

## The BEE Managers Course

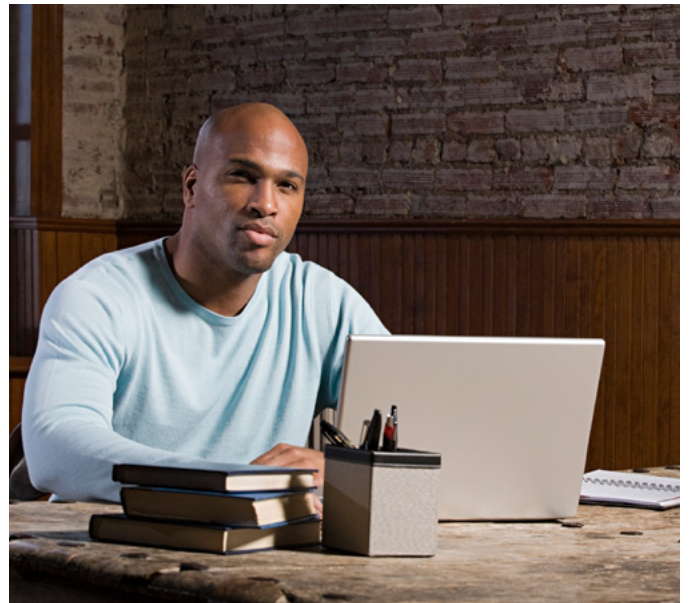
Developed to assist BEE Managers to acquire the required knowledge and skills to effectively manage corporate transformation and a company's B-BBEE score.

The BEE Academy has spent the last 5 years researching successful BEE management principles which have been applied by Transformation and B-BBEE Practitioners, BEE Consultants, Human Resources Managers and Supply Chain Managers and has collated this Intellectual Property into a 5 month course which empowers a BEE Manager to initiate and implement an Integrated Sustainable BEE working environment in any business of any size.

The BEE Managers Course consists of both theory and practical elements and is structured to ensure that the BEE Manager acquires the knowledge and skill, by sharing the theory in information sessions, work shopping the theory to achieve a solid conceptual understanding before applying this knowledge in the workplace. It is required that the BEE Manager attends the BEE Academy for 3 hours per week, every week for 5 months. The course includes training, mentoring, practical and assessment components as we know, in the absence of entrenching theory through practice and assessments, theory does not translate into knowledge. The primary aim of this course is to translate the theory into practicable knowledge and application.

This course contains all the information required to effectively manage a company's B-BBEE Score. The Trainers will share how they have used 'Business Cases' to achieve buy-in from all levels of management and 'Business Cycles', 'Leverage Points', BEE Process and BEE Systems to embed BEE into the business' operations. The Trainers will train on the 'Integrated Sustainable Operational Governance' (ISOG) BEE Framework which provides an effective framework within which BEE Programmes can be successfully delivered.

The Trainers will share information on how companies have established BEE Management structures which are designed to limit BEE administration time while maintaining the required controls over BEE score progress. They will illustrate how to secure return on investment from BEE programmes in all areas of the BEE Scorecard and explore how to measure the return on investment.



### Course Structure

#### **Course Capacity**

10 BEE Managers

#### **Course Duration**

3 hours weekly for 5 months

#### **Format**

60 hours theory and  
5 months practical assignments

#### **Location**

BEE Academy/Place of Work

#### **Qualification**

Course Certificate

COURSE CURRICULUM

PRACTICAL ASSIGNMENTS

**MONTH 1** | Broad-Based Black Economic Empowerment Leadership Module

Week 1	Application Learning Framework	Read 'Integrated Sustainable BEE' – transforming South Africa.
	Skills Acquisition Continuum	
	South African Historical Context	
	Socio-economic Transformation Theory	
Week 2	B-BBEE Legal Environment	Assess the current state of leadership and Management over BEE in your business. Identify areas which are effective, need to be addressed and could be improved.
	B-BBEE Policy Framework	
	Managing the BEE time-line	
	The role of Leadership	
Week 3	BEE Integrated Sustainable Operational Governance (ISOG) Framework	Assess the current state of Operational Governance in your business. Identify risks associated with operational governance gaps.
	BEE Compliance versus Transformation Buy-in	
	A Business Case for B-BBEE	
	Working within a Corporate Culture	
Week 4	The Role of the Goal	Develop and present an implementation plan for Integrated Sustainable BEE Operational Governance environment in your business using all the tools available to achieve success.
	Using Business Cycles	
	Using Leverage Points	
	Understanding Return on Investment	
	Centralised and de-centralised control	
	Setting BEE Targets	
	How to use BEE Processes	
	How to use BEE Scorecard Systems	
	Periodic Monitoring and Measurement	
Periodic Reporting		

**MONTH 2** | Human Capital Value Chain Module *(Management Control, Employment Equity, Skills Development and Socio-economic Development)*

Week 1	Technical Understanding of the Management Control and Employment Equity Code	Assess current Employment Equity Management Structure Develop/enhance the Employment Equity Goal and Policy
Week 2	Technical Understanding of the Skills Development and Socio-economic Development Code	Assess current Skills Development Management Structure Develop/enhance the Skills Development Goal and Policy
Week 3	Integrated Sustainable Human Capital Value Chain Best Practice and workable principles	Assess the current state of your business against the Integrated Sustainable Human Capital Value Chain Framework (Management Control, Employment Equity, Skills Development, Socio-economic Development)
Week 4	Integrated Sustainable Human Capital Value Chain Best Practice and workable principles	Assess the current state of your business against the Integrated Sustainable Human Capital Value Chain Framework

**MONTH 3** | Human Capital Value Chain Module *(Management Control, Employment Equity, Skills Development and Socio-economic Development)*

Week 1	Structuring an Integrated Sustainable Human Capital Value Chain Operational Governance Environment	Develop/enhance the Integrated Sustainable Human Capital Business Strategy
Week 2	Structuring an Integrated Sustainable Human Capital Value Chain Operational Governance Environment	Develop a plan to improve the current state through the implementation of an Integrated Sustainable Human Capital Value Chain Governance Framework
Week 3	Integrated Sustainable Human Capital Value Chain Implementation challenges and solutions	Amend the plan to improve the current state and implement an Integrated Sustainable Human Capital Value Chain Governance Framework
Week 4	Presentation of Skills Development understanding, policy, procedure, strategy and Programmes.	Present to your company's BEE Committee and/or BEE Management Team

**MONTH 4** | Enterprise and Supplier Development Value Chain Module

Week 1	Technical Understanding of the Preferential Procurement and Enterprise Development Code	Calculate your company's Total Measured Procurement Spend and Enterprise Development Target
Week 2	Structuring an Integrated Sustainable Preferential Procurement and Enterprise Development Operational Governance Environment	Secure the procurement data required to calculate the company's Preferential Procurement Score.
Week 3	Preferential Procurement and Enterprise Development Best Practice and workable principles	Develop a Preferential Procurement and Enterprise/Supplier Development Strategy which has the optimum return on investment for your business.
Week 4	Presentation of Preferential Procurement and Enterprise Development understanding, policy, procedure, strategy and Programmes.	Present the Preferential Procurement and Enterprise/Supplier Development Strategy to the Procurement and Finance Management Teams

**MONTH 5** | B-BBEE Verification Audit Management Module

Week 1	The DTI, SANAS and IRBA	Review the Verification Manual and Guidelines and identify issues for your business
	Accredited Verification Agencies (SANAS/IRBA)	
	Verification Agency Staff Structure	
	Verification Audit Process	
	The BEE Certificate and the BEE Scorecard Report	
Week 2	Who owns your BEE Certificate	Collect all the documentation for a Quarterly Verification Audit.
	Technical Training on the Verification Manual and Guidelines	
Week 3	Developing a company's BEE Scorecard and calculating a score	Collect the missing documentation and develop a related BEE Scorecard and Score.
	Managing the supporting evidence	
	Identifying documentation risks	
Week 4	Present a Quarterly Verification Audit File for your Business along with a related Scorecard and Score	Assess existing BEE process and identify improvements.