

**CAPES**

University of the Witwatersrand

Certificate Programme in:

**EMPLOYMENT SERVICES BUSINESS MANAGEMENT**

**NQF 5**  
ALIGNED



UNIVERSITY OF THE  
WITWATERSRAND  
JOHANNESBURG



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# EMPLOYMENT SERVICES BUSINESS MANAGEMENT PROGRAMME OVERVIEW

2022/23 INTAKE

## Overview

The South African labour market is dynamic and increasingly more complex, especially post C19. To succeed Employment Services professionals are required to have an understanding, not only of talent and workforce management, but of broader business too.

The programme is registered with the Council for Higher Education (CHE) and is recognised as a pivotal programme for skills development planning purposes. Given that employment services professionals work under pressure, on multiple projects and with constant deadlines, the programme has been structured to minimise time away from office whilst maximising relevance and impact to desk.

## Delivery

Using the latest adult and virtual learning techniques, the programme combines up-to-date theory, industry expert lecturers and syndicate working groups to ensure direct application to the business. Lectures are delivered via Zoom, and participants are provided with data to assist with accessibility. Assignments are "fit for purpose" and will be able to be taken back to the business for immediate implementation.

An interactive and intensive teaching methodology is used, comprised of several learning methods including lectures, syndicate group work, case studies, structured learning, group discussions and presentations from experienced subject-matter experts in the field.

This year's intake will be focused on SMME businesses operating within the industry (SIC codes 88910/ 88916/ 88917/ 88918) and participants will be equipped with knowledge, tools, and templates to implement on their desks immediately.

## Entry Criteria:

- Matric or equivalent NQF 4 (Certified copy of certificate required for registration)
- Minimum of three (3) years working experience, at least one (1) of which should be within employment services.

## Non-Negotiable Requirements:

- PC with WIFI access (this is a paperless course)
- 10G of Data (monthly) will be provided to participants
- MS Office Suite & skills to intermediate level
- Mandatory attendance of all online Lectures
- Time for Assignments (commitment to due dates)

## Targeted Participant:

- Recruiters & TES Consultants
- Branch Managers & SMME Business Owners (SIC code 88910 / 88916 / 88917 / 88918)

## Cost to Attend

CAPES has once again secured funding from the Services SETA for qualifying participants. The full cost of the programme, R35 000 per participant, is covered.

## Outcome

A certificate in Employment Services Business Management (NQF Level 5 aligned) is awarded to candidate who attend a total of 7 modules (88 hours) and who successfully complete the required individual and group assignments. The syllabus has been updated to reflect current labour market conditions and is targeted at SMME businesses, as part of the SSETA mandate.

## **Programme Overview with Learning Outcomes**

### **Module 1: Digitalisation & World of Work Orientation (1 day)**

Participants will have the opportunity to meet other Employment Services professionals within their group and to familiarise themselves with the programme, expectations, and desired outcomes. The session will also explore digitalisation trends and provide practical orientation on Wits academic requirements and the digital platforms that will be utilised during the programme.

The first module's assignment is set up as an opportunity for participants to assess their planning, time management, and research requirements and to receive detailed feedback on their performance, such that they can apply lessons for future modules and improve likelihood of success.

### **Module 2: Introduction to the Employment Services Industry & The Employment Lifecycle (2 days)**

Participants will gain insight into the Employment Services industry and the role it plays in an efficient labour market. They will further cover the employee lifecycle in organisations and the growing trends – locally & globally - relating to diverse forms of employment.

1. Understand the evolution of the employment services industry and its role as enabler within an efficient labour market.
2. Understand the dynamics of the changing labour market, diversification of employment and opportunities for employment services.
3. Consider the evolution of the Employee Lifecycle and shift from traditional jobs to diverse forms of work.
4. Show understanding of a human-centred approach to the Employee Lifecycle.
5. Demonstrate knowledge of the need to overcome Generational differences.
6. Understand the impact of Employee Engagement on productivity and the value of happiness.

### **Module 3: Principle of Regulation, Compliance & Ethics (2 days)**

Knowledge, and application of all aspects of regulation, compliance and ethics is essential for Employment Services professionals. Participants will gain insight into the labour legislation governing the industry, the relevant compliance issues, especially for Temporary Employment Services (TES), and insight into the ethics and best practice standards expected of professionals in the industry.

1. Demonstrate understanding of the primary Labour Legislation that impacts on the employment services industry and their clients.
2. Acquire knowledge of compliance requirements within employment relationships in new world of work.
3. Gain knowledge of global instruments which influence National legislation and regulation.
4. Understand enabling legislation to support transformation, addressing unemployment, inequality, & poverty.
5. Acquire knowledge to enhance understanding of equality, equity, and justice
6. Gain knowledge of international and national codes of ethics and professional practice driving professionalism of the employment services industry.
7. Acquire knowledge of industry red lines and gain insight to influence behaviour.

#### **Module 4: Principles of Financial Management (2 days)**

Knowledge of basic finances is critical in an industry that provides cost-effective solutions for customers whilst ensuring 100% compliance. In this module participants are introduced to basic accounting principles, applied directly to the industry and particularly to Temporary Employment Services, focussing on costing of sales and pricing, understanding of budgeting and financial statements.

1. Understand the role of finance in an economic environment
2. Demonstrate understanding of the role of finance and accounting in business management
3. Describe financial terminology, concepts, and principles
4. Gain knowledge of the statutes and regulatory environment impacting compliant payroll management
5. Apply knowledge of financial principles and practices to employment services
6. Understand the role of budgeting in money management

#### **Module 5: Principles of Planning & Project Management (2 days)**

Business today is largely made up of projects, including workforce management. Understanding and applying sound planning and project management is key, Participants will be exposed to the fundamentals of project management including how to put together, monitor, cost and manage projects and identify and mitigate risks involved with project management.

1. Demonstrate an understanding of the fundamentals of project management
2. Understand the elements of Stakeholder Engagement
3. Acquire knowledge of risk assessment and mitigation
4. Gain understanding of project implementation, critical success factors and impact of poor performance
5. Demonstrate an understanding of the application of project planning & reporting tools
6. Understand the reasons projects fail and acquire knowledge of how to apply corrective actions

#### **Module 6: Principles of Operations and Business Models for Employment Services (2 days)**

Employment Services is a complex and competitive business, with diverse forms of work creating opportunities for a myriad of workforce management solutions. Ensuring operational efficiency, compliance and excellent customer service is critical. This module provides participants with insight into the business models and roles in private sector employment service, the value chain, elements of competitive advantage and how to manage the changes within business to adapt to market conditions.

1. Demonstrate understanding of competitive advantage, business relevance, and future-fit operational models for a changing world of work.
2. Gain knowledge of the importance of the Value Chain, Productivity and Cost to Serve, to support business sustainability.
3. Understand the value of collaboration and cooperation in operational execution.
4. Acquire an understanding of the importance of change management in a dynamic, everchanging labour market.
5. Apply knowledge of design thinking and its structured processes which enable innovation.
6. Recognise the value of enabling technology within agile business operations and remote working environments

## Module 7: Principles of Sales & Marketing

Employment Services is highly competitive and effective sales and marketing is essential. Participants will gain insight and practical skills in competitor analysis, targeted client identification, customer relationship management, importance of effective communication and the use of digital tools to enhance brand reach, provision of services and grow market share.

1. Gain insight into the sales strategies and structures relevant to Employment Services.
2. Apply knowledge of Customer Relationship Management within the customer lifecycle.
3. Acquire knowledge of sales and marketing enablers in a digital customer landscape.
4. Understand the value of trust in client and candidate relationships.
5. Demonstrate an understanding of effective communication in a hybrid working environment.
6. Explain the value of community support initiatives (CSI) in building successful brands.

### Why should you enrol?

Don't take our word for it... here is some of the testimonial from past participants on the BMP.

The competitor analysis led to the landing of an account and applied learning has led to business growth.

Tested my knowledge as an "old hand" and given me many thought-provoking moments. I've already applied much of what we've learned, especially utilising a structured change management approach with my team and with some clients who needed to shift into the new world of work.

As a new business and a new member of APSO, came at the right time to provide guidance in business start-up, especially Sales and Marketing and Finance.

### How do I register?

Space is limited, and we encourage registration ASAP. As this is a funded programme, specific documentation is required to be submitted for consideration by the SSETA. You can register your interest by clicking [here](#).

If you've any questions, you can direct these to the Project Office [wits@capes.org.za](mailto:wits@capes.org.za)