

CGF™ GOVERNANCE TRAINING SOLUTIONS

HALF DAY TRAINING

Duration	Training Solutions	Main Features of Training
½ Day	Audit & Risk Committee (Adaptable for public & private sector)	<ul style="list-style-type: none"> ❖ Role of the Audit & Risk Committee ('ARC') ❖ Legislation & best practice ❖ Challenges facing ARC's ❖ Membership requirements ❖ Responsibilities of the members ❖ Responsibilities of the ARC ❖ Financial reporting <ul style="list-style-type: none"> ✓ Accounting standards ❖ Risk <ul style="list-style-type: none"> ✓ Corporate Governance Framework® ❖ Public / private sector auditing <ul style="list-style-type: none"> ✓ Auditing standards ❖ Internal audit & internal controls ❖ External audit ❖ Reporting requirements ❖ Responsibilities of finance department
½ Day	Corporate Social Responsibility ('CSR')	<ul style="list-style-type: none"> ❖ Understand the role of CSR in your organisation & trends in the market place ❖ Identify important aspects that socially responsible organisations should address ❖ Demonstrate an understanding of how to integrate CSR into corporate strategies, decision-making and management from a financial & value perspective ❖ Identify & engage with stakeholders ❖ Lead & manage the role of CSR in your organisation ❖ Use CSR to add value in specific ways within your organisation ❖ Drive the implementation & benefits of CSR within your organisation

½ Day	Disaster Management	<ul style="list-style-type: none"> ❖ Demonstrate an understanding of concepts & principles in disaster management ❖ Understand the interaction of hazards, vulnerability & disaster risk ❖ Identify the pre-disposing or causal factors of disasters ❖ Explain the progression of vulnerability ❖ Roles & responsibilities in disaster management ❖ Government consultation & co-operation ❖ Draft or interpret policies & legislation for effective disaster management ❖ Apply disaster management readiness & management of event
½ Day	Ethics Beyond Boards™	<ul style="list-style-type: none"> ❖ Define business ethics ❖ Distinguish ethics and ethos from law & codes ❖ Understand the concepts of ethics ❖ Recognise ethical leadership ❖ Understand ethical leadership ❖ Understand the role of virtue ethics in the workplace ❖ Apply ethical decision-making ❖ Develop ethics with a Corporate Governance Framework® ❖ Understand the role of ethics in diversity & discrimination ❖ Understand the role of ethics in employee issues & responsibilities ❖ Understand the role of ethics in marketing & sales ❖ Understand the role of ethics in environmental responsibilities ❖ Understand the role of ethics in preventing fraud & corruption
½ Day	Governance in the workplace	<ul style="list-style-type: none"> ❖ What is the board accountable for, and to whom? ❖ Challenges directors face in a board ❖ Challenges presented by boards ❖ Driving forces behind a SOC board as compared to private sector boards ❖ Composition & balancing of boards ❖ Board evaluation & rotation ❖ Selecting & appointing the chairman, the CEO and Executive ❖ Challenges between the chairman, CEO and secretariat ❖ The role of CEO, COSEC and management ❖ The role of the MOI vs a Constitution ❖ Aligning the MOI with the delegations, charters and policies ❖ Being equipped as a board member, is it any different to a private sector board? ❖ Appointing & replacing members of the board ❖ Board dysfunction & its causes ❖ Who's accountable, who's responsible & implementing the RACI model

½ Day	Managing Employee Wellness	<ul style="list-style-type: none"> ❖ Manage employee wellness for now & the future ❖ Determine the impact of a state of holistic wellness ❖ Apply the process of mitigating, monitoring & controlling wellness and disease management while promoting significant behaviour (lifestyle) change ❖ Understand integrated health risk management, and health promotion as well as the reporting of employee wellness programme outcomes
½ Day	Managing Human Capital Risk	<ul style="list-style-type: none"> ❖ Describe Human Capital in the foreseeable future ❖ Understand Human Capital: A King IV™ perspective (i.e. one of six capitals) ❖ Identify the risks associated with Human Capital management ❖ Develop a risk management framework for Human Capital in line with organisational strategy ❖ Apply the process of mitigating, monitoring & controlling HC/HR risks ❖ Position human capital in the Corporate Governance Framework®
½ Day	Minute Taking	<ul style="list-style-type: none"> ❖ Understand the importance of good minute taking ❖ Apply best practices in minute taking ❖ Master meeting preparation & protocol ❖ Apply terminology correctly: quorums & proxies ❖ Record minutes: remain focused, appropriate and keep it simple ❖ Use templates for easy & effective formatting ❖ Understand how to cope with unfamiliar information ❖ Understand how to deal with ambiguity using appropriate assertiveness ❖ Project a positive image & attitude to earn respect as an integral player
½ Day	Occupational Health & Safety	<ul style="list-style-type: none"> ❖ Demonstrate knowledge & understanding of the basic principles of the relevant legislation ❖ Explain the requirements for compliance as stipulated in the current legislation ❖ Determine the management controls required under legislation to achieve compliance ❖ Demonstrate knowledge & understanding of record keeping required by the legislation ❖ Explain the legal obligations of the employer in terms of training & communication ❖ Understand the risk factors & preventative measures ❖ Plan for ad-hoc health warnings e.g. H1N1Flu
½ Day	Sexual Harassment in Workplace	<ul style="list-style-type: none"> ❖ Define sexual harassment ❖ Identify sexual harassment & behaviours that qualify as sexual harassment in the workplace ❖ Understand your legal protection, role of the trade union & your rights ❖ Understand the formal action response when you are sexually harassed ❖ Differentiate between formal & informal action, and know what these entail ❖ Explore the causes of sexual harassment

		<ul style="list-style-type: none"> ❖ Identify the types of harassers & victims ❖ Apply guiding principles for employers ❖ Recognise ways in which sexual harassment can be prevented
½ Day	Stress Management	<ul style="list-style-type: none"> ❖ Understand what is meant by stress & the responses associated with stress ❖ Rank & analyse, using an assessment, the stressors experienced in your life ❖ Analyse the causes of stress in personal & work life ❖ Identify the body's adaptation to stress ❖ Understand the association between stress & disease, mental and physical health ❖ Identify negative emotions associated with stress & develop strategies to overcome them ❖ Identify the coping mechanisms associated with stress management, specifically taking control ❖ Apply effective assertiveness techniques in managing behaviour ❖ Develop a personal action plan based on the knowledge & skills acquired to minimise the effects of stress
½ Day	The role of a Corporate Governance Framework®	<ul style="list-style-type: none"> ❖ Introduction & context of a Corporate Governance Framework® ❖ King III / King IV™* position on frameworks ❖ Components of the framework ❖ Building & using a framework ❖ Updating & reporting on a framework ❖ Role & functions of the board & Cosec within the framework

ONE DAY TRAINING

1 Day	Business & Report Writing	<ul style="list-style-type: none"> ❖ Review “back-to-basics” in terms of use of English ❖ Understand need for formal and informal writing & application ❖ Minutes of general business meetings ❖ Review the difficulties associated with report writing ❖ Apply 9 steps to plan & prepare a draft report ❖ Apply generic headings framework to report & customise ❖ Apply a style guide to good & simple writing ❖ Explore different layout options & formality ❖ Apply final edit considerations
1 Day	Conflict Management	<ul style="list-style-type: none"> ❖ Describe the nature of conflict ❖ Understand the reasons for conflict ❖ Understand the factors that increase the level of conflict ❖ Recognise the difference between reaction & response ❖ Describe the barriers to conflict resolution

		<ul style="list-style-type: none"> ❖ Apply 5 skills of conflict resolution ❖ Apply 5 steps to successful mediation in a formal meeting on the problem ❖ Apply 8 steps to develop an assertive image
1 Day	Fraud Prevention	<ul style="list-style-type: none"> ❖ Describe fraud in terms of means, opportunity & desire ❖ Demonstrate knowledge & understanding of legal aspects relating to fraud in your business ❖ Explain the difference between a criminal & civil case ❖ Demonstrate knowledge and understanding of internal processes around the investigation of fraud & the law of evidence ❖ Use a systematic approach to deal with fraud once it has occurred ❖ Understand & manage whistleblowing ❖ Analyse trends & the impact of fraud in your business sector ❖ Understand the role of monitoring & control to mitigate risks ❖ Review administration systems in terms of prevention & fraud opportunities ❖ Apply steps to develop a fraud prevention strategy ❖ Apply 8 types of preventative fraud controls ❖ Monitor, review and update policies & procedures ❖ Apply disciplinary procedures as required ❖ Inculcate an ethical culture
1 Day	Governance Beyond Boards®	<ul style="list-style-type: none"> ❖ Evolution of Corporate Governance ❖ Brief overview of King Codes ❖ Brief overview of Companies Act 2008 ❖ Fiduciary duties ❖ Role of chairman, CEO and Board Secretary ❖ Strategic risk & oversight management ❖ Combined assurance ❖ Board mandate ❖ The non-Executive Director ❖ Board meetings & committees ❖ Board appraisals

1 Day	Introduction to Risk Management (Intermediary)	<ul style="list-style-type: none"> ❖ Understand the concept of risk ❖ Recognise the different types of risk ❖ Develop the process to identify & assess risk ❖ Apply appropriate risk treatment ❖ Understand what is required to control risk ❖ Report risk effectively ❖ Apply an integrated approach to risk ❖ Incorporate ethics into areas of identified risk ❖ Identify some of the major compliance risks in your industry ❖ Identify, manage & control operational risk ❖ Understand the leadership/managerial role in the management of risk
1 Day	Managing Human Capital Risk & Employee Wellness	<ul style="list-style-type: none"> ❖ Understand Human Capital: A King IV™ perspective (i.e. one of six capitals) ❖ Identify the risks associated with Human Capital management ❖ Understand the principles of risk; that risks also represent opportunities ❖ Identify and assess your top ten Human Capital risks ❖ Develop a risk management framework for Human Capital in line with organisational strategy ❖ Understand fraud risk versus people risk and organisational vulnerabilities ❖ Position Human Capital in the Corporate Governance Framework® ❖ Manage employee wellness for now & the future ❖ Determine the impact of a state of holistic wellness ❖ Apply the process of mitigating, monitoring and controlling wellness & disease management while promoting significant behaviour (lifestyle) change ❖ Understand integrated health risk management & health promotion as well as the reporting of employee wellness programme outcomes
1 Day	The Corporate Governance Framework® Workshop	<ul style="list-style-type: none"> ❖ Introduction & context of a Corporate Governance Framework® ❖ King III / King IV™ position on frameworks ❖ Components of the framework ❖ Building & using a framework ❖ Updating & reporting on a framework ❖ Role & functions of the board & Cosec within the framework

TWO DAYS TRAINING

2 Days	Business Communication & Business Report Writing	<ul style="list-style-type: none"> ❖ Develop & implement effective communication strategies ❖ Apply communication techniques in a range of issues ❖ Identify & avoid language barriers ❖ Analyse & rectify communication breakdowns ❖ Resolve conflict & communicate assertively ❖ Recognise strengths & weaknesses in communication styles ❖ Communicate to an audience with effect ❖ Adopt business principles in writing: clear, concise, complete & correct ❖ Develop the essential skills of an effective minute taker ❖ Write minutes for formal meetings, semi-formal meetings & action minutes ❖ Revisit the rules of proper grammar & clear communication ❖ Develop an appropriate letter/email writing style ❖ Develop effective business communication for tough situations ❖ Learn how to write a good business report ❖ Learn how to proof read your work
2 Days	Disciplinary Hearings	<ul style="list-style-type: none"> ❖ Understand the differences of mediation vs arbitration ❖ Understand the different ways in which staff can be disciplined ❖ Understand the role of management in recognising the need for discipline ❖ Prepare for a disciplinary hearing ❖ Apply the correct procedure for investigating the issue ❖ Recognise when & how to apply warnings and suspension ❖ Apply the disciplinary procedure for different reasons ❖ Give support & guidance to the Chairman before the hearing ❖ Explain the role of the mediator (Chairman) ❖ Understand constructive dismissal ❖ Recognise the rights of the employer / employee in the disciplinary process
2 Days	Risk Management and Enterprise Wide Risk Management (Advanced)	<ul style="list-style-type: none"> ❖ Understand the fundamental concepts of ERM framework ❖ Recognise the role of compliance & financial reporting in ERM ❖ Understand the impact of applicable ISO standards ❖ Understand the influence of the external environment on ERM ❖ Recognise the importance of inclusivity of stakeholders ❖ Understand the importance of strategic alignment ❖ Describe the 8 components of ERM ❖ Review the role of governance & risk management structures through King IV™ ❖ Explore the roles & responsibilities associated with ERM ❖ Understand the common challenges in ERM implementation ❖ Recognise the association of the combined assurance model with ERM

2 Days	Governance Beyond Boards®	<ul style="list-style-type: none"> ❖ Introduction to understanding of Corporate Governance (Companies Act 08, King III & differences to King IV™) ❖ What to expect in King IV™ ❖ Duties, responsibilities & liabilities of directors ❖ The Board as a team ❖ Roles: Chairman, CEO, Company Secretary, directors & managers ❖ Accountability vs. responsibility ❖ Board evaluation, Board types, Board dysfunction, director removal & delinquency ❖ Preparing for a board position ❖ Business Judgment Rule ❖ Managing a company - a tricky act ❖ Ethics & decent corporate citizen ❖ Turquand Rule ❖ Connecting governance with innovation ❖ Connecting governance to risk - including legislative risks ❖ Understanding the Corporate Governance Framework® ❖ State of the GRC nation ❖ What exactly is Governance, Risk & Compliance (GRC)? ❖ Common GRC hurdles & complaints (directors, managers, organisation) ❖ Environmental sustainability ❖ Key board issues & thoughts (local & international) ❖ Impacts & benefits that can be expected ❖ Fourth Industrial Revolution & implications on Africa's future governance
2 Days	Managing Human Capital Risk and Employee Wellness.	<ul style="list-style-type: none"> ❖ Describe Human Capital in the foreseeable future ❖ Understand Human Capital: A King IV™ perspective (i.e. one of six capitals) ❖ Identify factors relative to the exponential growth of technology versus Human Capital development ❖ Understand why it is necessary to transition from human resources management to Human Capital Management ❖ Identify the risks associated with Human Capital Management including the resistance to change ❖ Understand the principles of risk; that risks also representative opportunities ❖ Connecting Human Capital risks with organisational risks ❖ Identify & assess top ten Human Capital risks ❖ Identify examples of organisational failure stemming from faulty HR policies ❖ Develop a risk management framework for Human Capital in line with organisational strategy ❖ Apply the process of mitigating, monitoring and controlling HC/HR risks ❖ Understand fraud risk versus people risk & organisational vulnerabilities ❖ Recognise the role of directors and senior management within the organisation's Human Capital strategy ❖ Expand the role of HR practitioners from 'stewards' to 'strategists' ❖ Position Human Capital in the Corporate Governance Framework® ❖ Manage employee wellness for now & the future

		<ul style="list-style-type: none"> ❖ Determine the impact of a state of holistic wellness ❖ Apply the process of mitigating, monitoring and controlling wellness & disease management while promoting significant behaviour (lifestyle) change ❖ Understand integrated health risk management, and health promotion as well as the reporting of employee wellness programme outcomes
2 Days	Public Financial Management Act (PFMA)	<ul style="list-style-type: none"> ❖ Understand the purpose, terminology & concepts of the PFMA ❖ Explain the restrictions regarding borrowing & guarantees in terms of the PFMA ❖ Discuss the ramifications of unauthorised borrowing ❖ Explain the requirements in terms of indemnities & securities made by Cabinet Ministers ❖ Define financial misconduct in terms of the PFMA ❖ Apply different budgeting techniques ❖ Manage budget, cash flow projection & variance ❖ Demonstrate requirements of cost effectiveness & cost efficiency ❖ Key principles of PFMA successes & failures ❖ Explain how regulations regarding financial misconduct procedures operate ❖ Interpret financial statements ❖ Monitor and control actual expenses & revenue against projected budget

* Please note that all references in this brochure to the King IV™ Report on Corporate Governance for South Africa for 2016 (King IV™) has been kindly allowed by the Institute of Directors in Southern Africa ('IoDSA'). The IoDSA owns the intellectual property of King IV™ and the report can be accessed at no cost at: <http://www.iodsa.co.za/?page=AboutKingIV>)

CGF PRICING

Programme duration	Standard rates *	Additional charges	Exclusions (where necessary)	Special features
½ Day	R8,000.00 per day plus 15% VAT	R285.00 per person for course material plus 14% VAT	Travel over 100kms (car) Flights Hotel accommodation Course venue Refreshments	<ul style="list-style-type: none"> ❖ Pre-reading material ❖ Certificate of attendance ❖ Delegates requested to complete a feedback form after their training. A summarized delegate feedback report is provided to the employer after each training session.
1 Day	R15,500.00 per day plus 15% VAT	R285.00 per person for course material plus 14% VAT	Travel over 100kms (car) Flights Hotel accommodation Course venue Refreshments	<ul style="list-style-type: none"> ❖ Pre-reading material ❖ Certificate of attendance ❖ Guest appearance on selected courses ❖ Delegates requested to complete a feedback form after their training. A summarized delegate feedback report is provided to the employer after each training session.
2 Days	R31,000.00 for two days plus 15% VAT	R285.00 per person for course material plus 14% VAT	Travel over 100kms (car) Flights Hotel accommodation Course venue Refreshments	<ul style="list-style-type: none"> ❖ Pre-reading material ❖ Certificate of attendance ❖ Guest speakers on selected courses ❖ Delegates requested to complete a feedback form after their training. A summarized delegate feedback report is provided to the employer after each training session.

Important notices

1. Please contact CGF™ in the event that you require modifications to the above training outlines and programme duration.
2. In the event where our standard programmes are reduced, this may have implications on the practical exercises and workgroup discussions.
3. CGF™ reserves the right to amend our training programme outlines in order to ensure our materials remain up to date and relevant.

* Daily rates are standard and do not vary, irrespective of how many people are placed on these training courses. We do however recommend that the client not place more than 30 employees on each training session.

Contact CGF for additional information, or training bookings on +27 (11) 476 8264 or email accounts@cgf.co.za