

siyakha.



Outplacement Services

business & investment excellence with local relevance, that's how we're *making development happen*®

About Siyakha

Siyakha Consulting is a leader in the provision of Outplacement Assistance programmes having provided extensive services to thousands of South Africans for more than 25 years.

During this time, we have developed a suite of services that can be customised as a client desires & packaged to achieve the maximum impact for programme participants. We believe in supporting the organisation through the process of change as much as the individuals who are directly affected and the individuals who remain, so that the process is as stress-free as possible, and so that everyone can regroup, recover and rebuild as quickly as possible.

Our Divisions



BEE Services Including Sustainability and Regulatory Compliance

- ⑤ Our team work on all elements of the B-BBEE Scorecard, advising and implementing best practice solutions to earn maximum points on each element.
- ⑤ Rather than simply box-ticking, our services include an in-depth analysis of how a client can align their business strategy with the essence of B-BBEE compliance, ensuring scorecard adherence supports the operating excellence.
- ⑤ We believe that B-BBEE is only successful where it becomes an intrinsic part of the organisational ethos and considers the maximum opportunities that lie behind the business strategy to achieve meaningful transformation.



Development Services Enterprise Development, Rural Development, Localisation and Social Impact Audits

- ⑤ From start-up enterprise creation, to growth in industrial businesses, to complex Localisation programmes to helping communities to feed, educate and sustain themselves; this on-the-ground team is committed to making development happen.
- ⑤ Our SMME Development models focus on developing and delivering a clear integrated development strategy for the small business sector with the direct benefit of growing and developing the economy and maximising job creation opportunities to support economic growth.
- ⑤ We have successfully implemented SMME Development Projects since 2002 in all provinces of South Africa, providing SMME Development Funding support focusing on:
 - Fund Applications and Lodgment,
 - Business Plan Development,
 - Management of application process,
 - Financial Modelling,



Advisory Strategy , Ownership structures, Capital Raising

- ⑤ Providing corporate advisory services to organisations seeking to invest in or grow their operations in South Africa and across Africa.
- ⑤ Providing strategic advisory services, research (commercial feasibility) and implementation support to ensure successful Localisation; and
- ⑤ Providing support to achieve business growth, acquisition or strategic investment.

Siyakha People Services

Our Outplacement Offering includes:

- ⑤ Management Consultation;
- ⑤ Management Development;
- ⑤ Survivor Management;
- ⑤ Employee briefing sessions;
- ⑤ Personal Counselling;
- ⑤ Psychometric Testing;
- ⑤ Psychological Counselling;
- ⑤ Career Coaching;
- ⑤ Active Job Search assistance;
- ⑤ Financial Counselling;
- ⑤ Entrepreneurial Development;
- ⑤ Incubator assistance;
- ⑤ Mentorship/Coaching;
- ⑤ Training and re-development;
- ⑤ Communications Strategy;
- ⑤ Human Resources services;
- ⑤ Project Management.

Some of our services clients in this discipline include:



The Implementation Process

The Engagement Process

Meeting with your team to:

- ⑤ Design a Management Development intervention
- ⑤ Design a Survivor programme;
- ⑤ Design various programmes that service either Managerial level or blue-collar level employees as they will have different needs from a programme;
- ⑤ Understanding your:
 - Payroll,
 - Consultation process,
 - Medical benefits,
 - Pension benefits,
 - Points of consultation (i.e. severance package, dates, and notice period)

Programme Design

- ⑤ All programme collateral, reading material, training content or communications content;
- ⑤ FAQ's and information packs for each consultant or counsellor;
- ⑤ A communication programme for all employees to ensure frequent communication, consistently delivered and aligned to your process;
- ⑤ The Management Development Programme;
- ⑤ The Survivor Programme.

Management Development

Where the restructuring will impact teams who need to continue to achieve business results, it is vital that Managers are supported through this process and coached on how to manage change effectively within their teams.

A Management Development programme is intended to:

- ⑤ Debrief with managers and up-skill them in the management of the process.
- ⑤ The balancing act of supporting exiting team members whilst simultaneously motivating current employees to remain focused, productive, and engaged, is a key skill and our intention is to equip the managers with the requisite information, knowledge and understanding to effectively guide the organisation through the process.
- ⑤ Managers will have continual access to a management coach throughout the programme duration. This is a qualified coach as well as an organisational design, and/or people specialist.

Survivor Success

As early-on in the process as possible, we recommend that a survivor intervention is rolled out so that, for those employees remaining in the organisation, and specifically those that are customer-facing, there is a debrief, and a plan for the organisation moving forward.

This is delivered in one of three ways:

- ⑤ We design survivor interventions and methodology which the managers roll out with their teams underneath the Management Development Programme.
- ⑤ We design survivor interventions which include:
 - Team focus groups to debrief the change,
 - Ability to unpack the impact for each person (What's In It for ME?),
 - Organisational process flows, roles and responsibilities redefined in consultation with survivors to gain ownership of the process and buy-in to the end result.
- ⑤ We deliver Survivor workshops in smaller groups for employees and then the HR team roll out the survivor interventions post the workshops.

Personal Counselling

- ⑤ The process of personal counselling is conducted with all affected employees to understand all of the issues that may impact an individual's choices and options at this time;
- ⑤ The personal counselling session is compulsory for all programme participants and allows us to identify a personal plan for each individual and accordingly allocate a counsellor and schedule the sessions required for individual attention;
- ⑤ Compulsory attendance also allows us to provide evidence of risk management and mitigation of the impact of restructuring or closure;
- ⑤ As an outcome of these sessions, the employee has a clear career plan and a way forward;
- ⑤ Individuals who are not directly affected may elect to see a personal counsellor OR may be referred to your EAP service provider, where you have an existing service.

Career Coaching

- ⑤ Psychometric Testing should an individual require support in making career decisions;
- ⑤ We work with the individual to develop a career plan and then coach them through the process of successful integration into a new employment environment;
- ⑤ This includes, but is not limited to interview skills, dealing with agencies, handling the transition into a new culture, counselling around salary expectations, personal or skill development areas, professional goals, membership, and accreditation and managing their career moving forward;
- ⑤ This process works to critically analyse what we do professionally and why we do it. Often individuals find themselves in a 'job' that provides little to no fulfillment, or with diminished relevance to the market and market demand, and the individuals journey to that point is unclear;
- ⑤ The coaching process is designed to encourage individuals to self-analyse and look at all of the prospects available to them moving forward and coach them through the process of discovery.
- ⑤ A career plan is defined, and a strategy is formulated for each participant to achieve their career objectives.

Active Job Search

In addition to preparing a market-ready CV, the interview skills would be assessed, and advice given on improvements in this area.

We then actively work with the individual to:

- ⑤ Submit applications for suitable employment;
- ⑤ Optimally utilise the job search engines to source suitable work Drive the job search process to set up interviews;
- ⑤ Handle interview preparation and coaching post interview debriefing;
- ⑤ For each individual at least ten companies will be approached on their behalf
- ⑤ For large-scale retrenchments this process may be customised to the site and focus on employers within a specific geographic radius.

Financial Counselling

- ⑤ These sessions are designed to ensure that employees have all of the information needed to make good decisions and that they have the best level of financial stability that they can achieve during this process;
- ⑤ In these sessions, we take the employee through their Pension Fund (where applicable) rules and obligations;
- ⑤ The assessment of financial obligations, credit facilities is as important as having a budget to ensure that the employee has time to affect the job search process;
- ⑤ Most institutions will allow a payment holiday for individuals who are retrenched so it is vital for us to engage in this process as a priority;
- ⑤ A very important aspect of retrenchment or separation is how to manage one's finances.
- ⑤ Personal Financial Planning and Creating savings;
- ⑤ Counselling individuals out of Garnishee;
- ⑤ Orders, "Under Administration" or a debt trap;
- ⑤ Trusts and Wills;
- ⑤ Pension Funds/Provident Funds Managing your retrenchment package;
- ⑤ Looking at the financial implications of unemployment;
- ⑤ Looking at the financial implications of self-employment;
- ⑤ Medical Aid benefits and expenses Tax deductions and implications Pension Fund re-investment.

Customisation for employees

For some individuals, through the coaching process, we fully customise the solution.

For organisations with individuals electing to retire or senior professionals we have delivered programmes that include but are not limited to:

- ⑤ Training to become a professional coach;
- ⑤ Purchasing a franchise;
- ⑤ Development of a business investment strategy to create earnings into the future;
- ⑤ Exploring Entrepreneurship and understanding the grant support to achieve this goal;
- ⑤ Retirement and active mental and physical health planning to ensure that this is successful for the individual.

Entrepreneurial Development

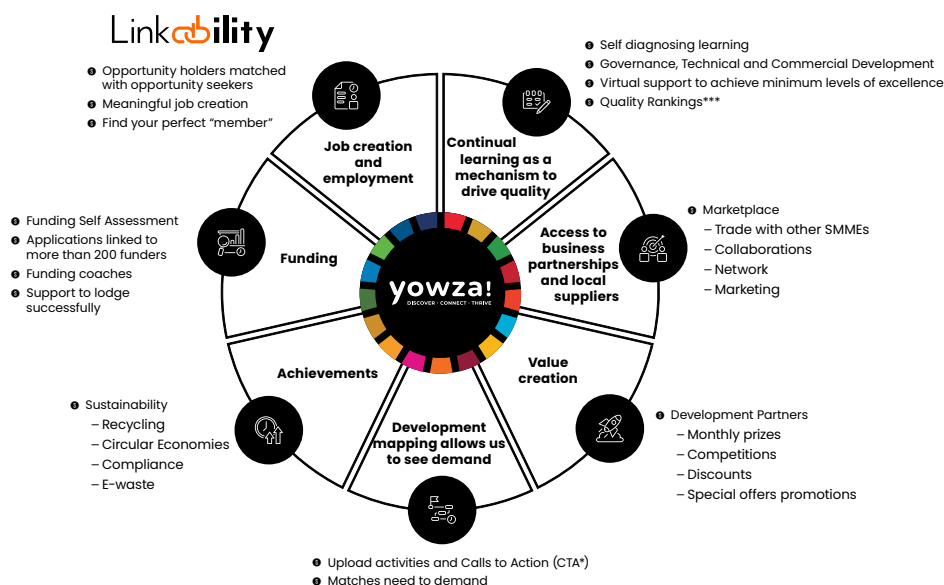
In South Africa's current economic climate, Entrepreneurship is something that everyone should and can consider as a career option. The process of understanding how to earn your own pay cheque is fast becoming the number one priority for the South African population.

- Siyakha is one of the leading providers of Enterprise and Supplier Development programmes and work closely to drive South Africa's Localisation objectives.
- We have implemented entrepreneurial development programmes and large-scale retrenchments for up to 3000 employees at a time with very strong results in sustainability and a sustainability rate of 86%, 3 years post implementation.
- It is important to recognise that entrepreneurial development, as a retrenchment outcome, can be claimed under ESD spend on the BEE scorecard, where required .
- Our first step, if entrepreneurship is an option, is to work with the individual to stress-test their idea or concept to ensure that it is viable and feasible.
- Participants may attend an entrepreneurial "bootcamp" which covers the fundamentals of starting a business, understanding business plan, commercial management, market positioning, costing and finance and building your market presence and sales.

For each business we will undertake a Needs Analysis, and from this create a Development Plan that supports the activation of the business idea to move the SMME from ideation into the Development or growth phase. Our planning and support is developed according to the company's budget and the timing of the intervention but ongoing support is provided through our online platforms' where required.

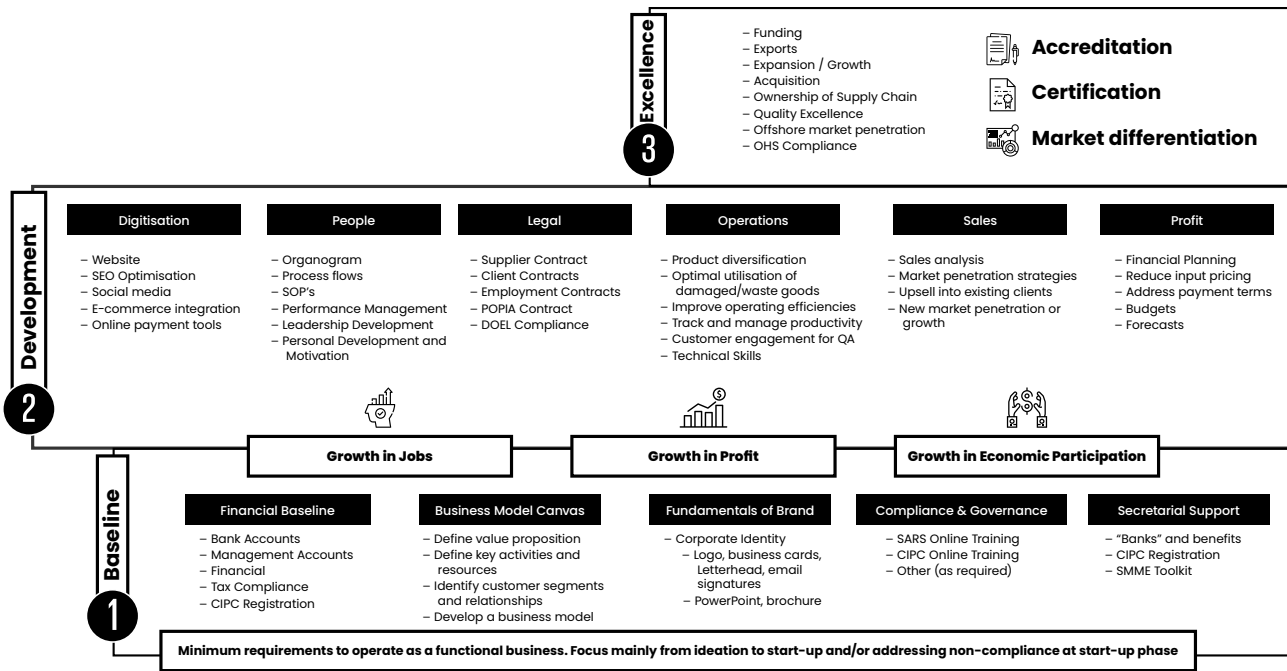
The level of support provide to the potential SMME depends on the company's outplacement programme but may include:

- I. Access to Bootcamp (which earns a certificate through Siyakha Learning, an Accredited training provider in new venture creation);
- II. One on one coaching by a business coach and full access to our SMME support programmes that include subject matter experts, commercial specialists and technical support and development;
- III. SMME's have the opportunity to access funding as a means to support the business establishment;
- IV. Thereafter, access to yowza!@ our online platform that provides online learning and development, online coaches, self-help guides including information, toolkits, downloadable forms and information funding facilitation, business planning, an SMME marketplace, access to opportunity and much more.



- V. For companies that wish to implement a fully-fledged long-term programme, our SMME development process is designed to move the participant from the start-up phase to the phase of excellence through targeted interventions, face to face coaching and on-site support and guidance throughout the project term.

Our SMME Development Model



Should the customer not wish to have a fully-fledged development service to support entrepreneurship, our commitment in this area is to support the individual wherever possible and this includes:

- ⑤ Identifying further training and development needs; Identifying possible business partners.
- ⑤ Funding and/or finance options for sound business ventures;
- ⑤ Coaches and/or mentors, where necessary.

Programme Management

We will create a project identity and brand.

The project manager will schedule all client interaction, all one-on-one counselling sessions and provide full utilisation reports. Please note that while individual content is confidential with the individual - their activity, their feedback, their progress and the outcomes of our intervention are detailed with the client each week, each month and in a final project report.

Training and Skills Development

The fundamentals of development are founded on the need to ensure that the South African population is skills rich. As an outcome of this process, a Skills strategy could include (but is not limited to):

Many operators will have worked in a blue-collar environment without ever having completed a trade test. The process allows us to submit RPL for each employee, to subsidise their trade tests and in this way, ensure that they go into the employment market fully qualified. The cost of this ranges from approximately R5 000 – R15 000 per person.

Many employees (not managerial level) will benefit from basic ICT skills, driver's licenses and other practical skills that make them more employable. Where we have implemented these solutions previously, we negotiate significant bulk-buying discounts to facilitate this learning.



Localisation and Manufacture

Industrialisation is South Africa's most important national strategy. We cannot achieve transformation without growth, and we cannot achieve growth until we start to localise more production and assembly in South Africa. To this end, the following options could be investigated as an outcome of the process:

In previous projects, we have identified assets on the Asset Register that are written off and from this, created a list of business opportunities that could be created through utilisation of these assets. This list is then made available to impacted employees and could include machinery, equipment, furniture, software, computers etc. Each of these assets provides a small business with a valuable start-up opportunity around which we can build a business plan and establish entrepreneurial opportunities around assets, which, although they have no value to your organisation any longer, they are an insurmountable stumbling block for a would-be entrepreneur. Employees have the opportunity to bid, individually or as a collective, for the award of these assets.



Supplier Development

We could work with your procurement team to identify supplier development opportunities to transition employees into small businesses that could ultimately supply the organisation. It is important that this is managed correctly so that it is not supplanted employment, but rather legitimate businesses created as a result of the intervention. Our SMME development team design a development map of which businesses could realistically be created and then work with suitable applicants to establish businesses. The outcome of this process is that they have the opportunity to present back to the company, but with no guarantee of a supplier contract. We will work with each business to ensure that they have at least 3 customers.

Commercial return on investment

Whilst these options may appear complex, we have extensive experience in rolling out programmes, on significant scale in relatively short periods of time. B-BBEE spend requirements include:

- ⑤ 6% of payroll to be spent on the training and development of Black People.
- ⑤ 2% of NPAT (or turnover in non-profitable years) to be spent on Supplier Development (sector dependent).
- ⑤ 1% of NPAT (or turnover calculation in non-profitable years) to be spent on Enterprise Development.
- ⑤ 1% of NPAT (or turnover calculation in non-profitable years) to be spent on Socio-Economic Development (CSI).

In this way, the company achieves:

- ⑤ A high social-impact restructure programme for staff;
- ⑤ Optimal B-BBEE investment;
- ⑤ Commercial return through not having to invest additional budgets, through the investigation of a suitable model that could increase operating efficiencies or product sales.



Customisation of Outplacement Services

As opposed to designing a solution and assessing the cost, the company may choose to give us a budget per person and we will develop a programme within that budget.

If an employee, would like to customise their programme, this can be achieved during their personal counselling sessions to include more focus on certain areas, less on others, or the introduction of new services.



A world-class approach to restructure

The opportunity to introduce an element of Localisation or developing enterprises through informal market sales, through the allocation of assets or through some form of enterprise development is very meaningful as an outcome of a process such as this. If we have the time and executive buy-in to develop a customised programme, then a design workshop will ideally be held as soon as next week with our entire team. This includes our HR (People Services) team, our funding team and our development services team. In this workshop, we will unpack all of the timing, opportunities, processes, the approvals and the models to design a world-class programme with actual costing and timelines. This design process including commercial plans and feasibility will take a month for us to conceptualise and finalise a detailed strategy, model and proposal.

Costing

Activity

- ⑤ Subject Matter workshops
 - Workshop held in entrepreneurship, or financial literacy to reach more people at once and reduce the per person cost,
 - Workshops include handbooks, customised content

 - ⑤ yowza!© Subscription at R350 per SMME per year

 - ⑤ Personal Counselling sessions

 - ⑤ Specialised consulting
 - Organisational behaviours therapist or;
 - Specialist skills required

 - ⑤ Programme management and consulting support
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Our standard hourly rate is R1250 per hour excl VAT, Specialists in our team are charged at R1500 per hour.



Costing models

Our costing models generally work on three options:

- ⑤ **Option 1:** the client buys a fixed number of sessions per employee, with the employee able to build their programme content to meet their requirements. e.g. 5 hours per employee, at our standard hourly rate of R1 250 per hour,
- ⑤ **Option 2:** the client provides a budget and we build a programme within that budget that meets the client and the employee expectations.
- ⑤ **Option 3:** a full-service programme is provided at a fixed project cost including all services, project management, organisational and individual support.

Conclusion

Siyakha aims to partner with our clients in long-term relationships and become a supplier of choice. The key to our success lies not in prescribing solutions, but rather in identifying each company's individual requirements and designing best practice solutions to suit the specific needs of the organisation.

We thank you for the opportunity to present our services and congratulate you on your commitment to this process. We welcome any further queries or discussion to finalise a suitable structure for you.





Participant Testimonials

"It was a very good and fruitful day and I look forward to day 2. Well done to the Durban team for handling everything so well. Well done team Siyakha. It was truly an awesome day!"

"You know I woke up this morning thinking "ugh, why do I really have to go? It's just going to be another blah blah blah! And for five days !!!!! Well, I definitely made the right decision! This guy Raymond is really good, and I didn't realise I had so much to learn . Thank you for encouraging me to come - I feel revived"

"Thank you incredible Siyakha team for developing this week's material - it is brilliant - today was another reason to be so proud to be involved with Siyakha #proud day"

"Wow, this is really amazing work you guys are doing. I had no idea people going through retrenchments had access to this kind of support and I am very eager to get involved in the process"

"I haven't been in the job market for 9 years, so much has changed when it comes to job searching and I have learnt so much through the career coaching sessions and I've come out with a more professional CV and more confidence in my approach to interviews"

"After receiving the news of my retrenchment my first thought was to find a new job. This programme has opened my eyes to entrepreneurship and what I really want out of life. I now have a positive outlook and realize that being retrenched was actually a blessing in disguise"

"I have some great news, I've just gotten a job offer! Although I have found a job, which was the goal at the end of the day, I would still like to continue with our career coaching sessions as they have helped me so much and I feel I could still benefit from further sessions to continue growing"



Employee Briefing Session



Entrepreneurship Bootcamp



Bootcamp Award Ceremony



Bootcamp Award Ceremony



Bootcamp Award Ceremony

