

SIYB TRAINING BUZZ

JULY 2009



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EDITORIAL ADDRESS

Marina Clarke

National Economic Development Manager, Epilepsy South Africa

SIYB Master Trainer

P O Box 73, Observatory, 7935

Tel: (021) 447-3014

Fax: (021) 448-5053

E-mail: economicdev.no@epilepsy.org.za

DID YOU KNOW?

SEDA TOT for Crafters: Mr Sinethemba Dyani of the Epilepsy South Africa Western Cape Branch will be attending the TOT for crafters in Bellville, Cape Town from 3 to 5 August 2009. For more information about this or other training courses contact Ivor Hendricks, tel (021) 596-1300 or visit www.seda.org.za.

New EMP/ENTERPRISE crisis related publications: The International Labour Organisation (ILO) launched electronic versions (as a zip file) of their three latest crisis-related publications. They are:

- Micro, Small and Medium-sized Enterprises and the Global Economic Crisis;
- Responsible and Sustainable Enterprise-Level Practices at Times of Crisis; and
- Resilience of the Cooperative Business Model in Times of Crisis.

These documents were made available at the Employment Sector stand at the ILC and have already been used at some meetings and training events such as the 2nd Summer Academy on Sustainable Enterprise Development in Turin in June 2009 with 90 participants. This year the focus was on the crisis and possible strategies for governments and donor agencies to tackle the problem, with plenary sessions, 'learning tracks' and an 'open space' devoted to the subject.

Copies may be requested from the editor.

Eastern Cape: The National Office of Epilepsy SA will be visiting the Eastern Cape from 11 to 14 August 2009. The programme for this visit will focus on both social and economic development, including entrepreneurial development:

- Tuesday, 11 August: Meeting with role-players in East London;
- Wednesday, 12 August: Training for Eastern Cape Department of Economic Affairs;
- Thursday, 13 August: Meeting with role-players in East London;
- Friday, 14 August: Meeting with role-players in Port Elizabeth.

National Social Development Budget Vote: During her Budget Vote speech in the National Assembly on 3 July 2009 Ms Edna Molewa stated that "since assuming responsibility for this portfolio, the following question is one that I believe the whole of government and society needs to respond to: "what do we need to do to reduce the need and the demand for social grants?" In answering this question, it is evident that only when the poor have decent employment or are gainfully self-employed will the demand reduce. Investment in human and physical assets will need to be complemented by an economy that absorbs people and lays the basis for decent jobs."

She stressed her Department's focus on economic development: "... we believe that Employment and Entrepreneurship are the best means of ensuring income security. Government as a whole will need to work towards the attainment of these rather long term goals. In the meantime we need to address the question of how best to provide an adequate safety net for every person living in poverty. This is the time for us to give serious thought to the nature of the social protection measures needed by those between the ages of 18 and 59 affected by poverty and social exclusion. Linking such measures with training and employment will be key."

HINTS AND TIPS FOR SMEs & ENTREPRENEURS

By Conrad Steyn, MD at Barnstone

A group of experienced executives formed Barnstone in 2004—a company which strives to help its clients elevate their business performance through a blend of advisory services, application support and specialised outsourcing.

Barnstone has a number of investments in entrepreneurial enterprises and are keen to share some tips that they used to build their business.

The art of not losing heart: Don't lose heart when obstacles come your way. Many entrepreneurs say "if I had known x or y before I started..." It is good that you don't know what is in store at the beginning, otherwise you would never have started the business in the first place! Obstacles are part of business and part of life—it is how you handle them that counts.

Build bridges: Be able to partner—don't try to do everything on your own. Build relationships with other organisations. It doesn't have to be a formal joint venture, but adopting a style of partnering creates more opportunities.

Manage the flow: Manage your cash flow and make sure your clients pay on time. Even though most large organisations say that their terms are 30 days, you can usually negotiate. This makes it much easier to manage your growth.

Let go: For the business to succeed, it is critical that you have the right person running it. Often this person is not the person with the idea. So if this is you, recognise it! Also, if you want to grow beyond 20 people, get a good management team in place. As an entrepreneur, there is a tendency to want to do everything yourself but at some stage you have to build capacity.

Get real: If you don't have clients and don't have sales you don't have a business! To be in business, the bottom line is that you have to sell, so if you don't have the ability to sell yourself or your business you're in the wrong game. For a small business, sales are critical otherwise you have nothing.

It's all about balance: Try to find the holy grail of balance between annuity income and once-off opportunities. Annuity safeguards your business in a changing landscape, and once-off opportunities can be quite lucrative so see if you can have a bit of both.

Source: www.skillsportal.co.za

QSE VERIFICATIONS

All QSE Verifications produced after 1st August may be invalid

The dti has issued regulations stating that certificates produced after 1st August 2009 will only be valid if produced by an accredited verification agency or one that has a pre-assessment letter from SANAS.

SANAS (SA National Accreditation System) has been mandated by the dti to accredit verification agencies. In February they accredited a small number of agencies and since then have accredited more – 19 in total. Their accreditation methodology is to ensure that agencies have met certain criteria, including showing competency in BEE knowledge. The 19 agencies that have been accredited have all received certificates stating that they have been accredited to render verification services for the B-BBEE Codes of Good Practice, specifically Codes 100,200 300, 400,500,600 and 700.

This refers to the generic scorecard, and the agencies are accredited to verify based on those codes. They do not have accreditation rights to render services on other codes, e.g. code 800 – which is the QSE code of good practice. Any agency therefore that produces a certificate for a QSE is not accredited for this particular task. Therefore all certificates produced after 1st August based on code 800 will be invalid.

Neither do accredited agencies have rights to render accreditation services for the recently gazetted sector codes – construction, tourism and forestry.

This is more problematical because methodology around code 800 is at least covered by the guidelines issued by the dti in July 2008, so in theory SANAS could quite quickly issue pre-assessment letters to accredited agencies and then accredit the agencies. In all likelihood this was an error by SANAS, but they have to remedy it before 1st August. We cannot have a situation where SANAS, the controlling body bends its own rules.

The sector codes are not even covered by the guidelines, because they have only recently been gazetted. As a result it will be impossible for the dti and the relevant sector charter steering committees to properly issue guidelines for those charters. Thereafter SANAS must assess the competency of the agency before accrediting them to issue sector charter certificates. This implies that those scorecards cannot be used for procurement purposes until the process is complete.

“We are raising this as a matter of law in the interests of ensuring that verification is done properly and the law is applied correctly” explained Keith Levenstein, CEO of EconoBEE a BEE consulting firm. “This is quite simply a mess. If verification is to be done properly then SANAS and the dti should lead the way in doing their job properly. SANAS, the dti and the verification industry have been very vocal in ensuring that every scorecard needs verification and verification must only be done by SANAS accredited agencies or those with “pre-assessment letters” from SANAS. These agencies will be breaching their terms of reference with SANAS if they issue a certificate based on code 800 or any of the charters.”

Source: EconoBEE newsletter, July 2009

Update - are QSE and sector code certificates valid?

We spoke recently about QSE certificates that may be invalid after 1st August because no verification agency has been given an accreditation to renders services for code 800.

This resulted in a call from Christinah Leballo from SANAS who informed us that agencies do indeed have accreditation to render code 800 verification. She explained that SANAS did not want to complicate the certificate by adding in the words "Code 800 QSE". Personally I don't think that three extra words on a certificate is going to ruin the aesthetics of the certificate. (Look at an [example](#)). She did however state that if we considered it confusing that certificates do not have Code 800 QSE on it, they will address it by adding those words onto the certificate which now has been done (see [example](#)). This means that QSE certificates produced by accredited agencies will now be valid after 1st August 2009.

We don't consider it confusing at all. As far as we are concerned, if an agency does not have accreditation rights to render a specific service, they are not allowed to do so. SANAS is an accredited ISO accreditation agency. Their role is to accredit organisations to do specific tasks, e.g blood transfusion services, medical laboratories, calibration laboratories. The purpose of ISO is to ensure that procedures, methodologies and standards and complied with and followed and of course to remove confusion.

She also confirmed that no agency has been given accreditation to verify on any of the gazetted sector codes. This clearly means that any entity in the tourism, construction or forestry industry will not be able to produce a valid certificate and any certificate they do produce will NOT be able to be used to earn procurement points.

There is almost no chance that the dti will be able to produce an interpretive guide and verification manual for each of the sector codes by 1st August, and SANAS will not be able to accredit any agency by then. We would be surprised to see this happen before the end of the year.

The only alternative is for the minister to issue a notice allowing all entities in those industries to use the codes of good practice, or alternately granting an extension to companies in those industries from having to produce a valid scorecard.

Source: EconoBEE newsletter, July 2009

LISTEN TO WHAT THEY ARE NOT SAYING

By F John Reh

Many times what your employees do not say is as important as what they do say. A manager has to develop the ability to listen to what employees are not saying and dig through that to get to the truth. Otherwise you will not be an effective leader. You will have the false perception that you are doing fine - right up to the minute you are fired and replaced by someone who can be effective. Let's look at two examples.

Anita, the new manager

Anita has recently been hired to manage the production department. She has been a production supervisor for a couple of years and was an inspector for a while as well. She has worked for a couple of bosses and always knew she could do better when she got a chance.

She gave two weeks notice to her previous employer and then took two weeks off before starting the new job.

During that month she worked very hard to research her new company, to consolidate what she knew about production best practices, and to develop a specific and detailed plan to increase production and decrease errors.

Yesterday, she managed to corner her new boss and she showed the plan to him and explained how good it was. He replied that it "looked like a good plan". Buoyed by that support she called a meeting of her new department for Friday afternoon.

At the end of her first week, Anita held the department meeting. She had her flip charts ready. She had made copies for all employees and passed them out. She stepped through the many intricate charts she had prepared and explained to the department that beginning Monday they would start using this new plan because it would dramatically increase their production and decrease errors.

Being a smart manager, she asked for their feedback. There were a few questions, mostly about how it would be possible to implement such sweeping changes by Monday, but not as many as she had expected. And there were no arguments. After she dismissed the group she packed away her materials for a future review meeting and congratulated herself on having prepared a plan that was so well received and that would make things so much better.

Zachary, the seasoned manager

Zac has been around the block. He has been a manager for many years. He has worked in several different departments in the company and managed two other departments prior to taking over the Western Region. This region has always been one of the most productive in the company so he knows he doesn't need to make major changes. Yet he wants to keep things going well and justify the faith his VP has placed in him by promoting him to this position.

Zac knows a lot, but he also knows how to take advantage of the other smart people around him. He calls a meeting of the managers who report to him and asks them for suggestions on ways to get all the employees in the region motivated and excited about doing great things. One of the suggestions is to survey the employees. He thinks this is a great idea because for several years now the company has conducted online surveys of its customers to measure their satisfaction.

He drafts a short survey and, with a little help from IT, sends it to every employee in the region. The survey explains his interest in getting their input on ways to make things better. He gives them a week to complete the survey and is pleased to see results coming in almost immediately. Even though the survey is anonymous, he can figure out the office, if not the individual author, of some of the responses that come in. The responses are generally good and most of the comments are positive.

At the end of the week, Zac sits down and reviews the complete set of results. There are some things suggested that he can use, but not as many good ideas as he had hoped for. Still, he is pleased with the approach and decides to repeat it regularly. After all, the ratings were pretty good AND his response rate of 48% was more than double what the company gets on its customer surveys.

What both of these managers think they heard is incomplete and incorrect. Here's why.

What did the employees say?

In both examples above, the employee responses indicated that they were listening to the manager's ideas and trying to understand them. In Anita's case, the small number of questions might have been due to the fact that some people are reluctant to speak in front of a group. However, they also told her of a concern that things might be moving too fast. By questioning how it could all be put in place over the weekend, they were suggesting Anita slow down. While resistance to change is normal, and something a manager has to learn to handle, the fact that it was the most frequent employee comment should cause Anita to reconsider her implementation schedule.

Zac got a little more response than Anita did. That may have been due to the anonymous method he chose to collect the employee input. While he may have been able to figure out some of the respondents, he can't really go back to the people who made the good suggestions and get their feedback. That would reveal that the survey really wasn't anonymous and reduce the trust the employees have in him.

What didn't the employees say?

Anita's employees did NOT tell her that they agreed with her plan or that they would support it. Nor did her boss tell her that he agreed with her plan and would support her. Anita interpreted the lack of negative comments as support, but it is not. It is at best neutral, and probably negative. People who agree with the boss are more likely to speak up than those who disagree. People who aren't sure if they agree usually aren't active participants in a group setting because they don't want to look indecisive in front of everyone else.

As the new person, Anita could reasonably expect to face resentment from people who thought they should have been promoted into her position. That those people did not speak up in the meeting and try to embarrass or sabotage her should be a warning that there might some negative input that was not revealed.

Zac's employees did not tell him that they liked his anonymous survey. The fact that his response rate was more than double the customer satisfaction survey response rate is misleading. Employee surveys, especially anonymous ones, generally have much higher response rates than the 48% Zac's survey received.

In addition, the answers he did get may be biased and unrepresentative if his questions were not properly designed. If Zac asked "What do you like about the new bonus plan?", for example, he would get generally more favorable answers than if he asked, "Do you like the new bonus plan? Why or why not?"

What does all this mean?

Don't just listen to what is said. Don't just hear what you want to hear. Don't try to make all the responses you get support your premise. It is much more difficult, but much more valuable to listen also to what is not said.

Try to set up your meetings, your surveys, and your company culture so that you get good dialog. Healthy discussion and even disagreement is better than surrounding yourself with "yes men". You already know why your ideas are good. What you want to listen for are the reasons why they might not be perfect. Don't silence the dissenting voices. Don't assume silence is agreement. Usually it is not. Dig deep enough to learn what your employees are not saying and you will be a better and more effective manager.

Source: www.about.com

EPILEPSY SA SELF-EMPLOYMENT IMPACT EVALUATION

By Marina Clarke

Impact is generally defined as any difference which can be attributed to an intervention and an impact assessment/evaluation is generally conducted to measure and prove impact of interventions.

During February 2006 Epilepsy South Africa launched an entrepreneurial development programme through the hosting of a Start and Improve Your Business (SIYB) Training of Trainers (TOT) seminar held in Gauteng. This programme was expanded to include not only the SIYB Programme, but also the Vuk'Uzenzele Programme and Income Generation Programme. To date the organisation has hosted a number of TOT seminars:

- February 2006: SIYB TOT seminar, Gauteng
- January 2007: Income Generation TOT seminar, Gauteng
- October 2007: Income Generation TOT seminar, Western Cape
- July 2008: Income Generation TOT seminar, Free State
- August 2008: SIYB TOT seminar, Western Cape

The National Office is conducting an impact assessment to provide feedback to various role-players (including funders, partner organisations and Branches) and to measure impact of training interventions at both the organisational and enterprise levels.

Impact will be measured both quantitatively and qualitatively. This implies that, in addition to measuring the number of beneficiaries reached and changes in income levels of such beneficiaries, the assessment will also measure changes in terms of cognitive functioning (changes in knowledge levels), affective functioning (changes in attitudes) and psychomotor functioning (skills development and application). Furthermore, attention will be given to the development of independently functioning trainers, client satisfaction and business performance indicators.

In order to measure qualitatively, the assessment will focus on various aspects of implementation:

- Independent trainers: Implementation of programme designs, accreditation assessments.
- Client satisfaction: Outreach, training provision, follow-up services, value for money perception.
- Cognitive and psychomotor functioning: Completion of business plans, application of knowledge and business practices, utilization of material during and after training.
- Affective functioning: Changes in attitude (i.e. dependence versus independence).
- Business performance: Turnover, sales, assets, decrease of costs, job creation, job quality issues.

In addition to the SIYB monitoring and evaluation tools (activity reports, entry forms, assessment forms) and accreditation assessment tools (interviews, training observation, feedback from entrepreneurs), the organisation developed additional tools (case studies and questionnaires. Short and medium term evaluations conducted previously will also be used.

It is anticipated that the evaluation will be completed by the end of 2009 and that the report will be published in March/April 2010.

ORGANISATION CHARTS AS A MANAGEMENT TOOL

By F John Reh

Organization Charts, or Org Charts for short, are used to show people the intended structure of the organization. This "formal" organization is supposed to reflect the power structure of the company. Sometimes the Org Charts only serve to confuse people as to what the structure really is. This is usually not intentional, but rather REFLECTS the confusion of the people involved.

However, it is also possible to use an Org Chart as a management tool, to further the achievement of your organization's goals. We will examine typical examples of "standard" Org Charts. We will look at confusing Org Charts. Finally, we will discuss the use of the Org Chart as a management tool.

"Standard" Organization Charts

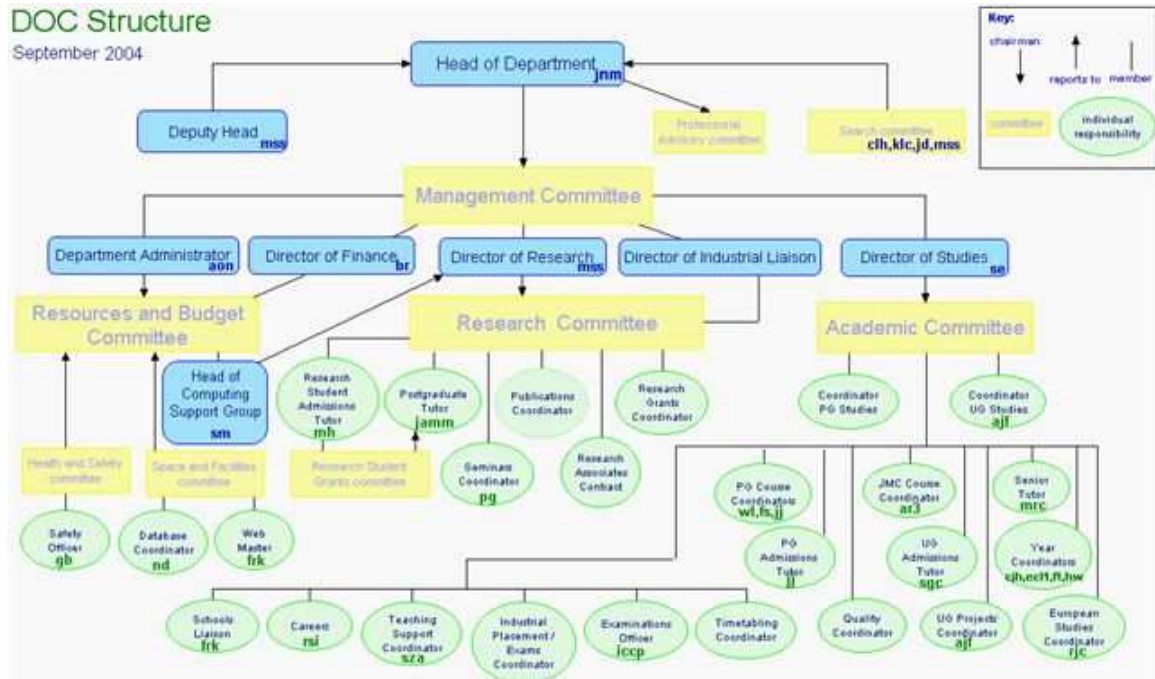
Standard Org Charts typically are used to show people the intended structure of the organization. This "formal" organization is supposed to reflect the power structure of the company. Often, it only reflects the responsibility structure. The real power in the organization often follows lines of communications instead of lines in the Org Chart.

The charts typically are pyramidal in shape. They show the person in charge at the top. Below them are clustered their subordinates, usually in progressively smaller boxes. Usually, individuals shown on the same horizontal level in the Org Chart are perceived to be "peers" within the organization.

The Org Chart below of the Imperial College's Department of Computing is typical of the pyramid chart. The Head of Department has five directors who report to him directly, plus a Deputy Head and a search committee. Each of the Directors has their direct reports shown in the green ovals below their committees.

DOC Structure

September 2004



Confusing Organization Charts

Sometimes the Org Charts can confuse people as to what the structure really is. This is usually not intentional, but rather reflects the confusion of the people involved. If you are unsure of the group's functional relationships, or if they frequently change, it is virtually impossible to accurately diagram them.

Perhaps the most common place to find confusing Org Charts is in the US federal government. The Org Chart for the Oak Ridge National Laboratory's [Computer Science & Mathematics Division](#) does not rapidly convey an understanding of the Organization's structure. It seems to suggest that eleven functions report directly to the Director.

While the span of control (the number of direct reports that a manager can effectively supervise) does vary considerably, I find it hard to believe that this is an optimally functioning organization. I suspect some of the functions' leaders are "more equal". If we were to chart the communications flow within this organization, and the amount of time each subordinate spent with the director, some of the direct reports would probably need to be reclassified as subordinates of other functions.

Organization Charts as a Management Tool

Org Charts are usually a reactive, rather than a proactive, device. We have created an organization, or allowed one to evolve, and it has grown. It is no longer clear to the people within the organization, or to the people with whom they interact, who is responsible for what. So we draw up a bunch of boxes and lines to show everybody who does what. Then we add dashed lines and similar artificial devices to show that what we drew first isn't really always the case.

A better option, however, is to craft an Org Chart that reflects where you want the organization to go, rather than simply reflects how it is now. If you want a flat, horizontal organization, draw the Org Chart that way. Show that six or eight (or even eleven as we saw above) managers report to the VP. Show that all ten programmers report directly to the Project Manager.

Some organizations need tight control. NASD Regulation, Inc., the independent regulatory subsidiary of the National Association of Securities Dealers, is a case in point. [Their Org Chart](#) shows the more pyramidal structure.

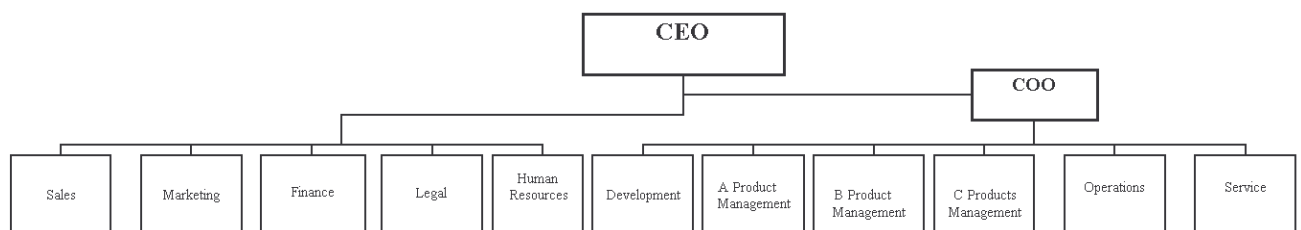
If your organization relies on quality circles or production teams to accomplish its mission, you should show that in your Org Chart. Don't feel constrained to stick to horizontal groupings and vertical lines. If your employees will more clearly understand their roles by doing so, you can use circles, inverted triangles, or whatever else you need.

There are many software products on the market to help you show how you want your organization to function. [OrgPlus](#) is an example of the kinds of tools that can be used to clarify many aspects of the business, including Org Charts.

The Way It Should Be Done

The example below is a representation of an Org Chart, which impressed me greatly. It was released to usher in a new era for a company that required creative, new action from all its employees.

It clearly shows the flat, horizontal structure intended to foster communication and innovation. It clearly shows the team formed by the top two officers, indicative of what the employees are expected to do. Yet it retains the unequivocal lines of final responsibility. The President is clearly leading the company, but everyone else knows they have to do their part to succeed.



It is still too early to tell if this Org Chart will have the desired effect. It has been in place only a couple of weeks. However, the company officers have clearly used it as an effective management tool to help drive their organization toward its new goals.

Source: www.about.com

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

AUGUST 2009 – WEEK 1

<i>Monday (03/08)</i>	<i>Tuesday (04/08)</i>	<i>Wednesday (05/08)</i>	<i>Thursday (06/08)</i>	<i>Friday (07/08)</i>
Presenting with Confidence, Johannesburg, (011) 431-1533	Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTECH	Working with Unit Standards in the Workplace, Nelspruit, (021) 685-0451	Service Leadership & Performance, Cape Town, (021) 462-7902	BBBEE – Unpacking Strategy and Codes, Cape Town, (021) 462-7902
Corporate Governance, Cape Town, (021) 462-7902				Conflict Management, Johannesburg, (011) 485-2150
Chairing & Managing Business Meetings, Pretoria, (011) 704-0720/4	More Hours in Your Day, Johannesburg, (011) 485-2150	Implementing and Maintaining ISO 9001, Cape Town, (021) 872-7322	Crystal Report Development, Johannesburg, 0861 ASTROT (0861 278 768)	
	Introduction to ISO 9001, Cape Town, (021) 872-7322	The PA MBA, Johannesburg, 0861 BIZTECH		
	Polished Presentations, Cape Town, (021) 685-7726	OFO Applied, Nelspruit, (021) 685-0451	Assertiveness Skills, Johannesburg, (011) 678-2443	
	Time Management, Johannesburg, (011) 678-2443	Business Communications & Report Writing, Johannesburg, 0861 ASTROT (0861 278 768)		
	Building Mental Resilience for Tough Times, Cape Town, (021) 685-7726	Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443		
EE Reporting Workshop, Johannesburg, (011) 726-3040		Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443		
		Project Management, Cape Town, (011) 678-2443		
Supervisory Management, Johannesburg, (011) 678-2443		Total cost to company? Concept and new rules for Travel Allowances, Johannesburg, (011) 453-0080	Total cost to company? Concept and new rules for Travel Allowances, Pretoria, (011) 453-0080	Sales Negotiation, Cape Town, 086 152 0000
Practical Skills for Office Managers/Team Leaders, Johannesburg, 0861 BIZTECH	Professional Minute Writing, Johannesburg, (016) 986-3888			
	The Art and Science of Performance Management: Getting Results Through Your People, Randburg, (021) 979-5172	Emotional Intelligence, Cape Town, 086 152 0000		
	Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4	Innovative Change Management Tools and Techniques for HR Professionals, Randburg, (021) 979-5172		
	The Secret to Success, Pretoria, (011) 704-0720/4	Professional Report Writing Skills, Johannesburg, (011) 704-0720/4		
	Maximise Your People Management Skills Part 2, Johannesburg, (011) 726-3040	Supervisory Skills, Cape Town, (011) 704-0720/4		
	Certificate Course in Office Management, Johannesburg, 0861 123 779	Leading Teams in Tough Times, Cape Town, (021) 685-7726	Talent Management and Succession Planning, Randburg, (021) 979-5172	
		Brilliant Business Writing, Pretoria, (011) 704-0720/4		
Situational Selling, Benoni, (011) 442-4334		Assessor Training, Cape Town, (021) 957-6823		
	Excellence in Customer Service and Support, Johannesburg, (016) 986-3888	Professional Minute Writing, Cape Town, (016) 986-3888		
	Certificate Course in Office Management, Pretoria, 0861 123 779	Company Tax for Small to Medium Size Businesses, Cape Town, (016) 986-3888		
		Basic Principles of Government Tenders, Johannesburg, (016) 986-3888		

AUGUST 2009 – WEEK 1 (continued)

<i>Monday (03/08)</i>	<i>Tuesday (04/08)</i>	<i>Wednesday (05/08)</i>	<i>Thursday (06/08)</i>	<i>Friday (07/08)</i>
		Diploma in IS Project Management, Cape Town, (021) 683-4506	PMI Exam Preparation Workshop, Cape Town, (021) 683-4506	
		NSDS III, Nelspruit, (021) 685-0451	QCTO & Medium Term Strategic Plan Framework, Nelspruit, (021) 685-0451	

AUGUST 2009 – WEEK 2

<i>Monday (10/08)</i>	<i>Tuesday (11/08)</i>	<i>Wednesday (12/08)</i>	<i>Thursday (13/08)</i>	<i>Friday (14/08)</i>
	Assertiveness Skills, Cape Town, (011) 678-2443	An Introductory Course on Development TOR's for an Evaluation, Pretoria, (012) 997-6059	QCTO & Medium Term Strategic Plan Framework, Bloemfontein, (021) 685-0451	The Psychology of Customer Service, Johannesburg, (011) 485-2150
	Implementing the Law of Attraction, Johannesburg, (011) 678-2443	Introduction to ISO 9001, Johannesburg, 082 454 5817	The Professional Office Administrator, Johannesburg, (011) 431-1533	
	Stress Management, Johannesburg, (011) 678-2443	NSDS III, Bloemfontein, (021) 685-0451	Internal Quality Auditing, Johannesburg, 082 454 5817	
	TV & Radio Interviewing Skills, Johannesburg, (011) 678-2443		An Introductory Course on Evaluating an Evaluation – Meta-Evaluation, Pretoria, (012) 997-6059	
	Principles of Professional Project Administration, Johannesburg, (021) 683-4506	Manager's Mistakes, Johannesburg, (011) 485-2150	Emotional Intelligence, Port Elizabeth, 086 152 0000	Sales Negotiation, Port Elizabeth, 086 152 0000
		The Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH	Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4	Project Management, Cape Town, 086 111 VETTA (83882)
		Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
		Effective Business Writing Skills, Cape Town, (011) 678-2443		
		Management & Leadership Development, Durban, (011) 678-2443		
		Project Management, Johannesburg, (011) 678-2443		
		Supervisory Management, Durban, (011) 678-2443		Stress and Anger Management, Cape Town, 086 111 VETTA (83882)
	Negotiating for Results, Pretoria, (011) 704-0720/4		Minute Taking for Meetings, Durban, (011) 704-0720/4	
	Perfect Presentation Skills, Durban, (011) 704-0720/4			
	Innovative Retention Strategies for Generation X and Y, Cape Town, (021) 979-5172		EQ in Leadership, Johannesburg, (011) 704-0720/4	
			Telephone Excellence, Johannesburg, (011) 704-0720/4	
		Professional Minute Writing, Durban, (016) 986-3888	Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Cape Town, (021) 979-5172	
			Emotional Intelligence: The Key to Personal Excellence and Effective Leadership, Johannesburg, 0861 ASTROT (0861 278 768)	

AUGUST 2009 – WEEK 2 (continued)

<i>Monday (10/08)</i>	<i>Tuesday (11/08)</i>	<i>Wednesday (12/08)</i>	<i>Thursday (13/08)</i>	<i>Friday (14/08)</i>
		Manage Retrenchments in a Legal Compliant Manner, Johannesburg, (016) 986-3888	Personal Assistant & Basic Project Management, Cape Town, 086 111 VETTA (83882)	Project Management, Johannesburg, 086 111 VETTA (83882)
			Personal Assistant & Basic Project Management, Johannesburg, 086 111 VETTA (83882)	Project Management, Durban, 086 111 VETTA (83882)
				Professional Minute Writing, Pretoria, (016) 986-3888
			Junior Office Support, Durban, 086 111 VETTA (83882)	The Speed of Trust (Stephen Covey), Johannesburg, (011) 771-7000
			Coaching and Mentoring, Durban, 086 111 VETTA (83882)	
			Analytical Thinking and Creative Problem Solving, Cape Town, (021) 683-4506	
			Professional Minute Writing, Port Elizabeth, (016) 986-3888	
				Managing Diversity, Johannesburg, (016) 986-3888

AUGUST 2009 – WEEK 3

<i>Monday (17/08)</i>	<i>Tuesday (18/08)</i>	<i>Wednesday (19/08)</i>	<i>Thursday (20/08)</i>	<i>Friday (21/08)</i>
NSDS III, Cape Town, (021) 685-0451	QCTO & Medium Term Strategic Plan Framework, Cape Town, (021) 685-0451	NSDS III, Johannesburg, (021) 685-0451	QCTO & Medium Term Strategic Plan Framework, Johannesburg, (021) 685-0451	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150
	Complete Funding Applications, Cape Town, (021) 685-7726		Emotional Intelligence, Johannesburg, 086 152 0000	Sales Negotiation, Johannesburg, 086 152 0000
Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	
The Secret to Success, Cape Town, (011) 704-0720/4		The Professional Office Administrator, Cape Town, (011) 431-1533		
The Professional Office Administrator, Johannesburg, (011) 431-1533		People Management for New Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
Situational Leadership, Cape Town, (011) 442-4334		The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (0861 278 768)		
		Finance for Non-Financial Managers, Durban, 0861 ASTROT (0861 278 768)		
		Internal Quality Auditing, Cape Town, (021) 872-7322		
		Leading and Managing People Developmentally: Seeking resonance between individuals and organisation, Cape Town, (021) 462-3902		
		Strategic Marketing Management, Cape Town, (021) 462-7902		
Reception and e-mail correspondence, Cape Town, 086 111 VETTA (83882)	Managing Change in Project Environments, Johannesburg, (011) 447-7077		Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150	
	Completing Funding Applications, Cape Town, (021) 685-7726			
Finance for Non-Financial Managers, Cape Town, (011) 678-2443			The Manager, Cape Town, 086 111 VETTA (83882)	

AUGUST 2009 – WEEK 3 (continued)

<i>Monday (17/08)</i>	<i>Tuesday (18/08)</i>	<i>Wednesday (19/08)</i>	<i>Thursday (20/08)</i>	<i>Friday (21/08)</i>
	Stress Management, Durban, (011) 678-2443	Conflict Management & Negotiation Skills, Durban, (011) 678-2443		
		Management & Leadership Development, Johannesburg, (011) 678-2443		
16 – 18 August: Professional Administrators and Secretaries Conference in South Africa, Magaliesburg, (011) 454-5505		Supervisory Management, Cape Town, (011) 678-2443		
	Managing Generation Y Workers: Best Practices for Managers, Randburg, (021) 979-5172		Innovative Coaching and Mentoring Practices for Organisations, Randburg, (021) 979-5172	
			The Supervisor, Johannesburg, 086 111 VETTA (83882)	
The National Credit Act, Johannesburg, 0861 BIZTECH			The Supervisor, Durban, 086 111 VETTA (83882)	
	Management 1, Benoni, (011) 442-4334			
Management Programme for NPOs, Cape Town, (021) 918-4344				
	Time Management and Effective Meetings, Cape Town, 086 111 VETTA (83882)	Positive Selling, Cape Town, 086 111 VETTA (83882)		
		Positive Selling, Johannesburg, 086 111 VETTA (83882)		
	Time Management and Effective Meetings, Johannesburg, 086 111 VETTA (83882)	Positive Selling, Durban, 086 111 VETTA (83882)		
		Project Management for Business People, Cape Town, (021) 683-4506		
	Time Management and Effective Meetings, Durban, 086 111 VETTA (83882)			
	Manage Retrenchments in a Legal Compliant Manner, Johannesburg, (016) 986-3888	Professional Business Writing Skills, Johannesburg, (021) 683-4506		
	Basic Principles of Government Tenders, Johannesburg, (016) 986-3888			
	Project Management – Preparation for Success, Johannesburg, (016) 986-3888			
		Project Management for Business People, Cape Town, (021) 683-4506		
	Business Etiquette and Social Skills, Johannesburg, (016) 986-3888			
	Professional PA's/Secretaries Certificate Course, Johannesburg, 0861 123 779	Finance for Non-Financial Staff, Johannesburg, (011) 442-4334		
		Project Management, Midrand, (011) 468-1320		

AUGUST 2009 – WEEK 4

<i>Monday (24/08)</i>	<i>Tuesday (25/08)</i>	<i>Wednesday (26/08)</i>	<i>Thursday (27/08)</i>	<i>Friday (28/08)</i>
Internal Quality Auditing, Cape Town, (021) 872-7322				
Business Writing for Office Professionals, Johannesburg, (011) 431-1533	World-Class Reception Skills, Cape Town, (021) 685-7726	Developing Effective and Committed Teams, Johannesburg, (011) 485-2150	Business Professionalism and Competency, Johannesburg, (011) 485-2150	
Implementing and Maintaining PRPs, Cape Town, (021) 872-7322	Introduction to ISO 22000, Cape Town, (021) 872-7322	Professional Telephone Skills, Cape Town, (021) 685-7726	Recruitment & Selection, Cape Town, (011) 678-2443	
Situational Leadership, Benoni, (011) 442-4334		HACCP Team Training, Cape Town, (021) 872-7322		
Performance Leadership, Cape Town, (021) 462-7902				
Effective Business Writing Skills, Johannesburg, (011) 678-2443				
Thinking & Planning Strategically, Cape Town, (021) 462-7902				Sales Negotiation, Durban, 086 152 0000
	QCTO Workshop, Johannesburg, (021) 685-0451	NSDS III, Durban, (021) 685-0451	QCTO & Medium Term Strategic Plan Framework, Durban, (021) 685-0451	Professional Telephone Skills, Cape Town, (021) 685-7726
Management & Leadership Development, Cape Town, (011) 678-2443				
Becoming the Best Team Secretary/Administrator, Johannesburg, 0861 BIZTECH			Time Management, Cape Town, (011) 678-2443	Recruitment, Selection & Interviewing Skills, Cape Town, 086 111 VETTA (83882)
	Technical Report Writing, Cape Town, 086 111 VETTA (83882)	Assertiveness and Confidence at Work, Johannesburg, (011) 431-1533		
Thinking and Planning Strategically, Cape Town, (021) 462-7902				
Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (0861 278 768)				
Finance for Non-Financial Managers, Cape Town, 0861 ASTROT (0861 278 768)				
People Management & Leadership, Pretoria, (011) 704-0720/4			Emotional Intelligence, Durban, 086 152 0000	
	Measuring ROI of Training, Johannesburg, (011) 726-3040	Strategic Management Tools in Turbulent Times, Johannesburg, (011) 771-7000		
	Technical Report Writing, Johannesburg, 086 111 VETTA (83882)	Business Image & Corporate Etiquette, Cape Town, (011) 704-0720/4	Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4		
	Innovative Coaching and Mentoring Practices for Organisations, Cape Town, (021) 979-5172	World Class Reception Skills, Cape Town, (021) 685-7726		
		Talent Management and Succession Planning, Cape Town, (021) 979-5172		
	Service Level Agreements, Johannesburg, (011) 726-3040			
	Advanced Credit Management, Johannesburg, (011) 726-3040			
	Business Writing, Durban, 086 111 VETTA (83882)	Facilitation Skills, Cape Town, 086 111 VETTA (83882)	Assertiveness and Time Management, Cape Town, 086 111 VETTA (83882)	Recruitment, Selection and Interviewing Skills, Johannesburg, 086 111 VETTA (83882)
	Business Etiquette and Social Skills, Cape Town, (016) 986-3888	Facilitation Skills, Johannesburg, 086 111 VETTA (83882)	Assertiveness and Time Management, Johannesburg, 086 111 VETTA (83882)	Human Resource Management, Durban, 086 111 VETTA (83882)
		Stock Control, Durban, 086 111 VETTA (83882)	Reception and e-mail Correspondence, Durban, 086 111 VETTA (83882)	
	Company Tax for Small to Medium Size Businesses, Johannesburg, (016) 986-3888	Finance and Budgeting – Using Excel, Johannesburg, (011) 726-3040		

SEPTEMBER 2009 – WEEK 1

<i>Monday (31/08)</i>	<i>Tuesday (01/09)</i>	<i>Wednesday (02/09)</i>	<i>Thursday (03/09)</i>	<i>Friday (04/09)</i>
Managing Time for Results, Durban, (011) 704-0720/4	Implementing and Maintaining BRC, Cape Town, (021) 872-7322		Ethics, Johannesburg, (011) 678-2443	Effective Sales, Cape Town, (011) 678-2443
	Mentoring & Coaching, Johannesburg, (011) 678-2443			
The Complete PA: Step Up and Stand Out, Johannesburg, 0861 BIZTECH		How to target and use the correct Salary Surveys and to develop a market related pay scale, Johannesburg, (011) 453-0080	Negotiating Skills, Johannesburg, (011) 485-2150	Leadership – Influencing People under your Direction, Johannesburg, (011) 485-2150
Business Writing: The Unwritten Rules, Johannesburg, 0861 BIZTECH			Supervisory Management Skills, Cape Town, (021) 685-7726	
			EQ in Leadership, Cape Town, (011) 704-0720/4	
Analytical Thinking and Creative Problem Solving, Johannesburg, (021) 683-4506	Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4		Quality Customer Service, Pretoria, (011) 704-0720/4	
	Professional Report Writing Skills, Durban, (011) 704-0720/4		Communication & Presentation Skills, Johannesburg, (011) 678-2443	
Team Building, Johannesburg, (011) 678-2443		HIV/AIDS Peer Educator, Cape Town, (011) 678-2443		
	QCTO Workshop, Durban, (021) 685-0451	Chairing & Managing Business Meetings, Cape Town, (011) 704-0720/4	Performance Management: Getting Results through your People, Johannesburg, (021) 979-5172	
EE Workshop, Johannesburg, (011) 726-3040				
		Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533		
		Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (278 768)		
		Internal Consulting Skills, Cape Town, (021) 462-7902		
		The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)		
		Corporate Governance – Complying with King, Johannesburg, 0861 ASTROT (278 768)		
		Supervisory Management, Johannesburg, (011) 678-2443		
		Effective Business Writing Skills, Durban, (011) 678-2443		
		The Management Development Programme, Johannesburg, (011) 771-7000		
		Assessor Training, Cape Town, (021) 957-6823		
	Managing Generation Y Workers: Best Practices for Line Managers, Johannesburg, (021) 979-5172		QCTO & Medium Term Strategic Plan Framework, Port Elizabeth, (021) 685-0451	
		Diploma in IS Project Management, Johannesburg, (021) 683-4506	EE Reporting Workshop, Johannesburg, (011) 726-3040	
		Principles of Professional Project Administration, Cape Town, (021) 683-4506		
		NSDS III, Port Elizabeth, (021) 685-0451		

SEPTEMBER 2009 – WEEK 3 (continued)

<i>Monday (14/09)</i>	<i>Tuesday (15/09)</i>	<i>Wednesday (16/09)</i>	<i>Thursday (17/09)</i>	<i>Friday (18/09)</i>
The Total Team Leader, Johannesburg, 0861 BIZTECH			Emotional Intelligence, Cape Town, (011) 678-2443	
Practical Project Management for PA's and Administrators, Johannesburg, 0861 BIZTECH		Management for New Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
			Career Development Strategies for HR Professionals, Johannesburg, (021) 979-5172	
Project Management, Durban, (011) 678-2443				
People Management & Leadership, Cape Town, (011) 704-0720/4				
Professional Business Writing Skills, Cape Town, (021) 683-4506	Time Management for Office Professionals, Johannesburg, (011) 431-1533	Chairing Disciplinary Hearings, Johannesburg, (011) 726-3040		
Conflict Management, Benoni, (011) 442-4334	Time and Stress Management, Cape Town, (021) 685-7726			
	Change Management for System Implementation: Skills for a Change Manager, Johannesburg, (011) 447-7077			
	Supervisory Skills, Pretoria, (011) 704-0720/4			
Situational Leadership, Benoni, (011) 442-4334				
	Time & Stress Management, Cape Town, (021) 685-7726			
	Competency-Based Recruitment and Interviewing Skills, Johannesburg, (021) 979-5172			

SEPTEMBER 2009 – WEEK 4

<i>Monday (21/09)</i>	<i>Tuesday (22/09)</i>	<i>Wednesday (23/09)</i>	<i>Thursday (24/09)</i>	<i>Friday (25/09)</i>
Effective Sales, Johannesburg, (011) 678-2443	Effective Sales, Durban, (011) 678-2443	Ethics, Cape Town, (011) 678-2443		
Ethics, Durban, (011) 678-2443		Chairing & Managing Business Meetings, Johannesburg, (011) 704-0720/4		
Diversity Management, Cape Town, (011) 678-2443				
Negotiating for Results, Johannesburg, (011) 704-0720/4		Telephone Etiquette, Cape Town, (011) 678-2443		
Telephone Excellence, Cape Town, (011) 704-0720/4				
EQ in Leadership, Pretoria, (011) 704-0720/4		Assertiveness Skills, Durban, (011) 678-2443		
Communication & Presentation Skills, Cape Town, (011) 678-2443				
Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)				
		Preferential Procurement, Johannesburg, (011) 726-3040		

OCTOBER 2009 – WEEK 1 (continued)

<i>Monday (05/10)</i>	<i>Tuesday (06/10)</i>	<i>Wednesday (07/10)</i>	<i>Thursday (08/10)</i>	<i>Friday (09/10)</i>
		Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150		
		Advanced Problem Solving, Johannesburg, 0861 ASTROT (278 768)		
		Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443		
	3 rd Annual BEE Conference, Johannesburg, (011) 726-3040			
	Situational Leadership, Durban, (011) 442-4334			

OCTOBER 2009 – WEEK 2

<i>Monday (12/10)</i>	<i>Tuesday (13/10)</i>	<i>Wednesday (14/10)</i>	<i>Thursday (15/10)</i>	<i>Friday (16/10)</i>
Becoming the Best Customer Service Professional, Johannesburg, 0861 BIZTECH		The Psychology of Customer Service, Johannesburg, (011) 485-2150	The Professional Receptionist, Johannesburg, (011) 431-1533	
Negotiating for Results, Cape Town, (011) 704-0720/4		Minute Taking for Meetings, Cape Town, (011) 704-0720/4	Team Building, Cape Town, (011) 678-2443	
Performance Management, Durban, (011) 678-2443			Perfect Presentation Skills, Pretoria, (011) 704-0720/4	
Finance 101 for PA's and Administrators, Johannesburg, 0861 BIZTECH		Corporate Budgeting for Managers, Johannesburg, 0861 ASTROT (278 768)		
Project Management, Cape Town, (011) 678-2443				
The Art & Science of Negotiation, Cape Town, (021) 462-7902				
	Manager's Mistakes, Johannesburg, (011) 485-2150	Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		
		Effective Business Writing Skills, Johannesburg, (011) 678-2443		
	Team Building, Johannesburg, (011) 678-2443	Bridging the Gap: From Technical Person to Successful Salesperson, Johannesburg, 0861 ASTROT (278 768)		
	Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533	Project Management for Non-Project Managers, Durban, (011) 704-0720/4		
	Quality Customer Service, Johannesburg, (011) 704-0720/4			
	Diversity Management, Cape Town, (011) 678-2443			
Situational Leadership, Benoni, (011) 442-4334				
Project Management – Preparation for Success, Cape Town, (016) 986-3888				
Managing Customer Service, Benoni, (011) 442-4334				

OCTOBER 2009 – WEEK 3

<i>Monday (19/10)</i>	<i>Tuesday (20/10)</i>	<i>Wednesday (21/10)</i>	<i>Thursday (22/10)</i>	<i>Friday (23/10)</i>
Office Management, Johannesburg, (011) 678-2443		Conflict Management, Johannesburg, (011) 485-2150	Quality & Customer Service, Durban, (011) 678-2443	
Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4			The Secret to Success, Pretoria, (011) 704-0720/4	
Performance Management, Cape Town, (011) 678-2443		Strategic Management, Johannesburg, 0861 ASTROT (278 768)		
Complete Guide to Meetings and Minute Taking, Cape Town, (011) 431-1533				
Supervisory Management, Johannesburg, (011) 678-2443				
HIV/AIDS Peer Educator, Durban, (011) 678-2443				

OCTOBER 2009 – WEEK 3 (continued)

<i>Monday (19/10)</i>	<i>Tuesday (20/10)</i>	<i>Wednesday (21/10)</i>	<i>Thursday (22/10)</i>	<i>Friday (23/10)</i>
Finance for Non-Financial Managers, Cape Town, (021) 462-7902				
Developmental Planning, Monitoring, Evaluation and Reporting: Enabling clarity, direction and support, Cape Town, (021) 462-3902				
	Sell – Don't Tell, Johannesburg, (011) 485-2150	Business Image & Corporate Etiquette, Pretoria, (011) 704-0720/4		
	Change Management for System Implementations: A Project Management Perspective, Johannesburg, (011) 447-7077	The Professional Receptionist, Cape Town, (011) 431-1533		
	Managing Time for Results, Johannesburg, (011) 704-0720/4	Management & Leadership Development, Cape Town, (011) 678-2443		
	Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533	Conflict Management & Negotiation Skills, Durban, (011) 678-2443		
	Working with Emotional Intelligence, Cape Town, (021) 685-7726	Finance for Non-Financial Staff, Johannesburg, (011) 442-4334		
	Finance for Non-Financial Managers, Cape Town, (016) 986-3888			
Situational Selling, Durban, (011) 442-4334				
Strategic Planning, Benoni, (011) 442-4334				

OCTOBER 2009 – WEEK 4

<i>Monday (26/10)</i>	<i>Tuesday (27/10)</i>	<i>Wednesday (28/10)</i>	<i>Thursday (29/10)</i>	<i>Friday (30/10)</i>
Chairing & Managing Business Meetings, Pretoria, (011) 704-0720/4	EQ – Street Smarts, Johannesburg, (011) 485-2150	Stress Management, Johannesburg, (011) 678-2443	Stress Management, Cape Town, (011) 678-2443	Minute Taking for Meetings, Durban, (011) 704-0720/4
	Presenting with Confidence, Johannesburg, (011) 431-1533		Quality & Customer Service, Johannesburg, (011) 678-2443	
Great Organisational Skills: Organise Yourself to Success, Johannesburg, 0861 BIZTECH		An Introductory Course on Development TOR's for an Evaluation, Johannesburg, (012) 997-6059	Supervisory Skills, Cape Town, (011) 704-0720/4	
Practical Skills for Office Managers/Team Leaders, Johannesburg, 0861 BIZTECH			Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
Mentoring & Coaching, Johannesburg, (011) 678-2443		An Introductory Course on Evaluating an Evaluation – Meta Evaluation, Johannesburg, (012) 997-6059		
Management & Leadership Development, Durban, (011) 678-2443			Project Management, Johannesburg, (011) 678-2443	
HIV/AIDS Workplace Management, Durban, (011) 678-2443				
Project Management, Cape Town, (021) 462-7902				
	Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4			
	Supervisory Skills, Johannesburg, (011) 704-0720/4			
	Communicate for Success, Johannesburg, (011) 485-2150			
	The PA MBA, Johannesburg, 0861 BIZTECH			
	Mastering Broad-Based Black Economic Empowerment, Johannesburg, 0861 ASTROT (278 768)			
	Managing Your Time, Benoni, (011) 442-4334			