# OUR WORKSHOP OFFERING

In addition to our other HR and Labour consulting services, we are excited to share our workshop offering with you that aim to hone the skills sets of our clients in the critical arenas of HR and Labour.

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# INTRODUCTION TO OUR WORKSHOP OFFERING

We believe in workshops that are practical, interactive, and that address our clients' specific needs. We are passionate about equipping managers and HR practitioners with the skills and tools to manage their employees with confidence, whilst complying with South African Labour Legislation.

## Audience

Most of our workshops are targeted at employee team leaders, managers and HR practitioners. However, some of our workshops are designed for all employees.

## Duration

Our workshops range from 2-hour to 2-day sessions. To accommodate our clients' operational needs, we can also facilitate full-day workshops over two half days or five sessions of two hours each.

## Venue

Our workshops can be facilitated online or in-person on the clients' sites.

## Your Investment

In-house workshops are quoted per session, irrespective of the number of delegates.

Costs vary depending on the specific workshop and travel requirements. Please contact us for a quote.

**We look forward to engaging with you on your staff development needs.**

## Customisation of In-House Workshops

We customise our workshops to our clients' needs, delegate profiles and the industry in which the business operates, to ensure that we address the specific challenges and questions in their business. To this end, we will always first consult with the relevant parties before facilitating a workshop. Furthermore, our team of HR and Labour Specialists can create customised training workshops to address any other HR and Labour Relations needs, such as Conflict Management, Communication Skills, Time Management Skills, etc.

## Public Online Workshops

We also offer our workshops as public online courses. Please enquire about our public workshop calendar.

# OUR WORKSHOPS


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# MANAGING MISCONDUCT

Managing employees can, at times, be challenging, especially given South Africa's complex Labour Legislation. It is not uncommon to hear in the news how a Company mismanaged the exit of an employee who committed alleged misconduct, often resulting in a costly financial outcome for the Company. This workshop will equip HR professionals and managers with the relevant Labour Legislation knowledge, best practices, and practical approaches to progressively manage misconduct in the workplace. This workshop will equip HR professionals and managers with appropriate skills and knowledge to manage disciplinary processes and to minimise negative potential outcomes for Companies at the Commission for Conciliation, Mediation and Arbitration (CCMA).

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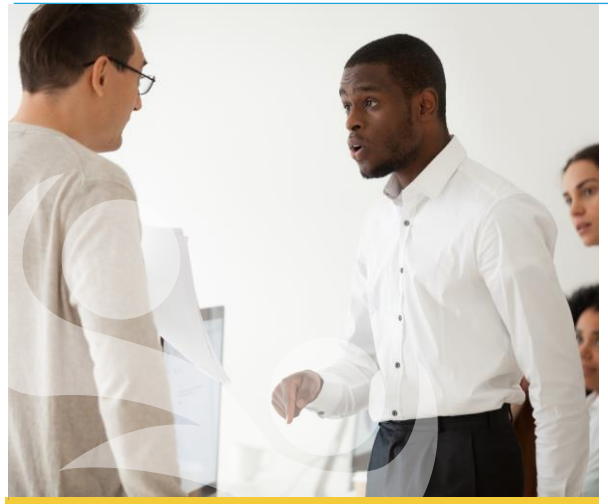

**Duration:** One full day, two half-days or four 2-hour sessions

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Know when to issue warnings, and when to counsel employees.
2. Know when to convene a disciplinary discussion and when a disciplinary hearing.
3. Understand the need for a Disciplinary Code and different categories of misconduct.
4. Be equipped to deal with common forms of misconduct including insubordination, negligence, absenteeism, dishonest conduct, etc.
5. Understand when it is appropriate to suspend an employee and when not.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. Am I required to follow the progression of verbal, written, and final written warnings for all types of misconduct?
2. Can an employee refer a matter to the CCMA when issued with a warning?
3. What procedure should I follow to issue a warning?
4. When am I allowed to suspend an employee?
5. What steps should I take before convening a disciplinary hearing?

# MANAGING ABSENTEEISM AND LEAVE ABUSE

Absenteeism is often one of the most challenging employment management concerns with which employers struggle continuously. High absenteeism rates can lead to a significant loss of valuable productive time with a large financial impact on businesses. It is therefore critical that HR professionals and managers acquire skills to effectively manage absenteeism, especially employees who abuse sick leave. This workshop will provide delegates with insights and practical skills on how to manage and reduce absenteeism in the workplace, whilst maintaining compliance with South Africa's Labour Legislation.

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**Duration:** One full day, two half-days or four 2-hour sessions

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Be upskilled on how to proactively reduce absenteeism in their business.
2. Understand what the rules and procedures are to discipline employees for poor/unreliable attendance.
3. Understand what kind of absence pattern will lead to a fair dismissal.
4. Understand under what conditions payment for sick leave can be refused and what the requirements for medical certificates are.
5. Be equipped to manage employees who abuse sick leave.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. What do I do if an employee is absent very often but always has a legitimate reason?
2. Can I take action against employees who fail to communicate absence even if they have a valid reason (and evidence) for their absence?
3. What are reasonable steps to take against employees who are often late?
4. Where do I check whether a Medical Practitioner is registered with the Health Professions Council of South Africa?
5. Can I dismiss an employee for tampering with a medical certificate?

# DEALING WITH INCAPACITY (Poor work performance, Ill-Health or Incompatibility)

Employees are often deemed a Company's most valuable asset, and when employees are underperforming, it has a significant negative impact on a Company's profitability, employee productivity, and on managers, as they need to expend time and energy on managing these employees. It is thus critical that HR professionals and managers are skilled at identifying and managing employees who are underperforming, and/or those whose ill health affects their performance or employees who are incompatible with the Company or its employees. This workshop will equip HR professionals and managers with an understanding of SA's legislated labour requirements, best practices and practical approaches to effectively manage the incapacity of employees in the workplace.

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**Duration:** One full day, two half-days or four 2-hour sessions

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the difference between poor work performance and misconduct.
2. Be equipped with practical procedures to follow when an employee performs poorly or in the case of incapacity due to deemed ill-health reasons.
3. Understand the requirements for a fair dismissal for incapacity: poor work performance and incapacity: medical reasons (ill-health) and what to consider before dismissal.
4. Be equipped with practical procedures to follow for incapacity due to incompatibility.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. What do I do if an employee does not necessarily break the rules, but simply seems unable to perform their duties at the expected standard?
2. How to ascertain the difference between poor work performance and misconduct i.e dereliction of duties.
3. How many counselling sessions should I conduct before terminating the services of a poor-performing employee?
4. When should I initiate the medical incapacity process?
5. How do I approach/manage employees who have suspected alcohol and/or substance abuse addictions?

# FIXED-TERM CONTRACTS: WHAT EMPLOYERS NEED TO KNOW

The use of Fixed-Term Employment Contracts (FTC's) may seem attractive to employers due to the perception that it affords them the opportunity to exit the employment relationship more easily and with fewer obligations towards the employee. However, employers must be cautioned that the incorrect use of FTC's can result in the employer having to defend disputes relating to an Unfair Dismissal. The purpose of this workshop is to provide clarity on when it is appropriate, and legal, to issue FTC's.

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**Duration:** 2 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand when it is appropriate to issue Fixed-Term Employment Contracts (FTC's) and when it is not advisable.
2. Understand s198B of the Labour Relations Act governing FTC's.
3. Know what the risks are when "rolling over" FTC's.
4. Know what constitutes justifiable reasons for entering into an FTC that exceeds 3 months with employees who earn less than the Earnings Threshold.
5. Know which clauses are critical to include in an FTC.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. When am I entitled to issue Fixed-term Employment Contracts (FTC's)?
2. May I use FTC's as a "probation period", so to speak?
3. How many times am I allowed to renew an FTC?
4. I heard that after 3 months an employee on an FTC is deemed permanent. Is this true?
5. Am I allowed to enter into an FTC with an employee for a 2-year project? What are my obligations when the project ends? Am I required to pay severance pay?

# MANAGING PROBATIONERS

An employer may place a newly hired employee on probation when the business needs to evaluate the suitability of the employee or their level of performance for continued employment in the position. This workshop will equip delegates with the knowledge, skills and procedures to enable them to successfully manage probationers and to follow the correct legal procedures to terminate their employment should it be necessary.

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**Duration:** 3 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the advantages and merits of having a probation period.
2. Understand the Labour Legislation regarding probation periods and managing probationers.
3. Know how and when it is permissible to extend a probation period.
4. Be able to proactively manage a probationer's performance and provide feedback.
5. Know the procedure and legal requirements to dismiss probationers, should it be necessary.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. Am I allowed to simply terminate the services of an employee after completion of their probation period, or is there a procedure that I am required to follow?
2. Is an employee deemed permanent during their probation period?
3. Under what circumstances may I extend an employee's probation period?
4. Can I apply a probation period to an existing employee who has been promoted? What happens if this employee underperforms in their new role?
5. Can I terminate an underperforming probationer before the end of their probation period?

# MUTUAL SEPARATION AGREEMENTS: WHAT, WHEN AND HOW?

It has become a common workplace practice for an employer and employee to conclude what is termed a Mutual Separation Agreement (MSA). MSA's are entered into when both parties wish to reach an amicable parting and to attempt to avoid what could become a lengthy and costly labour dispute, especially if an employee is dismissed and elects to refer a dispute to the CCMA. The purpose of this workshop is to ensure that delegates understand when and how to position and enter into Mutual Separation Agreements in a legal and risk-avoidance manner.

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**Duration:** 3 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the benefits to both employers and employees of entering into MSA's.
2. Know under what circumstances it is appropriate to offer an MSA.
3. Understand the risks of offering an MSA and how to mitigate these risks.
4. Know what process to follow when considering offering an MSA.
5. Know what should be included in such an MSA.

## The workshop will be useful to:

- HR professionals
- Supervisors
- Managers

## Some of the frequently asked questions that will be answered in this workshop:

1. Are MSA's legally binding?
2. Does an employer have to offer an employee financial compensation to make an MSA legally binding?
3. Can an employee still lodge a dispute with the CCMA if they have entered into an MSA?
4. May an employer offer an employee an MSA in matters pertaining to perceived Incapacity (i.e. Poor work Performance or Incompatibility?)
5. Is it good HR practice for employers to offer MSA's as an alternative to following a retrenchment process?
6. How should employers position the conversation where they position an MSA to an employee?

# HARASSMENT IN THE WORKPLACE

The *Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace* (as provided for in the Employment Equity Act, 1998) aims to eliminate all forms of harassment in the workplace by guiding the policies and procedures to be implemented by employers if harassment occurs. The scope and ambit of the Code is broad, and both employers and employees need to understand the nature and application of the Code in the workplace. Furthermore, the Code requires employers to educate employees on harassment in the workplace and what procedures to follow. The purpose of this workshop is to ensure all managers and employees understand what harassment entails as well as what procedures to follow when it occurs.

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**Duration**: 4 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Have an overview of *the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.*
2. Understand what constitutes harassment.
3. Understand the Company's policy regarding harassment.
4. Know what procedures to follow when harassment is experienced or witnessed.
5. Understand the consequences of making false accusations.
6. Have an overview of recent case law.

## The workshop will be useful to:

- All employees

## Some of the frequently asked questions that will be answered in this workshop:

1. What constitutes harassment?
2. At which point does behaviour such as shouting, aggression, criticism, inappropriate comments, bantering, etc. become harassment?
3. If the offending incident only happened once, can it still be deemed to be harassment?
4. What would happen in a situation where a senior abused their position of authority to harass a junior and such was conducted in a closed space with no witnesses? What can I use as evidence?
5. Can I record a conversation or incident without consent to prove abuse?

# INITIATING DISCIPLINARY HEARINGS

This workshop series is designed to equip managers and HR practitioners with the skills and knowledge to effectively initiate and manage disciplinary hearings in compliance with South African Labour Legislation. Participants will learn to conduct thorough investigations, prepare and present cases, and ensure procedural fairness throughout the process. By mastering these critical steps, attendees can confidently handle workplace misconduct while minimising legal risks for their organisations.

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**Duration:** One full day, two half-days or four 2-3 hour sessions

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the legal framework governing disciplinary hearings, including procedural and substantive fairness requirements.
2. Conduct effective workplace investigations to gather credible evidence and ensure a fair process.
3. Draft clear and concise charges aligned with the misconduct identified.
4. Prepare witnesses and evidence for presentation during the hearing.
5. Confidently present opening statements, lead evidence, and conduct cross-examinations.
6. Apply principles of procedural fairness to mitigate risks of disputes or claims of unfair dismissal.

## The workshop will be useful to:

- All employees

## Some of the frequently asked questions that will be answered in this workshop:

1. What is the difference between procedural and substantive fairness, and how do I ensure both are achieved during the hearing?
2. What types of evidence are admissible in a disciplinary hearing, and how should they be presented?
3. How do I handle situations where a key witness is unavailable to testify?
4. What is the difference between direct, circumstantial, and hearsay evidence, and how should each be evaluated?
5. What is the impact of improperly formulated charges on the outcome of a disciplinary hearing?
6. Can additional charges be introduced after the hearing has commenced?

# NAVIGATING THE USE OF CANNABIS IN THE WORKPLACE

This workshop is designed to help managers and HR professionals address the complexities of cannabis use in the workplace in light of its legalisation for private use in South Africa. Participants will gain practical insights into balancing employee rights with workplace safety, conducting risk assessments, and updating policies to comply with the Occupational Health and Safety Act. By the end of the session, attendees will be equipped to confidently manage cannabis-related issues while maintaining a safe, compliant, and productive work environment.

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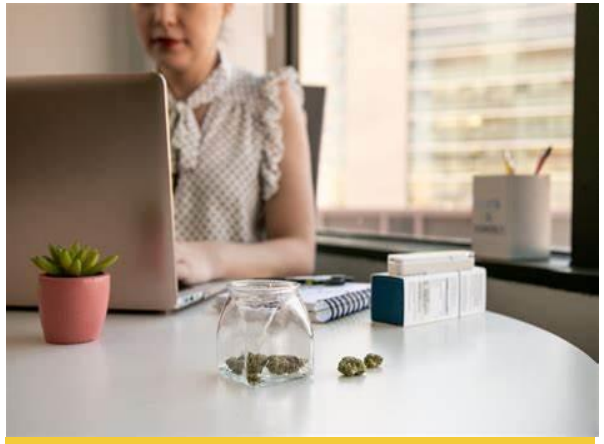

**Duration:** 2 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the legal implications of cannabis use in the workplace, including the boundaries of its private legalisation in South Africa.
2. Differentiate between cannabis impairment and testing positive for cannabis use and know how to respond appropriately in each scenario.
3. Conduct effective risk assessments for roles and activities affected by cannabis use, particularly in safety-critical environments.
4. Develop and implement workplace policies that align with labour laws and the Occupational Health and Safety Act.
5. Confidently address cannabis-related workplace issues, including employee disclosures and reasonable suspicion of impairment.

## The workshop will be useful to:

- All employees

## Some of the frequently asked questions that will be answered in this workshop:

1. What are the employer's rights and responsibilities regarding cannabis use in the workplace?
2. How can we distinguish between an employee being impaired versus simply testing positive for cannabis?
3. What steps should we take if an employee uses cannabis outside of work, but their role is safety-sensitive?
4. How do we ensure that our workplace policies comply with both labour laws and the Occupational Health and Safety Act?
5. What should be included in a risk assessment to address the impact of cannabis use on workplace safety and productivity?

# ADDRESSING ALCOHOL AND SUBSTANCE ABUSE IN THE WORKPLACE

Alcohol and substance abuse in the workplace can present as either misconduct or a legitimate addiction problem, each requiring a specific approach. This workshop equips managers and HR professionals with the knowledge to differentiate between the two, address misconduct appropriately, and provide support in cases of addiction, aligning with legal obligations. Participants will learn how to balance workplace safety and employee rights while maintaining productivity and compliance with South African labour laws.

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**Duration:** 3 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the distinction between misconduct and incapacity in cases involving alcohol and substance abuse and apply the appropriate disciplinary or supportive measures.
2. Develop and implement workplace policies that address alcohol and substance abuse while aligning with labour laws and company objectives.
3. Manage cases involving alcohol and substance abuse fairly, including conducting investigations and facilitating referrals for support where appropriate.
4. Ensure compliance with the Occupational Health and Safety Act by addressing impairment issues in safety-critical roles effectively.

## The workshop will be useful to:

- All employees

## Some of the frequently asked questions that will be answered in this workshop:

1. How do I determine if alcohol or substance abuse constitutes misconduct?
2. What steps should I take if an employee admits to struggling with addiction?
3. When is it appropriate to dismiss an employee for substance-related issues, and what process must be followed?
4. How do I manage employees in safety-critical roles who test positive for substances but are not impaired at work?

# EMPLOYMENT EQUITY COMMITTEE TRAINING

The selection of an Employment Equity Committee is a critical step towards compliance with the Employment Equity Act 1998. The main role of this committee is to ensure that Companies are meeting their Employment Equity requirements by drafting the Company's Employment Equity plan and ensuring its effective implementation. The purpose of this workshop is to equip Employment Equity Committee members with the necessary knowledge and skills to execute their duties and responsibilities as envisioned and required by the Employment Equity Act.

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**Duration:** 2 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Have an overview of the Employment Equity Act.
2. Know what is expected of designated employers.
3. Understand unfair discrimination and how the Employment Equity legislation attempts to eliminate and prohibit unfair discrimination.
4. Understand affirmative action and affirmative action measures.
5. Know what the roles and responsibilities of the Employment Equity Committee are.
6. Understand the purpose of Employment Equity Plans and the role of the committee in its preparation and implementation.
7. Know what Employment Equity reporting entails.

## The workshop will be useful to:

- Employment Equity Committee members

# LABOUR RELATIONS BASICS FOR EMPLOYEES

The purpose of this workshop is to provide employees with an understanding of disciplinary, poor work performance and grievance procedures. It also serves as an overview of the most critical Company policies to ensure that all employees understand the rules within your business.

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**Duration:** 4 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## The following topics will be addressed:

1. The difference between misconduct and poor work performance.
2. The Company's Disciplinary Code and Disciplinary Procedure.
3. The Company's Grievance Procedure.
4. Leave entitlement and application Procedure.
5. Absenteeism, including absence due to illness, and how it is managed by the Company.
6. Employee rights and responsibilities.
7. Other critical Company policies (as per the client's needs).

## The workshop will be useful to:

- All employees

## Some of the frequently asked employee questions that will be answered in this workshop:

1. Can I be dismissed for a first offence?
2. What happens if I refuse to sign a warning?
3. Can I have external representation at a Disciplinary Hearing?
4. When can employees use the grievance procedure?
5. What is typically the outcome of a grievance meeting?
6. Can my manager decline my leave application?
7. When must I submit a medical certificate?

# POPIA BASICS FOR EMPLOYEES

Employees play a critical role in protecting personal information within the workplace and in ensuring compliance with the provisions of the Protection of Personal Information Act (POPIA). Therefore, it is important to ensure that all employees understand their responsibilities and what they can do on a practical level to protect the personal information of their employer's staff, clients, suppliers and other third parties you have dealings with.

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**Duration:** 2 hours

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the purpose of POPIA (in a nutshell).
2. Know what their responsibilities are in terms of protecting personal information.
3. Understand the consequences of non-compliance.
4. Know what their personal information is used for ito their employment.
5. Know what constitutes confidential information and what their responsibilities are in terms of protecting it.

## The workshop will be useful to:

- All employees

## Some of the frequently asked employee questions that will be answered in this workshop:

1. What are some of the practical ways in which I can ensure that our Company's data is protected?
2. What is included under personal information? And special personal information?
3. Can I be dismissed if I share personal information by accident?
4. What does the Company do with my personal information and how is it protected?
5. What is the difference between personal information and confidential information?

# HR AND LABOUR RELATIONS BOOTCAMP

This course aims to equip HR generalists, supervisors, managers and small business owners with the basic knowledge and skills required to set up their HR function and manage day-to-day staff issues. It addresses the "bigger picture" HR legal landscape and compliance requirements, what basic HR structures need to be in place to ensure that HR obligations are met, how to manage misconduct and poor work performance and the policies and procedures that govern these matters.

FvT HR Consulting

**Duration:** One full day or two half-days *(recommended)*

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Have an overview of the Labour Relations legal landscape and its application.
2. Understand the BCEA (Basic Conditions of Employment Act) provisions pertaining to, amongst others, working hours, overtime and leave.
3. Understand the different types of employment contracts and how to use them.
4. Understand the basics of remuneration, tax requirements and benefits.
5. Be equipped with skills on how to hire and onboard new employees.
6. Be equipped with interview skills and tips.
7. Understand how to manage misconduct.
8. Be upskilled on how to manage and reduce absenteeism.
9. Understand how to deal with incapacity: poor work performance.

## The workshop will be useful to:

- Junior HR generalists
- Supervisors
- Managers
- Start-up business owners

## Some of the frequently asked questions that will be answered in this workshop:

1. What are the key provisions in the Basic Conditions of Employment Act (BCEA) that I need to comply with?
2. When is an employee entitled to overtime payment?
3. Under what circumstances may I use fixed-term contracts?
4. I employ Foreign Nationals – what should I know?
5. I send UIF declarations to SARS every month – do I need to send them to the Department of Labour as well?
6. How can I ensure that I hire better employees?
7. How do I prepare for a disciplinary hearing?
8. What do I do if an employee is absent very often but always has a legitimate reason?
9. What do I do if an employee doesn't necessarily break the rules, but simply does not perform to the level of expected performance?
10. How do I deal with alcohol and substance abuse issues?

# RECRUITMENT AND SELECTION

The cost of a bad hire can be significant and includes training costs, recruitment agency fees, the cost to recruit a replacement, the cost of lost productivity as well as costs and risks relating to termination processes. Employers can minimise these risks by instituting a smart recruitment process and by equipping their Hiring Managers with the necessary skills to manage and execute the Company's recruitment function. FvT HR Consulting is pleased to provide a workshop, specifically tailored to the client's environment, to ensure HR Teams and Hiring Managers are equipped with the skills necessary to ensure effective recruitment practices.

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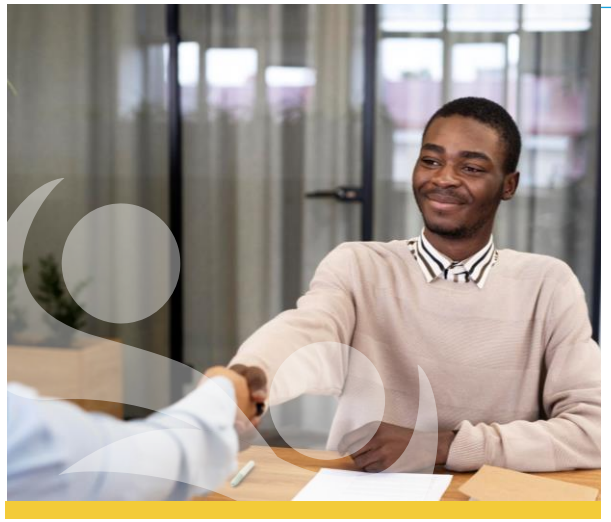

**Duration:** One full day or two half-days *(recommended)*

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## On completion of this workshop, delegates will:

1. Understand the steps in the recruitment process and the importance of each.
2. Be apprised of how to create a job profile.
3. Understand unconscious bias and its impact on recruitment decisions.
4. Be equipped with sourcing strategies to attract and find the right candidates.
5. Be upskilled on how to effectively conduct CV and telephonic screening.
6. Understand when to use assessments and the different types that are available.
7. Be equipped with interview skills and techniques.
8. Know when to conduct background checks and why.
9. Understand the Labour Legislation relevant to recruitment.

## The workshop will be useful to:

- HR practitioners
- Hiring managers

## Some of the frequently asked questions that will be answered in this workshop:

1. Someone told me that I should not ask candidates personal questions during an interview, but I use it to determine culture fit. Is this a good strategy?
2. If not, how do I determine culture fit in an interview?
3. Who should be included in an interview?
4. Am I allowed to conduct criminal checks on all candidates?
5. What are the legal pitfalls that I need to be aware of when it comes to recruitment?

# BELBIN: ASSESSMENTS AND TEAM WORKSHOP

Behaviour is regarded as more changeable than personality – we tend to adapt our behaviour depending on what is required of us in each situation or role. To get individuals and teams working more effectively, Belbin Team Roles allows us to focus on our behaviour, where changes can be made. Prior to this workshop, each member of your team will be asked to complete a Belbin assessment, the results of which will highlight your team members' behavioural strengths and weaknesses as well as the collective strengths and weaknesses within the team. The purpose of this workshop is to help your team apply this information to improve their team dynamics, as well as gain insight into their own behaviour.

FvT HR Consulting

**Duration:** Half-day workshop

**Venue:** Onsite or virtually

**Dates:** Enquire about in-house or public online workshop dates

## In a nutshell, using Belbin will result in:

1. Insight into behavioural strengths and weaknesses.
2. Balanced teams based on behavioural contributions rather than job titles.
3. Self-aware individuals who can adapt their behaviours according to the situation and business needs.
4. The right people performing the right tasks, leading to better-performing teams.
5. Depersonalised team conversations, using a common language to discuss team contributions.

## What happens after the questionnaire?

1. An interactive workshop with the team to unpack their results, what it means and how they can apply the information to improve their team dynamics.
2. Strategic management conversations (if required): compilation of and role allocation in the team.

## The workshop will be useful to:

- Teams who would like to improve how they work together and understand each other (and themselves), ultimately increasing performance and engagement.

## How does it work?

1. Each team member will be asked to complete an online questionnaire and to nominate at least 4 observers to also complete the questionnaire.
2. Each member of the team will receive an individual report providing insight and awareness about their team roles, preferences, strengths and development areas.
3. A team report will also be compiled, integrating the individual report and providing a birds-eye view of the team compilation, the team dynamics and the impact on the team's ability to work together effectively.

## Accreditation:

Clients are advised not to use variations of Belbin Team Role assessments that are freely available on the internet as these have not been validated and may not produce accurate results. Please note that we are Belbin Accredited and use the original assessments.

BELBIN® Team Roles ACCREDITED
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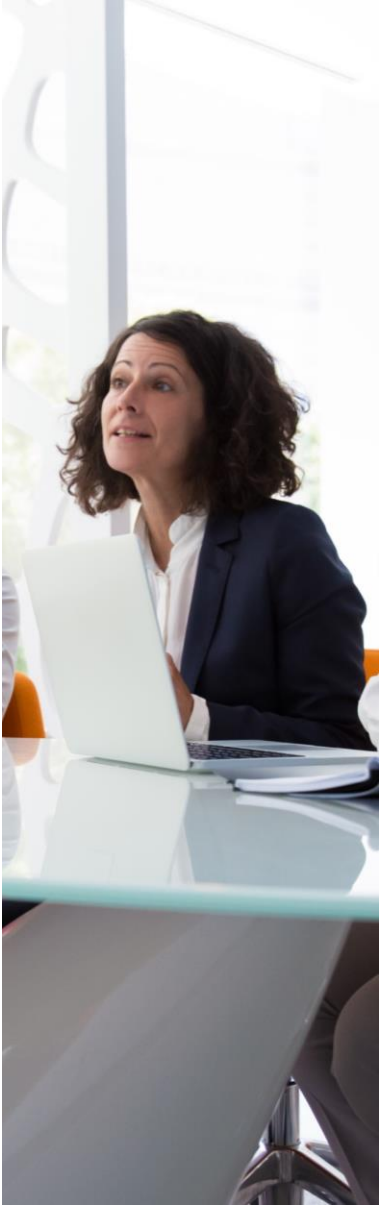

# TESTIMONIALS

## Pragma Holdings Pty Ltd

### Prior Group HR Manager - Charmain van Dyk

*It is with great enthusiasm that I recommend the HR training service of Fatima van Toorn. I've known her for six years and as a prior Group HR Manager at Pragma Holdings Pty Ltd, I can assure you that Fatima van Toorn is the absolute best! She was originally appointed as our external HR consultant, helping the HR team to become a trusted and knowledgeable partner within our business. Soon this knowledge of Fatima was shared with the managers, from team leaders to C-suite level. Fatima is extremely knowledgeable when it comes to HR-related topics. Her training material is of high quality, easy to follow and well-organised. She finds ways to engage with the individuals and make each training session practical and interactive. Fatima played a crucial role in increasing the confidence of our managers and she has rapidly improved the knowledge of the managers.*

## Milpark Education

### HR Manager - Fadia Mohammed

*I recently had the privilege of working with Suzaan in two training sessions for our organisation. Suzaan not only met but exceeded my expectations right from the start. The material presented was highly relevant and easily understandable. The first session, focusing on Recruitment and Selection training for the HR & People Team, took place in our office over several days. What stood out was its practical approach, with hands-on exercises and real-world examples allowing us to apply the knowledge immediately. The second session, an online workshop on Workplace Harassment, covered our entire organization. Suzaan's expertise, engaging style, and approachability created a positive learning environment. I wholeheartedly recommend Suzaan and her team for HR-related training needs. Their expertise and commitment to delivering valuable training experiences are truly commendable.*

## Visual Impact

### Director - Gouwah Matthews

*Visual Impact has been working with FvT HR Consulting since 2011. The team's energetic and knowledgeable consultations and workshops have assisted our business tremendously. I would highly recommend Fatima, Suzaan and the rest of the FVT HR Consulting Team for all your HR needs.*

## LEAP

### General Manager - Dr John Eliastam

*At LEAP we work with entrepreneurs to build businesses that grow because they have a strong value proposition and the systems and processes to deliver it to their customers. The HR bootcamps that FVT HR Consulting has run for us have been a powerful way to enable entrepreneurs to manage the people side of the businesses effectively. Suzaan has delivered learning that doesn't only impart knowledge, it enables the learners to implement what they have learnt in a way that gets results.*

For further information, please contact Suzaan de Stadler at **suzaan@fvtconsulting.co.za.**

**fvtconsulting.co.za**