

**CAPE**

University of the Witwatersrand

Certificate Programme in:

**MANAGEMENT DEVELOPMENT FOR EMPLOYMENT**

**SERVICES PROFESSIONALS**

**NQF 7**

ALIGNED



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# MANAGEMENT DEVELOPMENT PROGRAMME FOR EMPLOYMENT SERVICES PROFESSIONALS OVERVIEW

2022/23 INTAKE

## Overview

Employment Services has become a strategic and highly complex business and effective leadership is critical, especially post C19. This programme will provide the right information, spark innovative thinking, and share insights necessary to boost your business.

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:

- Post School Diploma (NQF 5) (Certified copy of diploma required to register)
- Minimum of five (5) years working experience, at least three (3) should be in employment services

**NOTE: Progression is allowed, for those who achieved their BMP in the 2018 or 2019 intake.**

## 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:

- Experienced Recruiters & TES Consultants
- Branch Managers / Divisional Heads
- 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 Management Development for Employment Services Professionals (NQF Level 7 aligned) is awarded to candidate who attend a total of 9 modules (104 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: South African Legislative Landscape (1 day)**

Sustainability and risk mitigation requires a thorough understanding of the legislation affecting the Employment Services industry. Understanding the risks and opportunities changes present, is critical for enabling a successful business.

1. Understand the impact of global governance on national policy, legislative and regulatory development.
2. Demonstrate understanding of various statutes affecting the day-to-day work of employment services.
3. Appreciate the cause and effect of legislative and regulatory changes.
4. Consider the importance of addressing South Africa's triple challenges: Unemployment, Inequality & Poverty, within the legislative framework.
5. Consider the opportunities legislative changes create for the employment services industry.

### **Module 3: Governance & Ethics (1 day)**

Employment Services is all about people and it is essential that leaders understand the role they play and how they need to grow and manage their businesses ethically and within the context of global conventions, such as those of the International Labour Organisation.

1. Gain knowledge of global instruments influencing National legislation, governance, & ethics in business.
2. Acquire knowledge to enhance understanding of importance of ethics in business.
3. Gain knowledge of international and national codes of ethics and professional practice as guidelines for leadership responsibility and accountability.
4. Recognise inherent conflict of interests in making business decisions in an ever-evolving world of work.
5. Acquire knowledge of mechanisms to challenge business ethics
6. Develop an understanding of value-based culture and gain insight to influence behaviour.

### **Module 4: Labour Market Analysis (2 days)**

In this module participants will gain a deeper insight into the South African labour market, its challenges and global context. They will learn to apply this knowledge to the Employment Services industry and how conducting research into the labour market can assist them in strategically positioning their business and their service offerings.

1. Demonstrate an understanding of the labour market in the changing world of work
2. Understand International labour market trends and impact on national macro- and microeconomics
3. Consider labour market drivers and its impact on wage setting
4. Gain insight into labour market supply and demand
5. Appreciate the differentiation between qualitative and quantitative research
6. Apply knowledge of research methodologies for labour market analysis

## **Module 5: Talent Management & Leadership (2 days)**

In a people business, effective leadership is essential for business performance and growth. Acknowledging that the Employment Services industry is very diverse, in this module participants will learn about different styles of leadership to help them create their own personal leadership brand and a plan on how to lead effectively within their specific workplace and organisational culture, and to provide guidance to clients.

1. Explain the changing labour market with its multi-generational workforces, and the impact of equity, diversity, and inclusion on integrated talent management.
2. Gain knowledge of the benefits of building a Values-based Culture.
3. Acquire knowledge to build an Employee Value Proposition which includes fair and transparent compensation management applicable to diverse workforce composition.
4. Demonstrate the ability to have Courageous Conversations to enable effective leadership and meaningful engagements.
5. Acquire knowledge of models and enablers to build transformational leadership competencies and advance employee wellness.
6. Show understanding of the complexities of building, managing & leading high-performing hybrid workplace teams.
7. Demonstrate knowledge of Self and Others to lead change.

## **Module 6: Advanced Consulting Practice for Employment Services (1 day)**

Employment Services is a complex and competitive business, especially as work is increasingly more diverse. Ensuring operational efficiency, compliance, profitability, and excellent customer service is critical. This module explores various workforce models and design thinking principals to uncover client need and explore greater business opportunities.

1. Understand the dynamics and complexities of the changing labour market, diversification of employment and the future of work.
2. Understand Consulting trends as applicable to innovative delivery of Employment Services within a client-centric environment.
3. Recognise, through Design Thinking, the opportunities for employment services within the changing landscape to enable transformation, new markets, and service offerings.
4. Apply knowledge of problem-solving processes as enablers to building consulting skills and enhancing client-centricity.
5. Demonstrate understanding of the value of using collaboration, interpersonal and communication skills to consult on complex problems.

## **Module 7: Sales & Marketing for Employment Services (2 days)**

Employment Services is dependent on an effective sales and marketing strategy, especially as it is highly competitive and, in the case of Temporary Employment Services, running with high compliance risks and tight profit margins. Participants will gain a broader understanding of branding, consumer management of how to position, sell and deliver profitable business models within complexity of the current marketplace.

1. Acquire knowledge of the product lifecycle and its impact on sales and marketing decisions.
2. Understand the concepts of customer-needs driven sales and marketing methodologies to apply to a sales strategy within the Customer First Era.
3. Acquire the knowledge to gather market intelligence through competitor analysis, considering the complexities of service offerings within employment services.
4. Develop the ability to identify different labour market segments for sales and service opportunities within a disruptive environment.
5. Acquire an understanding of the importance of brand management and alignment of service delivery to achieve client-centricity.
6. Understand the differentiators in presenting virtually and applying the skills and competencies of consultative selling in a digital world.

## Module 8: Accounting & Finance for Employment Services (2 days)

Employment Services leaders need to have excellent financial acumen and keep close tabs on the numbers. At the conclusion of this module participants will have developed active knowledge of the major drivers of financial performance across Employment Services. The major areas covered include concept that cash is king, costing, driving profitable business, understanding the income statement, and top- and bottom-line growth.

1. Understand the importance of sound accounting and financial management in business
2. Describe financial terminology, concepts, and principles
3. Gain knowledge of the statutes & regulatory environment impacting compliant payroll management
4. Demonstrate knowledge of financial drivers within an employment services business
5. Apply knowledge to analyse financial information relevant to employment services
6. Demonstrate understanding of budgeting and application of financial management principles to improve business performance

## Module 9: Business Strategy (1 day)

At the conclusion, the participant will develop a strategic business plan for their employment services business, understand the integration of the external and internal impacts and the process of turning a strategy in to action.

1. Develop an agile strategy and implementation plan for business application.
2. Acquire skill using business tools and enablers to develop strategy in a disruptive environment.
3. Deepen knowledge of internal & external factors impacting strategy development & implementation.
4. Understand how to turn obstacles into opportunities using appropriate strategies.
5. Acquire knowledge of leadership strengths and weaknesses in supporting strategic implementation.

### Why should you enrol?

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

Great opportunity to reinvigorate processes within the business and be more strategic in how I do things: - focused on ROI, not just activities.

I've built amazing relationships with people I would normally call my 'enemies', realising that even as we compete in the marketplace, there is opportunity to learn from each other and collaborate, especially as small businesses

Two of my classmates and I already have partnered up and are engaging with a client on a joint venture!

Design thinking led to thinking outside the box and help me formulate new services for the business. For expansion shifted from brick and mortar to remote service delivery.

### 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)