



TRAINING

UNLEASHING YOUR POTENTIAL



Imsimbi Training proudly presents  
**Human Resources Management & Labour Relations– 5 DAYS**

Imsimbi Training is a fully accredited training provider with the Services Seta, number 2147, as well as a Level 1 Contributor BBBEE company and 51% black owned.

This course is accredited by the Services Seta and material covers unit standards 252034 at NQF level 5 worth 8 credits, 12140 at NQF level 5 worth 9 credits, 10985 at NQF level 6 worth 5 credits, 114274 at NQF level 5 worth 8 credits.



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# COURSE OBJECTIVES

## This five-day workshop will address:

- The latest trends in the human resources field and the changing role of the human resources professional
- An overview of Labour legislation in South Africa including the Employment Equity Act, the Labour Relations Act, The BCEA, The Skills Development Act, BBBEE scorecard
- Recruitment and selection processes:
- How to write job specifications and identify core competencies
- Methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques
- Performance management:
- How to make performance appraisals an effective and cooperative process
- The detailed processes involved in performance management
- Skills development and training
- The BBBEE scorecard requirements
- Discipline in the workplace
- How to chair a disciplinary hearing
- How to initiate or prosecute a disciplinary hearing

# COURSE OUTLINE

## Module 1

### Recruitment and Selection

This module will help teach participants how to:

- Analyze the costs incurred by an organization when a wrong hiring decision is made
- Develop a fair and consistent interviewing process for selecting employees
- Prepare better job advertisements and use a variety of markets
- Develop a job analysis and position profile
- Use traditional, behavioral, achievement oriented, holistic, and situational (critical incident technique) interview questions
- Develop competency based interview techniques
- Effectively interview difficult applicants
- Check references more effectively



- **The Employment Equity Act**
- Understand the legislative implications of the Employment Equity Act that can affect the recruitment process
- The Recruitment and Selection Process
- Factors in the Hiring Process
- Cost Analysis
- Job Analysis and Position Profiles
- Determining the Skills You Need
- Finding Candidates
- Advertising Guidelines
- Screening Resumes
- Performance Assessments
- Problems Recruiters Face
- Interviewing Barriers
- Non-Verbal Communication
- Types of Questions
- Traditional vs. Behavior Interviews
- Other Types of Questions
- The Critical Incident Technique
- Listening for Answers
- Difficult Applicants
- Interview Preparation and Format
- Other Interview Techniques
- Scoring Responses
- Checking References



## Module 2:

### Performance Management

Upon completing this module, the participants should:

- Be familiar with performance management definitions and concepts
- Understand the purpose of performance management and how this fits into the overall management of an organisation
- Have the skills to avoid key pitfalls associated with the implementation of a performance management system
- Understand the comparative advantages of different performance evaluation techniques
- be confident to:
  - set performance goals
  - set key performance indicators
  - train staff to give developmental feedback
  - conduct performance appraisals and reviews
  - Understand the critical success factors in introducing a performance management system

Module outline:

- Familiarisation with performance management definitions and concepts;
- Understand the purpose of performance management and how this fits into the overall management of an organisation;
- Looking at different types of performance management systems
- Purposes and Challenges of performance management
- Integrating performance management with general management competencies including:
- Performance agreements
- Drawing up Job Profiles
- Avoid the key pitfalls associated with performance management systems
- Understand the comparative advantages of different performance evaluation techniques



## **Module 3:**

### **Skills Development**

#### Module Outline

- SAQA terminology
- Setas
- WSP and ATR
- Learnerships
- The BBBEE scorecard and skills development
- Skills Development maximum points on scorecard

## **MODULE 4**

### **Provide an overview of the Basic Conditions of Employment Act**

#### Module Outline

- Provide a detailed overview and application of the Basic Conditions of Employment Act including:
  - Regulation of working time
  - Overtime, Sundays and Public Holidays
  - Lunch breaks
  - Rest periods
  - Annual Leave
  - Family Responsibility Leave
  - Maternity Leave
  - Night duty requirements
  - Notice periods



## MODULE 5

### Labour Relations

#### Initiate a Disciplinary Hearing:

- Misconduct in the workplace
- Disciplinary code
- Examples of misconduct
- Verbal warning and written warnings
- Identifying and classifying transgressions
- Drawing up the charges appropriately and correctly
- Notifying employees of a disciplinary hearing correctly
- Prosecuting your case
- Understanding the principles of the law of evidence
- Applying the principles of the law of evidence
- Evidence that is admissible and inadmissible
- Cross examination techniques
- Rules of case presentation
- Leading evidence
- Cross examination techniques
- How to present closing arguments
- Investigations & gathering information
- Collating the information in date order
- Evaluating the evidence
- Types of evidence
- Prima facie evidence
- Circumstantial evidence
- Corroborating evidence
- Video evidence, sms's, photographs
- Documentary evidence
- Preparing the witnesses
- Preparing questions for the witnesses
- Overview of relevant case law
- Relevant sections of labour legislation
- Codes of good practice



## MODULE 6

### Chair a Disciplinary Hearing – Fair Procedure

This module enables delegates to conduct proper disciplinary hearings and to administer disciplinary principles in a fair and consistent manner. It will lead delegates through the required procedural and substantive aspects pertaining to disciplinary action.

#### Module outline:

#### Chairing a hearing:

- How to draft the allegations/charges / notice to attend a hearing
- Understand all fairness and equity principles
- Create a better understanding of required procedures during hearings
- Preparation for the hearing
- Procedure and conduct during the disciplinary hearing
- Procedure and conduct during the appeal hearing
- Be able to prepare for such hearings
- Understanding and complying with the duty to keep record
- Chairing the hearing
- Conducting and managing the hearing
- Implement procedure to handle non-dismissible offences.
- Hear pleadings
- Mitigating & aggravating circumstances
- Take a decision as to sanction.
- Inform employee of and record decisions.
- Ensure that proceedings and decisions are recorded
- **Fun Role Play of a Disciplinary Hearing**

