', say 'Hi', and let the magic happen!

GBS Website



GBS LinkedIn



GBS Facebook

