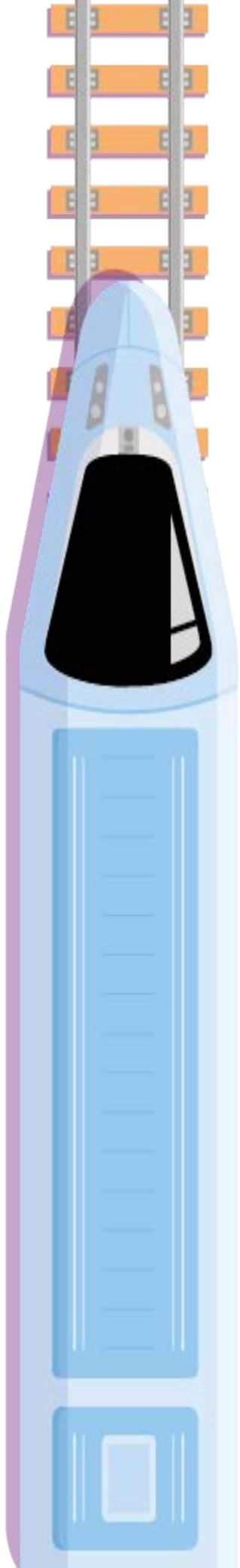


# 2017 Training Calendar



## Contacts

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# Table of Contents



## Special Dates to Note:

**Secretary's Day**  
6 September 2017

**Casual Day**  
1 September 2017

**Spring School**  
4-6 October 2017

**Bosses' Day**  
16 October 2017

**Booking Procedure**  
See page 12 - 14

KPMG Learning & Development  
85 Empire Road  
Parktown,  
2193

**L&D Website:**  
<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## KPMG's Learning Culture 70:20:10

'Learning Before' Question Inventory	4
'Learning During' Question Inventory	5
'Learning After' Question Inventory	6
Examples of 70:20:10	7

## Instructor Led Training

Introduction	10
Booking Procedure	12

## Induction

Annual Induction for CA Trainees	15
Monthly Induction for Experienced Hires	16

## Audit

Audit 1 Fundamentals	17
Impress for Success	19
Audit 2 – Experienced Audit Assistant	20
Audit 3 – In-Charge Auditor	22
Audit 4 – Experienced In-Charge Auditor	24
Audit 5 – Annual Audit Update	26
CA Tax Training	27
KAM for Experienced Hires	28
Insights into Audit Management	29
SAICA Induction Training	30
SAICA Registered Assessor Training	31
Vacation Student Training	32
Tax Academies	35
Career Day	36

## Advisory

Advisory Fundamentals	37
KPMG InTouch	38
Advisory On-Boarding	39
Advisory Risk & Engagement Management	40
Core Consulting Skills	41
Accounting and Auditing for Non-Accountants	42
Public Sector	43
Public Sector Procurement	44
Essential Project Management	45
Applied Project Management	46
Process Analysis	47

## KPMG Milestone Events

New Managers Milestone Event	48
New Senior Managers Milestone Event	49
New AD Milestone Event	50
New Partner Induction	51

## Client Service Skills

KPMG Way Business Development Skills	52
KPMG Seal the Deal Day 1	53
KPMG Seal the Deal Day 2 & 3	54
Business Development Core Skills 1 & 2	55
Account Planning Workshops	56
MarketEDGE	57
Leading Commercial Negotiations	59
Fee Negotiation Skills	60
Enhancing Value for Clients	61
Managing Engagements	62
Building Strategic Relationships	63
Facilitating Executive Decision Making	64

## Instructor Led Training (continued)

### Interpersonal Skills

Development Makes the Difference (DMD)	65
Coaching Essentials	66
Business Writing Skills	67
Presentation Skills	68
Generic Trainer Accreditation Course (GTAC)	70
Experienced Facilitators Accreditation Programme (EFAP)	71
Discover your Inner Leader	72

### Leadership Development

Development Centre	73
Assessment Centre	74
Thrive	75
Executive Development Program (EDP)	76
Partner Development Program (PDP)	77
Investment in Excellence	78

### Specific Topics (across all functions)

Ethics	79
Word Training – KPMG Difference Template Training	80
PowerPoint Template Training	81
Microsoft Office – PowerPivot in Excel	82

### Support Staff Infrastructure Training

Support Staff Fundamental Skills	83
Frontline Forum	84
Teambuilding Events	85

### Department of Professional Practice

	85
--	----

### Digital Learning Solutions (DLS)

#### What's #Trending Online

	89
--	----

### Virtual Classrooms

Audit Specific-Train-the-Trainer	90
VC 4 Me	91
KPMG Seal the Deal	92

### KPMG Business School FAQs

	93
--	----

### Success Factors

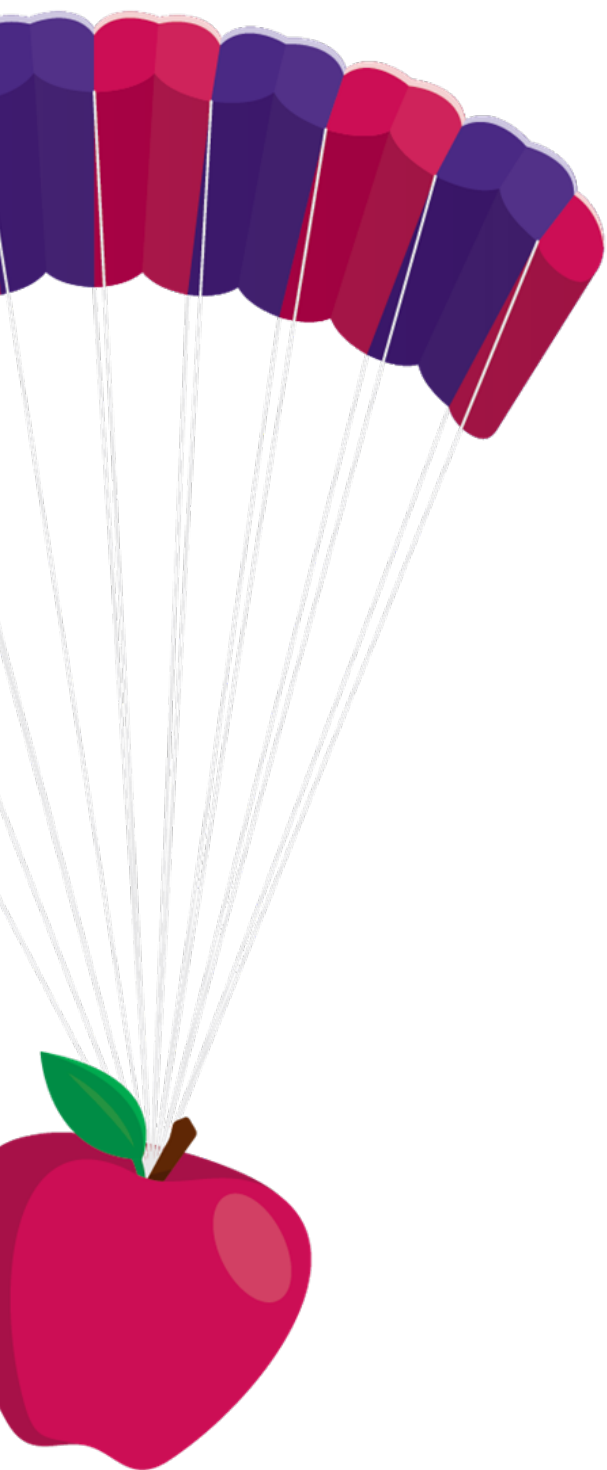
	94
--	----

### Administration

L&D Calendar Month at a Glance	96
Booking training rooms	108



# KPMG'S Learning Culture





70:20:10

Approach work activities with this intentional learning mindset to improve the likelihood of success on the job.



**'Learning Before' Question Inventory**

Objectives	Challenge and Stretch	Preparation and Support
<ol style="list-style-type: none"> <li>1. Why am I doing this? Do I want or need to learn this?</li> <li>2. Where am I now in terms of my current capability? What should I be able to do differently afterwards?</li> <li>3. How will this help the organization?</li> <li>4. Is this my core challenge or a symptom of another challenge?</li> </ol>	<ol style="list-style-type: none"> <li>5. Is this development experience visible (e.g., to senior executives within the organization)?</li> <li>6. Is there a certain degree of risk?</li> <li>7. Is there a reasonable degree of decision making?</li> <li>8. Will I be stressed (more than usual) by this experience?</li> <li>9. Are there potential sources of conflict (e.g. conflicting priorities)?</li> </ol>	<ol style="list-style-type: none"> <li>10. What resources will I have to help me?</li> <li>11. What will my roles and responsibilities be?</li> <li>12. What will I need to do and who will I need to work with to get the most from this experience?</li> <li>13. Who are the potential 'role models'?</li> </ol>



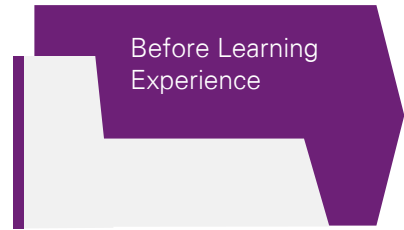


70:20:10

Approach work activities with this intentional learning mindset to improve the likelihood of success on the job.



‘Learning During’ Question Inventory		
Project Scope	Support and Guidance	Self Development
1. How is the project proceeding in relation to the objectives set?  2. Have the circumstances that the project was designed to address changed at all?  3. Are the objectives and the project plan still valid or do we need to adjust expected outputs, resources, and timescales?	4. Can others help us with any unexpected difficulties that have emerged?  5. Has anyone done a similar project before (in our organization or elsewhere)?  6. How have other teams/individuals overcome barriers similar to those that we are encountering?	7. Am I gaining exposure to all the experiences agreed on earlier?  8. What changes to my skills and behaviours are already evident as a result of working on this project?  9. What unexpected skills have I acquired or experiences have I been exposed to?  10. Have I met new individuals during this project who can push my development?





70:20:10

Approach work activities with this intentional learning mindset to improve the likelihood of success on the job.




**'Learning After' Question Inventory**

Initial Reaction	"Doing Things Differently"	Skills and Behaviours
<ol style="list-style-type: none"> <li>1. What surprised me about this experience?</li> <li>2. What met my expectations? What did not meet my expectations?</li> <li>3. How did I feel before, during, and after the experience?</li> </ol>	<ol style="list-style-type: none"> <li>4. What would I do differently if I do this again?</li> <li>5. What would I have done, what would I have read, and who would I have met with to better prepare myself before the experience?</li> </ol>	<ol style="list-style-type: none"> <li>6. What skills and behaviours did I display most effectively during the experience?</li> <li>7. What skills do I wish I had demonstrated more effectively in completing the experience? How can I gain these skills?</li> <li>8. What did I learn that I can apply to my current and future work responsibilities?</li> </ol>





# Examples of 70:20:10 in Action

 <b>EXPERIENCE</b> Learn & Develop Through Experience	 <b>COLLABORATION</b> Learn & Develop Through Collaboration with Others	 <b>EDUCATION</b> Learn & Develop Through Courses and Programs
<ul style="list-style-type: none"> <li>— Apply new learning in real situations</li> <li>— Solving problems</li> <li>— New work within existing role</li> <li>— Increased span of control / Increased decision making</li> <li>— Special projects / assignments, participate in working group</li> <li>— Day-to-day research, web browsing / Research and apply best practice</li> <li>— Champion and/or manage changes</li> <li>— Internal/external speaking engagements</li> <li>— Project reviews, site/client visits</li> <li>— Exposure to other department/roles</li> <li>— Stretch assignments, secondments</li> <li>— Community activities and volunteering</li> </ul>	<ul style="list-style-type: none"> <li>— Informal feedback and work debriefs</li> <li>— Seeking advice, asking opinions, sounding out ideas</li> <li>— Coaching from managers/others</li> <li>— 360 feedback</li> <li>— Assessments with feedback</li> <li>— Mentoring, reverse mentoring, coaching</li> <li>— Learning through teams/networks</li> <li>— Internal/external networks/contacts</li> <li>— Professional /Industry association involvement or active membership</li> <li>— Facilitated group discussions, e.g. action Learning</li> </ul>	<ul style="list-style-type: none"> <li>— Courses, workshops, seminars</li> <li>— Online learning / virtual classroom</li> <li>— Simulations, Evaluations</li> <li>— Structured programs</li> <li>— Professional qualifications/accreditation</li> <li>— Formal education, e.g. University, Business School</li> </ul>







70% <sup>experience</sup>  
of learning  
comes from  
on the job  
experiences

This block features a blue apple with a bite taken out of its right side. To its right, the text reads '70%' in large white font, with the word 'experience' in smaller white font above it. Below this, the text 'of learning comes from on the job experiences' is written in white lowercase letters.

20% <sup>collaboration</sup>  
of learning  
comes from  
feedback  
through  
others

This block features a blue apple with a bite taken out of its right side. To its right, the text reads '20%' in large white font, with the word 'collaboration' in smaller white font above it. Below this, the text 'of learning comes from feedback through others' is written in white lowercase letters.

10% <sup>education</sup>  
of learning  
comes from  
Formal  
Learning  
programmes

This block features a blue apple with a bite taken out of its right side. To its right, the text reads '10%' in large white font, with the word 'education' in smaller white font above it. Below this, the text 'of learning comes from Formal Learning programmes' is written in white lowercase letters.

# Instructor Led Training



# Introduction



## Terms and conditions apply

Please note that dates may change during the course of the year. It is the responsibility of the person doing the booking to check with the project administrator to confirm the dates as L&D will not be held liable for any costs incurred.

## Cancellation notice

Internal venue: 10 working days

External venue: 30 working days

(≤10 days = 100% penalty fees / 11-30 days = 50% penalty fees)

Penalty cost for cancellation will be charged if less than the stipulated days.

## Booking Procedure

Please refer to pages 12-14 as well as the individual course page.

## Acronyms

### SA&OTBC:

South Africa, Swaziland, Namibia, Botswana & Zambia

### OAC:

East Africa, Ghana, Sierra Leone, Nigeria, Angola & Democratic Republic of Congo

### MMMZim:

Malawi, Mauritius, Mozambique & Zimbabwe

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

### L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

The training calendar for 2017 details the Learning and Development (L&D) courses available to member firms in Sub-Saharan Africa. The courses detailed in this brochure are for attendance in South Africa. Should there be a request to run any of these courses, except for Milestone Events and Leadership Development, in other countries, a separate budget should be requested from Charli Himonga or Sue Kin.

The majority of courses are held in the Johannesburg, Cape Town, Pretoria and Durban offices. All audit courses are budgeted for in these respective offices:

- Bloemfontein and Secunda delegates attend in Johannesburg;
- Polokwane delegates attend in Mbombela (and may rotate annually);
- Swaziland, Namibia, Botswana and Zambia delegates attend in Johannesburg depending on the cost benefit analysis.

Travel arrangements for attending L&D workshops in SA should be in line with the same arrangements when attending training elsewhere in KPMG regionally and globally.

Hotel accommodation reservations will be made centrally by L&D Johannesburg to enable negotiations for the best price and rating.

With effect 1 November 2015, all delegates from other countries (except for Namibia, Botswana, Zambia and Swaziland) pay for their own accommodation and expenses upon checking out of the hotel.

Delegates will submit their expense claims locally after returning to their home country;

1. Delegates will need to have credit cards to pay for these expenses. We would prefer that delegates do not travel with large amounts of cash;
2. Delegates will have a choice in where they have dinner.
3. L&D will be able to provide guidance on a reasonable amount to refund for dinner;
4. Should delegates prefer a different hotel, they will be responsible for their own arrangements including reservations;
5. Airport transfers will still be arranged where delegates cannot make use of the Gautrain. We request that flights should not be booked when the arrival time is between 1am and 5am.

The exception will be when an event (e.g. the career milestone events or the development and assessment centres) takes place at a hotel or venue where the delegates will also be staying. In these instances, the cost of accommodation as well as one night pre-course and one night post-course accommodation will be included in the course cost and invoiced as such.

Training costs will differ according to each regions and are grouped as per the acronyms on the left pane.

If a delegate is on long term secondment – then the country where the delegate is on secondment, should be invoiced. But if the delegate is just on a short term secondment – then the country nominating them should confirm that they are aware they will be paying and if they disagree – then it is that office's responsibility to discuss this with the other office and decide how they would like to manage the costs.

# Introduction



## Terms and conditions apply

Please note that dates may change during the course of the year. It is the responsibility of the person doing the booking to check with the project administrator to confirm the dates as L&D will not be held liable for any costs incurred.

## Cancellation notice

Internal venue: 10 working days

External venue: 30 working days

(≤10 days = 100% penalty fees / 11-30 days = 50% penalty fees)

Penalty cost for cancellation will be charged if less than the stipulated days.

## Booking Procedure

Please refer to pages 12-14 as well as the individual course page.

## Acronyms

### SA&OTBC:

South Africa, Swaziland, Namibia, Botswana & Zambia

### OAC:

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### MMMZim:

Malawi, Mauritius, Mozambique & Zimbabwe

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

### L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

The cancellation policy will be as follows:

1. For an internal venue, KPMG L&D must be notified 10 working days (two calendar weeks) prior to the course running in order to avoid penalty costs. Exceptions to this stipulation will be made in the following circumstances:
  - The participant is off sick and a valid doctor's note is provided.
  - The participant arranges a suitable replacement for him/her.

Even when these exceptions apply, the BU/office will be charged for any actual costs already incurred by KPMG L&D e.g. software costs of profiles or accommodation costs.

2. For an external venue, KPMG L&D must be notified 30 working days (six calendar weeks) prior to the course running in order to avoid penalty costs. Exceptions to this stipulation will be made in the following circumstances:
  - The participant is off sick and a valid doctor's note is provided.
  - The participant arranges a suitable replacement for him/her.

If the cancellation is received ≤10 working days prior to the course, 100% of the penalty fee stipulated will be charged. If the cancellation is received 11 – 30 working days prior to the course, 50% of the penalty fee stipulated will be charged.

Even when these exceptions apply, the BU/office will be charged for any actual costs already incurred by KPMG L&D e.g. software costs of profiles or accommodation costs.

3. Where courses are limited by KPMG L&D to 30 participants or less, no-show penalties are applicable. Unless KPMG L&D receives notification of non-attendance more than 72 hours prior to the course, a flat rate of ZAR 500 will be charged to the respective business unit. Where course attendance is unlimited or the limit exceeds 30 (as set by KPMG L&D), no penalties are applicable, subject to the discretion of KPMG L&D.
4. For other African countries penalty costs will apply plus additional costs incurred if cancellation is not communicated within the stipulated time, e.g. accommodation and airport transfers

# Booking Procedure



The tables below will provide information on the various options you can make use of, to book yourself on the courses listed in this training calendar.

Please consult the list below in conjunction with the information included for the individual course and refer to the contents page for the course page number.

Course Name	Book via ZA-FM National L&D Enrolments email Yes/No?	Book via BU L&D Administrator directly in Success Factors (GLMS). Yes/No?	Book via Self Registration on Success Factors (GLMS). Yes/No?	Other
Annual Induction for CA Trainees	No	No	No	Direct email to Project Administrator
Monthly Induction for Experienced Hires	No	No	No	Direct email to Project Administrator
Audit 1 Fundamentals	No	Yes	No	No
Impress for Success	No	Yes	No	No
Audit 2 – Experienced Assistant	No	Yes	No	No
Audit 3 – Auditor in Charge	No	Yes	No	No
Audit 4 – Experienced in Charge	No	Yes	No	No
Audit 5 – Annual Update	No	Yes	No	No
CA Tax Training	No	No	No	Direct email to Project Administrator
KAM for Experienced Hires	Yes	No	No	No
Insights into Audit Management	Yes	No	No	No
SAICA Induction Training	No	No	No	Direct email to Project Administrator
SAICA Registered Assessor Training	No	Yes	Yes	No
Vacation Student Training	No	No	No	Direct email to Project Administrator
Tax Academies	No	No	No	Direct email to Project Administrator
Career Day	No	Yes	No	No
Advisory Fundamentals	No	No	No	Direct email to Project Administrator
KPMG InTouch	No	No	No	Loaded onto GLMS based on signed attendance register
Advisory On-Boarding	No	No	No	Direct email to Project Administrator
Advisory Risk & Engagement Management	No	Yes	No	Direct email to Project Administrator
Core Consulting Skills	No	Yes	No	Direct email to Project Administrator
Accounting and Auditing for Non-Accountants	No	Yes	No	Direct email to Project Administrator
Public Sector	No	Yes	No	Direct email to Project Administrator
Public Sector Procurement	No	Yes	No	Direct email to Project Administrator
Essential Project Management	No	Yes	No	Direct email to Project Administrator
Applied Project Management	No	Yes	No	Direct email to Project Administrator
3PM	No	Yes	No	Direct email to Project Administrator
Process Analysis	No	Yes	No	Direct email to Project Administrator

# Booking Procedure



Course Name	Book via ZA-FM National L&D Enrolments email Yes/No?	Book via BU L&D Administrator directly in Success Factors (GLMS). Yes/No?	Book via Self Registration on Success Factors (GLMS). Yes/No?	Other
New Managers Milestone Event	Yes	No	No	No
New Senior Managers Milestone Event	No	No	No	Direct email to Project Administrator
New AD Milestone Event	No	No	No	Direct email to Project Administrator
New Partner Induction	No	No	No	Direct email to Project Administrator
KPMG Seal the Deal Day 1 (KSD1)	No	Yes	No	Direct email to Project Administrator
KPMG Seal the Deal Day 2 & 3 (KSD 2&3)	No	Yes	No	Direct email to Project Administrator
Business Development Core Skills 1 & 2	No	Yes	No	Direct email to Project Administrator
Account Planning Workshops	No	No	No	Direct email to Project Administrator
MarketEDGE	No	No	No	Direct email to Project Administrator
Leading Commercial Negotiations	No	No	No	Direct email to Project Administrator
Fee Negotiation Skills	No	Yes	No	No
Enhancing Value for Clients	No	Yes	No	Direct email to Project Administrator
Managing Engagements	No	Yes	No	Direct email to Project Administrator
Building Strategic Relationships	No	Yes	No	Direct email to Project Administrator
Facilitating Executive Decision Making	No	Yes	No	Direct email to Project Administrator
Development Makes the Difference (DMD)	No	Yes	No	No
Coaching Essentials	No	Yes	No	No
Business Writing Skills	No	No	No	Direct email to Project Administrator
Presentation Skills	No	Yes	No	No
Generic Trainer Accreditation Course (GTAC)	No	No	No	Direct email to Project Administrator
Experienced Facilitators Accreditation Programme (EFAP)	No	No	No	Direct email to Project Administrator
Discover your Inner Leader	No	Yes	No	Direct email to Project Administrator
Development Centre	No	No	No	See page 72
Assessment Centre	No	No	No	See page 73
Thrive	No	No	No	See page 74
Executive Development Program (EDP)	No	No	No	Direct email to Project Administrator
Partner Development Program (PDP)	No	No	No	Direct email to Project Administrator
Investment in Excellence	No	No	No	Direct email to Project Administrator
Ethics	No	Yes	No	No

# Booking Procedure



Course Name	Book via <b>ZA-FM National L&amp;D Enrolments</b> email Yes/No?	Book via <b>BU L&amp;D Administrator</b> directly in <b>Success Factors (GLMS)</b> . Yes/No?	Book via <b>Self Registration on Success Factors (GLMS)</b> . Yes/No?	Other
Word Training – KPMG Difference Template Training	No	No	No	Direct email to Project Administrator
PowerPoint Template Training (including KPMG branding)	No	No	No	Direct email to Project Administrator
Microsoft Office – PowerPivot in Excel	No	No	No	Direct email to Project Administrator
Support Staff Fundamental Skills	No	Yes	No	No
Frontline Forum	No	No	No	Direct email to Project Administrator
Teambuilding Events	No	No	No	See page 84
VC Specific Train-the-Trainer (Audit)	No	No	No	For newly accredited trainers in the year concerned
VC 4 Me	No	No	No	Your attendance will be loaded onto GLMS
VC KPMG Seal the Deal	No	No	No	Direct email to Project Administrator
Department of Professional Practice	No	No	No	See page 85
Risk Management	No	No	No	See page 86

# Annual Induction for Trainees



## Target Audience

Mandatory for all new graduates

## Entrance Requirement

Prerequisite for SAICA sign off

## Course Duration

5 days

## Course Fees per Delegate

SA : R2 920 - Advisory  
R1 440 - Audit

OAC : R4 860 - Advisory  
R3 320 - Audit

MMMZim: R4 750 - Advisory  
R3 220 - Audit

## Cancellation/penalty costs:

See page 10 – 11 for explanation

R1 440/R4 320 – Audit

R2 920 /R8 760 – Advisory

## Course Venue

Internal

## Number of Delegates

Minimum: N/A

Maximum: N/A

## Project Manager

Sbonelo Masilela

Tel: + [27] 82 719 2925

Fax: 010 001 6616

[sbonelo.masilela@kpmg.co.za](mailto:sbonelo.masilela@kpmg.co.za)

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Arini Vlotman

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Fax: 010 001 6616

[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a 5 day training course developed to induct a new graduate into KPMG. The course is mandatory for all new graduates starting a training contract with KPMG.

## Course Objectives

The objective of the annual induction is to introduce new trainees to KPMG - who we are, what we do and how they fit into the KPMG family.

## Course Topics

- KPMG - Who we are, what we do, the brand
- Risk management
- HR matters
- BU specific matters
- ITS training
- eAudIT training (fifth day for Audit new joiners)

## Assessment

No assessment required.

Venue	Date
Johannesburg (Advisory)	3-6 January 2017
Johannesburg (Audit)	30 January-3 February 2017



# Monthly Induction for Experienced Professionals



## Target Audience

Mandatory for all experienced hires, within 1 month of joining the firm

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R760  
OAC : R3 020  
MMMZim: R2 810

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R760/R2 280

## Course Venue

Internal

## Number of Delegates

Minimum: N/A  
Maximum: N/A

## Project Manager

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Tel: + [27] 82 716 1332  
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Fax: 010 001 6616  
[sue.kin@kkpmg.co.za](mailto:sue.kin@kkpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a 1 day training course developed to induct a new hire into KPMG. The course is mandatory for all new experienced hires starting with KPMG.

## Course Objectives

The objective of the monthly induction is to introduce new hires to KPMG - who we are, what we do and how they fit into the KPMG family.

## Course Topics *All of the modules are web-based training modules (i.e. eLearning)*

- Annual Independence Training (level and BU specific) – mandatory Risk Management module.
- Data Privacy – mandatory Risk Management module.
- Acting With Integrity – mandatory Risk Management module.
- Information Protection Fundamentals – basic Risk Management protocol.
- HR Matters – leave procedures, salary procedures, ‘perks at work’, etc.
- ITS Induction Program – IT hardware, software and IT security modules.
- World of KPMG – working life at KPMG, including:
  - o We are KPMG (the KPMG story, purpose, etc.)
  - o My personal development (myPD, feedback, etc.)
  - o Being a KPMG professional (including dress code)
  - o Transformation
  - o 7 Star Service
  - o SHE matters

Venue	Date
Johannesburg	3-4 January 2017
Johannesburg	1-2 February 2017
Johannesburg	1 March 2017
Johannesburg	3 April 2017
Johannesburg	2 May 2017
Johannesburg	1 June 2017
Johannesburg	3 July 2017
Johannesburg	1 August 2017
Johannesburg	1 September 2017
Johannesburg	2 October 2017
Johannesburg	1 November 2017
Johannesburg	1 December 2017

# Audit 1: Audit Fundamentals



## Target Audience

First year Audit and Advisory CA trainees (0 - 6 months of Training Contract)

## Entrance Requirement

Pre-requisite to attend Audit 2

## Course Duration

5 days

## Course Fees per Delegate

SA : R780  
OAC : R4 590  
MMMZim: R4 000

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R780/R2 340

## Course Venue

Internal

## Number of Delegates

Minimum: TBC  
(depends on the office)  
Maximum: 30

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is the first course the CA trainees attend during their training contract. This course introduces them to the KPMG Audit Methodology (KAM) and eAudIT as well as some of the basic audit procedures that a first year would be expected to perform. The focus is on providing new joiners with information on how to perform the engagement responsibilities of a first year auditor.

## Course Objectives

Course objectives are to enable participants to:

- apply KAM and the ISAs when performing the tasks of a first year auditor, given access to appropriate technical resources and guidance from more senior staff
- use eAudIT on an audit engagement when performing the tasks of a 1st year auditor

## Course Topics

- What is an audit?
- Exercising professional judgment
- Risk management
- Audit risk
- Documentation skills
- Audit evidence
- What to do before I go out to the audit
- Accounting system
- What could go wrong and relevant controls
- Walkthroughs and design & implementation
- Testing operating effectiveness of controls
- Fraud
- Ethics
- Working together in eAudIT
- Test operating effectiveness
- Risk of material misstatement
- Substantive testing – substantive analytical procedures
- Substantive testing – test of detail
- Accounts payable
- Payroll
- Inventory
- Cash and cash equivalents
- Borrowings
- Checking financial statements

## Assessment:

Audit 1 assessment pass mark is 50%.

# Audit 1: Audit Fundamentals (contd.)



## Target Audience

First year Audit and Advisory CA trainees (0 - 6 months of Training Contract)

## Entrance Requirement

Pre-requisite to attend Audit 2

## Course Duration

5 days

## Course Fees per Delegate

SA : R780  
OAC : R4 590  
MMMZim: R4 000

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R780/R2 340

## Course Venue

Internal

## Number of Delegates

Minimum: TBC  
(depends on the office)  
Maximum: 30

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

Venue	Date
Pretoria	2-8 February 2017
Johannesburg	27 February – 3 March 2017 (cancelled)
Mbombela/Polokwane	27 February – 3 March 2017
Johannesburg	6-10 March 2017
Botswana	6-10 March 2017
Cape Town x3	13-17 March 2017
Durban	13-17 March 2017
Namibia	27-31 March 2017
Johannesburg	27-31 March 2017
Bloemfontein	27-31 March 2017
Port Elizabeth / East London	3-7 April 2017
Johannesburg	8-12 May 2017
Johannesburg	15-19 May 2017
Johannesburg	22-26 May 2017
Johannesburg	29 May – 2 June 2017
Johannesburg	5-9 June 2017
Zimbabwe	24-28 July 2017
Mauritius	21-25 August 2017
Swaziland	28 August – 1 September 2017
Zambia	11-15 September 2017
Malawi	30 October – 3 November 2017
Mozambique	6-10 November 2017

# Impress for Success (IFS)



## Target Audience

This is a mandatory course for first year Audit and Advisory CA trainees

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R400  
OAC : R2 940  
MMMZim: R2 640

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R400/R1 200

## Course Venue

Internal

## Number of Delegates

Minimum: TBC (*depends on the office*)

Maximum: 32

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a mandatory course for all CA trainees. The course is on the Professional Skills required to make an impact in the business world in relation to office etiquette, business writing and soft skills.

## Course Objectives

- Create a logical structure that links key messages and guides the reader
- Edit a document to increase its clarity
- Structure an effective executive summary
- Write clear and focused documents that are relevant and interesting to the reader

## Course Topics

- Office Etiquette: dress code, open plan, confidentiality, personal space, relationships, telephone and email etiquette.
- Importance of business writing
- Writing in the context of marketing
- Getting started
- Language and style
- Fluency
- Quick clarity calculation
- Creating the executive summary
- Soft skills: Dealing with difficult clients and interviewing skills

**Assessment:** Office etiquette & Confidentiality - Pass mark 50%.

Venue	Date
Mbombela	13-14 February 2017
Swaziland	10-11 April 2017
Johannesburg	18-19 April 2017
Johannesburg	24-25 April 2017
Cape Town	2-3 May 2017
Cape Town	4-5 May 2017
Johannesburg	17-18 May 2017
Cape Town	8-9 June 2017
Namibia	21-22 June 2017
Johannesburg	26-27 June 2017
Johannesburg	28-29 June 2017
Port Elizabeth / East London	3-4 July 2017
Botswana	24-25 July 2017
Pretoria	24-25 July 2017
Pretoria	26-27 July 2017
Johannesburg x2	7-8 August 2017
Durban	14-15 August 2017
Johannesburg	26-27 September 2017
Johannesburg	18-19 October 2017
Bloemfontein	6-7 November 2017
Johannesburg	27-28 November 2017

# Audit 2: Experienced Audit Assistant



## Target Audience

Mandatory for first year Audit trainees (6 – 12 months of Training Contract)

## Entrance Requirement

Audit 1

## Course Duration

5 days

## Course Fees per Delegate

SA : R880  
OAC : R4 760  
MMMZim: R4 130

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R880/R2 640

## Course Venue

Internal

## Number of Delegates

Minimum: TBC  
(depends on the office)  
Maximum: 32

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Audit 2 is intended for audit professionals who perform financial statement audits and have already completed one audit busy season. The focus is on preparing staff for the additional responsibility they will have as second year auditors.

Audit 2 includes a topic 'Corporate Finance' which all CA trainees must attend. KPMG South Africa's generic training plan (available on LTS) sets out the competency/competencies that trainees may achieve through simulation in this course.

## Course Objectives

The purpose of the KPMG Audit 2 course is to:

- Enable participants to perform the role of an experienced audit assistant in accordance with the International Standards on Auditing and KPMG Audit Methodology, given access to appropriate technical resources and guidance from more senior staff
- Demonstrate the skills required by an experienced audit assistant and perform and document tasks appropriate to their role at each stage of the audit

## Course Topics

- Roles & responsibilities of experienced audit assistants
- Identifying significant accounts & relevant assertions
- Risk of material misstatement
- Determine Planned Audit Approach
- Identifying Controls and Substantive Procedures
- Test of operating effectiveness
- Sales – Control Procedures
- Sales – Substantive Procedures
- Substantive Analytical Procedures
- Importing accounts into eAudit
- Caseware
- Corporate finance

## Assessment

- The Audit 2 assessment pass mark is 50%
- Corporate Finance assessment pass mark is 60%

# Audit 2: Experienced Audit Assistant (contd.)



## Target Audience

Mandatory for first year Audit trainees (6 – 12 months of Training Contract)

## Entrance Requirement

Audit 1

## Course Duration

5 days

## Course Fees per Delegate

SA : R880

OAC : R4 760

MMMZim: R4 130

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R880/R2 640

## Course Venue

Internal

## Number of Delegates

Minimum: TBC

*depends on the office)*

Maximum: 32

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

Venue	Date
Zimbabwe	3-7 July 2017
Mauritius	10-14 July 2017
Johannesburg	31 July – 4 August 2017
Johannesburg	14-18 August 2017 <i>(AAs first preference)</i>
Mbombela / Polokwane	21-25 August 2017
Port Elizabeth / East London	14-18 August 2017
Malawi	21 – 25 August 2017
Johannesburg	28 August – 1 September 2017
Pretoria	11-15 September 2017
Johannesburg	11-15 September 2017
Zambia	18-22 September 2017
Johannesburg	18-22 September 2017
Botswana	9-13 October 2017
Johannesburg x2	9-13 October 2017
Bloemfontein	9-13 October 2017
Cape Town	16-20 October 2017
Durban	23-27 October 2017
Namibia	23-27 October 2017
Mozambique	30 October – 3 November 2017
Johannesburg	6-10 November 2017
Cape Town x2	4-8 December 2017

# Audit 3: In-Charge Auditor (ICA)



## Target Audience

Mandatory for second year Audit trainees - (12 - 18 months of Training Contract)

## Entrance Requirement

Audit 1 & 2

## Course Duration

5 days

## Course Fees per Delegate

SA : R1 100

OAC : R4 990

MMMZim: R4 360

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 100/R3 300

## Course Venue

Internal

## Number of Delegates

Minimum: 20

*(TBC (depends on office))*

Maximum: 32

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The In-Charge Auditor course includes material about the role of the ICA, technical training on KAM International (KAM), the International Standards on Auditing (ISAs), eAudit, and professional skills required in the audit environment.

## Course Objectives

- The objective of the ICA course is to build key skills and knowledge of new ICAs which enables them to act as high performing ICAs and directly contributes to both audit quality and efficiency while maintaining and building strong client relationships.
- The course is designed to build critical thinking and professional judgment which allows new ICAs to perform their role to a high standard.

After attending this course, learners will be able to:

- Perform engagement management responsibilities as they pertain to the role of an ICA.
- Apply KAM appropriately on audit engagements.
- Utilize eAudit to effectively guide and document the audit.
- Effectively delegate engagement-related tasks and coach team members on their successful completion.
- Identify implications of decisions made throughout the audit.
- Apply professional judgment, which includes a mind-set of professional scepticism.
- Make considered decisions that are critical to the successful execution of an audit.
- Build and maintain strong professional relationships.
- Directly contribute to the efficiency and quality of an audit.
- Appropriately document work performed and decisions made that are critical to the successful execution of an audit.
- Recognize instances where further research is appropriate and effectively conduct research when appropriate.

## Course Topics

- Materiality
- Planning Internal Controls
- Delegation
- Material Non-Significant Accounts
- Management Representation Letters
- Journal Entries
- Resource Planning and Engagement Profitability
- Peer Feedback
- Project Management
- Partner Meeting
- Specialists
- Feedback
- Communications
- Information Produced by the Entity (IPE)

## Assessment

The Audit 3 pass mark is 50%.

# Audit 3: In-Charge Auditor (contd.)



## Target Audience

Mandatory for second year Audit trainees - (12 - 18 months of Training Contract)

## Entrance Requirement

Audit 1 & 2

## Course Duration

5 days

## Course Fees per Delegate

SA : R1 100  
OAC : R4 990  
MMMZim: R4 360

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 100/R3 300

## Course Venue

Internal

## Number of Delegates

Minimum: 20  
Maximum: 30

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

Venue	Date
Mbombela / Polokwane	27-31 March 2017
Namibia	3-7 April 2017
Johannesburg	3-7 April 2017
Johannesburg	15-19 May 2017
Johannesburg	22-26 May 2017
Johannesburg	29 May – 2 June 2017
Johannesburg	5-9 June 2017
Cape Town	26-30 June 2017
Zimbabwe	10-14 July 2017
Port Elizabeth	10-14 July 2017
Durban	10-14 July 2017
Johannesburg	17-21 July 2017
Cape Town x2	17-21 July 2017
Johannesburg - AA & Thuthuka	21-25 August 2017
Mozambique	28 August – 1 September 2017
Johannesburg	28 August – 1 September 2017
Malawi	25 – 29 September 2017
Pretoria	9-13 October 2017
Pretoria	16-20 October 2017
Botswana	16-20 October 2017
Mauritius	23-27 October 2017
Mauritius	6-10 November 2017
Zambia	6-10 November 2017



# Audit 4: Experienced in Charge



## Target Audience

Mandatory for second year Audit trainees (18 - 24 months of Training Contract)

Prerequisite for SAICA sign off

## Entrance Requirement

Audit 1, 2 & 3

## Course Duration

4 days

## Course Fees per Delegate

SA : R900

OAC : R4 480

MMMZim : R3 930

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R900/R2 700

## Course Venue

Internal

## Number of Delegates

Minimum: 20

*(TBC (depends on the office))*

Maximum: 35

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The Experienced in Charge course includes material about the role of the ICA, technical training on KAM International (KAM), the International Standards on Auditing (ISAs), eAudit, also looking at the professional skills required to lead and manage an audit team. Participants are encouraged to think about the expectations of their role as an experienced in charge (EIC). Audit 4 is grounded in the skills and behaviors and values of KPMG, and actively supports bringing these vital aspects to life in all aspects the role of an EIC.

## Course Objectives

Provide participants with the core skills and behaviours required of an Experience In Charge. At the end of this course participants will be able to:

- Manage an audit file from start to finish.
- Understand and apply basic methodologies relating to estimates.
- Be able to effectively review client financial statements.
- Feel more comfortable when dealing with difficult situations in client meetings.
- Feel more comfortable in an audit committee presentation.
- Be aware of the skills required to effectively manage engagement teams at a supervisory level.
- Be aware of what one should do to effectively manage the finance aspects of client engagements.
- Understand what one needs to do to work towards their next promotion.

## Course Topics

- Project management
- Engagement Set up and Scoping
- Think like a reviewer
- Client case study: planning analytical
- Client case study: budgets
- Client case study: audit file
- Estimates
- Audit misstatements and control deficiencies
- Difficult client discussions
- Financial statements
- Enhanced Audit reporting
- Audit Committee presentation
- Feedback

## Assessment

Written test relating to various KAM topics. Pass mark is 50%.

# Audit 4: Experienced in Charge (contd.)



## Target Audience

Mandatory for second year Audit trainees (18 - 24 months of Training Contract)

Prerequisite for SAICA sign off

## Entrance Requirement

Audit 1, 2 & 3

## Course Duration

4 days

## Course Fees per Delegate

SA : R900

OAC : R4 480

MMMZim : R3 930

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R900/R2 700

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 35

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

Venue	Date
Zambia	8-11 May 2017
Malawi	24-27 July 2017
Zimbabwe	14-18 August 2017
Johannesburg	21-24 August 2017
Cape Town x2	28-31 August 2017
Mozambique	26-29 September 2017
Port Elizabeth / East London	2-5 October 2017
Johannesburg x2	16-19 October 2017
Johannesburg	23-26 October 2017
Botswana	30 October – 2 November 2017
Johannesburg x2	30 October – 2 November 2017
Cape Town	30 October – 2 November 2017
Johannesburg	6-9 November 2017
Mbombela / Polokwane	13-16 November 2017
Johannesburg	13-16 November 2017
Mauritius	13-16 November 2017
Pretoria	27-30 November 2017
Johannesburg x2	27-30 November 2017
Durban	27-30 November 2017
Zambia	4-7 December 2017
Namibia	12-15 December 2017

# Audit 5: Annual Audit Update



## Target Audience

Third year audit trainees, supervisors, managers & partners

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R300

OAC : R1 790

MMMZim: R1 720

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R300/R900

## Course Venue

Internal

## Number of Delegates

Minimum: 30

Maximum: 200

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The annual audit update workshops are designed to advise and instruct participants on the current developments within the KPMG Audit Methodology, eAudit and other relevant regulations on an annual basis.

## Course Objectives

N/A

## Course Topics

N/A

## Assessment

No assessment required.

## Venue and dates to be confirmed.

# CA Tax Training



## Target Audience

Mandatory for all first year Audit and Advisory CA trainees – (8-12 months into their training contract). Prerequisite for SAICA sign off.

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R120  
OAC : R1 410  
MMMZim: R1 400

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R120/R360

## Course Venue

Internal

## Number of Delegates

Minimum: N/A  
Maximum: N/A

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

CA Tax training is intended to give chartered accountants a background on Value Added Tax (VAT) and Income Tax (both for entities and individuals) concepts and how to calculate the applicable tax in a practical scenario.

## Course Objectives

As part of the SAICA competencies, all article clerks need to meet certain tax related competencies. This course has been designed to address those needs, in order for all of the audit trainees to conform with the regulations and is a pre-requisite before their articles are signed off.

## Course Topics

- Value added tax
- Income tax of an entity
- Income tax for individuals.

## Course Elements

- Virtual Classroom sessions (run live, thereafter the recording is available on KBS)
- Recorded video sessions (available on KBS)
- Online assessment (available via third-party website)

All elements of the course need to be completed in order to gain the competencies.

## Assessment

Please note completion of this course will be assessed via the online assessment (available via third-party website).

## Venue and dates to be confirmed.

# KAM for Experienced Hires



## Target Audience

All experienced hires - supervisor level and above.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R800  
OAC : R8 480  
MMMZim: R6 980

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R800/R2 400

## Course Venue

Internal

## Number of Delegates

Minimum: 3  
Maximum: 10

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course focuses on up skilling experienced supervisors and managers in the KPMG Audit Methodology and the eAudit tool. The participants are given a brief overview from risk assessment through to completion.

## Course Objectives

The Objective of the course is to up skill experienced supervisors and managers in the KPMG Audit Methodology and the eAudit tool.

## Course Topics

- Risk Assessment Procedures
- Testing
- Completion

## Assessment

No Assessment

**Venue and dates to be confirmed upon request.**

# Insights into Audit Management



## Target Audience

Supervisors and experienced hires

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 700

OAC : R4 090

MMZim: R3 940

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 700/R11 100

## Course Venue

External

## Number of Delegates

Minimum: 10

Maximum: 25

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Insights to Audit Management is designed for supervisors recently out of training contract. The objective of the course is to provide specific guidance on the technical and project management aspects of being a manager. Each department has specific requests for sections to be added, but the main focus is for partners and other senior staff within the BU to discuss their expectations of the supervisors .

## Course Objectives

To illustrate to the prospective managers of a department what the expectation of the leadership of the BU is regarding the supervisors role going forward.

## Course Topics

- Project management
- Risk management
- New business assessment (NBA)
- Finance (Oracle and WIPS)
- Reviewing
- Resource Planning (BU specific)
- Other topical issues (based on needs analysis)

## Assessment

Case study reviews

Venue	Date
Johannesburg	14-15 June 2017
Johannesburg	29-30 November 2017

# SAICA Induction Training



## Target Audience

First year Audit and Advisory CA trainees

## Entrance Requirement

Attending the Learner Tracking System (LTS) training will be a pre-requisite to getting access to LTS to manage assessments

## Course Duration

4 hrs

## Course Fees per Delegate

SA : R200  
OAC : R1 440  
MMMZim : R1 420

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R200/R600

## Course Venue

Internal

## Number of Delegates

Minimum: N/A  
Maximum: N/A

## Project Manager / Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Compulsory training for all first year Audit and Advisory CA trainees on the SAICA assessment process. The course will detail both their responsibilities towards Engagement review forms as well as Assessment Needs Analysis. In addition it provides information relating to their careers and the assessment process at the end of their articles.

## Course Objectives

- To provide more detail about their training contract, how it works, what KPMG expects of them and what they can expect of KPMG, as set out in the SAICA Training Regulations.
- To provide a run-through of KPMG's SAICA competence assessment policy and the tools that are there to help you with these.

## Course Topics

- KPMG's responsibilities
- Trainees' responsibilities
- The SAICA training regulations
- The training contract

## Assessment Process

CA(SA) competency framework

KPMG's programme

- Assessment policy
- Technical skills
- Professional Conduct
- Pervasive professional behaviour
- Competency rating scales

## Time Frame

- Sessions should be scheduled in the first week of induction. People that join later in the year should contact Charli Himonga for a separate session.

# SAICA Registered Assessor Training



## Target Audience

All audit supervisors, managers & partners

## Entrance Requirement

CA (SA) / Mandatory for promotion from supervisor to manager

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 050

OAC : R5 200

MMMZim: R4 950

## Cancellation/penalty costs:

See page 10 – 11 for explanation

R3 050/R9 150

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 30

## Project Manager / Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The training is based on the Unit Standard 'Conduct outcomes-based assessment', which is registered at level 5 of the NQF. Upon successful completion of the training, delegates will receive certificates indicating that they are SAICA registered assessors.

Delegates will receive a SAICA Assessment Manual, which will form the basis for the assessment process in the training offices.

## Course Objectives

During this intensive two-day workshop, you will learn:

- What technical and professional skills (including professional conduct) trainees have to achieve
- Understand the 'language' of assessment, i.e. both the technical terminology relating to assessment as well as the ways of thinking and doing that are required of a competent assessor
- How to ensure that trainees are clear about what is expected of them
- How to ensure that the relationship between the trainee and the assessor during the assessment is conducive to the assessment
- How to put in place specific strategies to ensure quality training and development opportunities
- Implement effective competence assessment and review procedures to assist with the development of their trainees
- Improve effectiveness, efficiency and competitiveness through the effective training and development of your trainees

## Assessment

A portfolio of evidence is completed and submitted to SAICA and needs to be assessed as competent in order to be accredited as a Registered Assessor with SAICA.

Venue	Date
Johannesburg	15-16 May 2017
Cape Town	1-2 June 2017
Johannesburg	21-22 August 2017
Johannesburg	14-15 September 2017



# Vacation Student Training – Super Vaccies



## Target Audience

Vacation students to KPMG

## Entrance Requirement

Must have attended a previous vacation student training

## Course Duration

3 days (2 days for repeaters)

## Course Fees per Delegate

SA : R320  
OAC : R2 500  
MMMZim: R2 320

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R320/R960

## Course Venue

Internal

## Number of Delegates

Minimum: 10  
Maximum: 160

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a 3-day intensive course (2 days for repeaters) that deals with Vacation Students who have attended Vac training at KPMG before. These students stay for a period of 2-4 weeks working with KPMG.

## Course Objectives

The objective of the course is to highlight the basic roles and responsibilities of a Vacation Student in the business place.

## Course Topics

- 7 Star Service
- Risk Assessment & IT Security
- Social Networks and Opportunities
- Overview of KAM
- What is eAudIT
- Microsoft Office Basics
- eAudIT Training

## Assessment

No assessment required.

Venue	Date
Johannesburg	4-6 January 2017
Johannesburg	19-21 June 2017

# Vacation Student Training - 2nd Year Vaccies (Intermediate)



## Target Audience

Vacation students to KPMG

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R230  
OAC : R2 870  
MMMZim: R2 570

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R230/R690

## Course Venue

Internal

## Number of Delegates

Minimum: 15  
Maximum: 40

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a two day course that involves IT and basic KAM principles.

## Course Objectives

The objective of the course is to get the Vacation students to a point where they are ready to go into the field and assist in an audit engagement.

## Course Topics

- Microsoft Office Basics training
- Audit Case Study

## Assessment

No assessment required.

Venue	Date
Johannesburg	26-27 June 2017
Johannesburg	3-4 July 2017
Johannesburg	13-14 November 2017
Johannesburg	20-21 November 2017
Johannesburg	27-28 November 2017

# Vacation Student Training – 1st Year Vaccies (Newby)



## Target Audience

Vacation students to KPMG

## Entrance Requirement

N/A

## Course Duration

4 days

## Course Fees per Delegate

SA : R600

OAC : R4 190

MMMZim: R3 690

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R600/R1 800

## Course Venue

Internal

## Number of Delegates

Minimum: 15

Maximum: 40

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a light version of the Audit Fundamentals course in which the basics and foundation of audit are discussed. The course also provides background information on KPMG and what KPMG does.

## Course Objectives

The objective of the course is to inform the Vacation Students of KPMG, give them an understanding of audit concepts in line with International Standards on Auditing and KPMG Audit Methodology. The courses also highlights the opportunities available to the students and is in essence a recruitment tool.

## Course Topics

- Introduction to Auditing
- Documenting Audit Evidence
- Professional Appearance in the Workplace
- Networking
- Auditing Bank and Cash
- Auditing Fixed Assets
- Professional Ethics
- Practical Guide to Working at KPMG
- Stock Count
- Cut off Testing
- Q&A Session (HR Partner)
- Auditing Accounts Receivable
- Time and Stress Management

## Assessment

No assessment required.

Venue	Date
Johannesburg	9-12 January 2017
Johannesburg	16-19 January 2017
Johannesburg	23-26 January 2017
Cape Town	19-21 June 2017
Johannesburg	19-22 June 2017
Polokwane	26-28 June 2017
Johannesburg	26-29 June 2017
Johannesburg	3-6 July 2017
Cape Town	20-22 November 2017

# Tax Academies



## Target Audience

Tax consultants

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

All costs are carried by Tax & Legal

## Course Venue

External

## Number of Delegates

Minimum: 10

Maximum: 40

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The Tax Academy is coordinated by the Tax HR team in conjunction with L&D and provides an excellent opportunity for Tax Consultants to enhance both Technical and Soft Skills competencies.

Day 1 covers Technical aspects with the opportunity to work on case studies and present to Tax leadership. Day 2 focuses on soft skills related to personal growth and team development.

## Course Objectives

The objective of the 2 days is to enhance networking and collaboration between tax teams whilst enabling growth of the individuals through practical case studies.

## Course Topics

The course topics are updated closer to each date. The technical case studies are developed by leaders within the Tax teams and soft skills topics focus on team effectiveness, conflict management, assertiveness, effective feedback and emotional intelligence.

## Assessment

No assessment required.

Venue	Date
Johannesburg – Tax Academy II	11-12 May 2017
Johannesburg – Tax Academy I	19-20 October 2017

# Career Day



## Target Audience

All final year trainees

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R300

OAC : R1 640

MMMZim : R1 620

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R300/R300

## Course Venue

Internal

## Number of Delegates

Minimum: N/A

Maximum: N/A

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This annual program creates an awareness of the various business units, products and services within KPMG. Presentations given by partners and managers from the various business units are followed by informal conversations with teams from those units to showcase the diverse opportunities available within our firm.

## Assessment

N/A

Venue	Date
Johannesburg	5 May 2017

# Advisory Fundamentals



## Target Audience

Compulsory for all South Africa Advisory graduates joining KPMG

## Entrance Requirement

Annual Advisory Induction

## Course Duration

5 days

## Course Fees per Delegate

SA : R3 000

OAC : R5 110

MMMZim : R4 960

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 000/R9 000

## Course Venue

External

## Number of Delegates

Minimum: N/A

Maximum: N/A

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This Advisory program, intended specifically for University graduates provides the core foundational behaviours and capabilities that a university graduate level Advisory professional will require. The course splits into two focus areas: General Advisory skills and BU specific content.

## Course Objectives

- Obtain a broader understanding of the Advisory business and where your service line fits in
- Explain the engagement management lifecycle comprehensively and understand your role in the engagement
- Networking with professionals from your service line and staff across Advisory
- Apply effective communication methods - interviewing skills, business writing and presentation skills
- Articulate the importance of taking responsibility for your learning and development
- Apply tools and techniques that will help you become an effective Advisory professional
- Understand the etiquette that should be applied when at the office as well as dealing with colleagues and clients
- Understand your specific service line in more detail.

## Course Topics

- Engagement lifecycle
- Risk Management overview
- Working in a Team Environment
- Service line specific training
- Emotional Intelligence & Social Skills
- Client Meetings
- Business Writing
- Presentation skills overview
- Office Etiquette

## Assessment

No assessment required.

Venue	Date
Johannesburg	9-13 January 2017

# KPMG InTouch (formerly Advisory Hour)



## Target Audience

All KPMG Staff

## Entrance Requirement

N/A

## Course Duration

1 hr

## Course Fees per Delegate

SA : R170

OAC : R1 430

MMMZim : R1 420

## Course Venue

Internal

## Number of Delegates

Not applicable

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Objectives

Share Advisory leadership:

- Expose staff to the latest topical and business issues
- Update staff on Advisory related technical matters
- Improve staff knowledge of Advisory services and methods to enable them to confidently discuss and cross-sell Advisory services
- Create an opportunity to network with fellow Advisory professionals

## Advisory Hour FAQ

The purpose of Advisory Hour is to share all relevant and current Advisory and other topics. This includes new KPMG developments, major Client projects and knowledge sharing from various service lines.

This is an extremely valuable forum to build networks and understand other Advisory and KPMG service offerings. Attending Advisory Hour will benefit you when discussing service offerings with clients, as well as your personal development (attending e.g. Development Centre).

Advisory Hour is hosted twice every month from **08:30 – 09:30**. Please consult your diaries for the invitations.

The first session is recorded and the link to the webcast is available for your convenience on the [Advisory Home Page](#).

The presentation slides are also available on the [Advisory Home Page](#) should you wish to download it to your computer or iPad before attending the session.

By attending Advisory Hour (or watching the webcast), you will qualify for CPD hours after signing and submitting an attendance register at the event (or maintained by your office administrator).

Venue	Date	
Johannesburg	8 February 2017	24 February 2017
Johannesburg	8 March 2017	31 March 2017
Johannesburg	12 April 2017	-
Johannesburg	10 May 2017	26 May 2017
Johannesburg	14 June 2017	30 June 2017 (cancelled)
Johannesburg	12 July 2017	28 July 2017 (cancelled)
Johannesburg	16 August 2017	-
Johannesburg	12 September 2017	29 September 2017 (cancelled)
Johannesburg	11 October 2017	27 October 2017 (cancelled)
Johannesburg	7 November 2017	24 November 2017 (cancelled)

# Advisory On-Boarding



## Target Audience

Mandatory for all new Advisory employees, including transfers from Audit and Tax.

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R990  
OAC : R3 180  
MMMZim: R2 970

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R990/R2 970

## Course Venue

Internal

## Number of Delegates

Minimum: 15  
Maximum: 40

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This non-technical one day course is an orientation to KPMG Advisory. It aims to provide new hires in Advisory with a basic understanding of the Advisory strategy, structure, leadership roles, and key contacts and tools. The afternoon session is a practical session which allows the delegates to put into practice what they learnt in the morning session via performing a case study analysis and putting together a group presentation.

## Course Objectives

By the end of this course, participants should be able to:

- Describe the advisory strategy and vision
- Describe the advisory structure and identify their place in their own service group
- Identify the advisory service groups and their key service propositions
- Explain how their role relates to the broader advisory strategy
- Understand what advisory learning & development can offer
- Understand the overview of the advisory engagement and risk management procedures
- Demonstrated the knowledge gained during the day via analysing a case study and then prepare to present the case study findings back to the group

## Course Topics

- Advisory strategy, structure and vision
- Advisory service offerings
- Advisory risk engagement management
- Advisory L&D
- Advisory tools
- Business GROW: Case Study

**Assessment:** No assessment required.

Venue	Date
Johannesburg	7 February 2017
Johannesburg	3 March 2017 (cancelled)
Johannesburg	5 April 2017 (cancelled)
Johannesburg	4 May 2017
Johannesburg	5 June 2017 (cancelled)
Johannesburg	5 July 2017
Johannesburg	3 August 2017
Johannesburg	6 September 2017 (cancelled)
Johannesburg	4 October 2017
Johannesburg	3 November 2017
Johannesburg	6 December 2017 (cancelled)



# Advisory Risk & Engagement Management



## Target Audience

All new Advisory employees from Manager upwards (including transfers from Audit and Tax) after 6 months of joining Advisory

## Entrance Requirement

Attend only after 6 months of joining Advisory

## Course Duration

5 hrs

## Course Fees per Delegate

SA : R1 270  
OAC : SA specific  
MMMZim : SA specific

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 270/R3 810

## Course Venue

Internal

## Number of Delegates

Minimum: 12  
Maximum: 20

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course provides an introduction to KPMG Advisory Risk and Engagement Management policies, procedures and tools and how they are practically applied.

## Course Objectives

By the end of this course, the participants will:

- Have an understanding of the content of engagement management
- Have the ability to embed local risk management practices into engagement management
- Know where to find more information on risk management issues
- Have an understanding of how CRM, Sentinel, NBA and Engagement and Risk Management interlink
- Have an understanding of accounting for advisory engagements
- Know how to compile an engagement file

## Course Topics

- Advisory engagement cycle
- Initiate
- Plan
- Coordinate
- Close
- Lessons learnt from recent quality performance reviews

## Assessment

Relevant case studies are followed throughout the course and a final question and answer assessment is performed at the end of the course.

Venue	Date
Johannesburg	23 March 2017
Johannesburg	29 June 2017
Johannesburg	14 September 2017
Johannesburg	10 November 2017

# Core Consulting Skills



## Target Audience

All Advisory staff

## Entrance Requirement

N/A

## Course Duration

4½ days (3 days manager and above)

## Course Fees per Delegate

SA : Staff: R1 460  
 Manager: R1 060  
 Partner: R130  
 OAC : Staff: R6 140  
 Manager: R4 930  
 Partner: R2 220  
 MMMZim: Staff: R5 420  
 Manager: R4 370  
 Partner: R2 040

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
 R1 460/R4 380 – Staff  
 R1 060/R3 180 – Manager  
 R130/R390 – Partner

## Course Venue

Internal

## Number of Delegates

Minimum: 16  
 Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
 85 Empire Road  
 Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The Core Consulting Skills programme is a 4½ day (3 day for managers and above) course, which is designed to provide Management Consulting professionals with an interactive experience that aims to improve the tactical consulting skills that are essential in managing and conducting successful consulting engagements.

By actively participating in a case study that parallels the steps within a Fact Based Consulting approach, participants learn and apply relevant tools and techniques along with interpersonal skills to learn how to work effectively with KPMG teams and clients.

## Course Objectives

By the end of this course, participants should be better able to:

- Describe the Management Consulting Strategy, Value Delivery Framework, and Business Case Value Gateways
- Describe the phases of Fact Based Consulting (FBC)
- Develop hypotheses, gather and analyse data, and validate the hypotheses using the FBC approach
- Schedule the engagement using project management tools
- Apply appropriate and consistent data collection and analysis tools and techniques to analyse issues in a team based environment
- Describe how creativity can add value to client solutions
- Provide client recommendations based on best available evidence
- Conduct engagements using effective client-facing skills such as personal presence, interviewing, facilitation and relationship development
- Create and present clearly organised formal client communications (written and presentations).

**Assessment:** No assessment required.

**Venue and dates for the Partner's/ADs Awareness session to be set up, upon request.**

Venue	Date
Johannesburg - Staff	9-13 January 2017
Johannesburg - Managers	27-29 March 2017
Johannesburg – Staff	17-21 July 2017
Johannesburg - Managers	6-8 November 2017

# Accounting and Auditing for Non-Accountants



## Target Audience

Non-CA professionals in Risk Consulting and other Advisory staff who need to understand Accounting and Auditing basics.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R680  
OAC : R4 090  
MMMZim: R3 620

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R680/R2 040

## Course Venue

Internal

## Number of Delegates

Minimum: 12  
Maximum: 20

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is designed to provide non-CA Advisory professionals with a basic understanding of accounting and auditing to assist them in undertaking advisory engagements. As a result of this training, participants will increase their knowledge on the accounting basics, such as debits, credits, financial statements and their components, the flow of transactions, accounting terminology and auditing basics.

## Course Objectives

- Articulate the concepts of the International Financial Reporting Standards (IFRS).
- Identify and define the steps for preparing a financial statement and identify its components.
- Discuss general ledger, sub-ledger accounts and journal entries.
- Identify significant accounts and classes of transactions as well as recognize the relationship between assertions and significant accounts

## Course Topics

- Accounting, Financial Statements and IFRS
- Transactions and Journal Entries
- Chart of Accounts and General Ledger
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flows
- Auditing Basics
- KPMG Audit Methodology

## Assessment

The course allows the participants to practice the key activities in which they will be involved in each stage through a case studies.

Venue	Date
Johannesburg	9-10 January 2017
Johannesburg	10-11 April 2017
Johannesburg	2-3 October 2017

# Introduction to the Public Sector



## Target Audience

Any representatives of Audit, Tax and Advisory intending to work in the public sector

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 100

OAC : R4 350

MMMZim: R4 350

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 100/R9 300

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 20

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Introduction to the public sector, including the structure and functioning of the public sector and of public entities, as well as guiding principles contained in legislation such as the Constitution, the Public Finance Management Act, the Municipal Finance Management Act, the Municipal Structures Act and the Municipal Systems Act.

## Course Objectives

To serve as an introductory training session for individuals from Audit, Tax and Advisory providing a general overview and a broad understanding of the public sector, the way it functions and its complexities.

## Course Topics

- Constitutional mandate of the public sector
- The scope and nature of public entities
- Role players in the public sector
- Financial governance and the financial management cycle
- Financial misconduct
- Procurement and supply chain management

## Assessment

Interactive session enhancing group participating; formal individual knowledge assessments.

Venue	Date
Pretoria	13-14 February 2017
East London	10 March 2017
Pretoria	23-24 October 2017

# Public Sector Procurement



## Target Audience

Any representatives of Audit, Tax and Advisory intending to participate in tendering for work in the public sector

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 100

OAC : R4 400

MMMZim : R4 400

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 100/R9 300

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 20

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is aimed at highlighting the legal parameters of procurement in the public sector as it applies to the three spheres of government (national, provincial and municipal), and also as it applies to the different categories of entities.

## Course Objectives

To capacitate participants to understand the constitutional and other principles pertaining to procurement in the public sector. Specific reviews will be performed throughout the training, including case studies, ad hoc quiz sessions and tests – all aimed to embed a thorough understanding of what is required and what processes are to be followed.

## Assessment

Interactive session enhancing group participation; formal individual knowledge assessments.

Venue	Date
Pretoria	TBC

# Essential Project Management (EPM)



## Target Audience

Those who need an awareness of the project management lifecycle and would typically be staff below manager.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R520  
OAC : R3 500  
MMMZim : R3 130

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R520/R1 560

## Course Venue

Internal

## Number of Delegates

Minimum: 12  
Maximum: 20

## Project Manager

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## Project Administrator

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[sue.kin@kpmg.co.za](mailto:sue.kin@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This two day course is designed to improve project management skills and knowledge for all Advisory staff responsible for running projects. These projects could be internal KPMG member firm projects or client projects. The participants are typically individuals who are starting to manage aspects, or the totality, of a project. The course focuses the participants attention on the technical and behavioural skills while providing the necessary project management tools required for projects in order to consistently meet the project objectives while observing the triple constraints.

## Course Objectives

By the end of this course, participants should be able to:

- Identify the roles and responsibilities in managing projects
- Describe the project lifecycle as well as the phases and stages of a project
- Know how to execute the project manager's role and responsibilities through all stages of a project lifecycle
- Apply a project planning methodology and other project management tools, techniques and processes

## Course Topics

- Barriers to Successful Projects
- Role of the Project Manager
- Project Life Cycle
- Scope
- Quality
- Organise
- Execute and Check
- Effective project teams
- Transition

## Assessment

The course uses a non-technical commercially based case study to ensure active application of learning outcomes across a potentially diverse audience. The achievement of the learning outcomes is focused upon interactive sessions throughout the course.

Venue	Date
Johannesburg	9-10 January 2017
Johannesburg	20-21 February 2017 (cancelled)
Johannesburg	20-21 June 2017
Durban	6-7 July 2017
Johannesburg	30-31 August 2017
Johannesburg	14-15 November 2017

# Applied Project Management (APM)



## Target Audience

For those who are managing large multi-disciplinary work-streams at manager level and above

## Entrance Requirement

Essential Project Management Skills is compulsory for staff below manager level

## Course Duration

2 days

## Course Fees per Delegate

SA : R1 320

OAC : R4 300

MMMZim: R3 930

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 320/R3 960

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 25

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The course is for project managers leading large teams on large projects. This course focuses the participant's attention on key "applied" technical and behavioural related Project Management issues and challenges that are likely to be encountered on complex projects. The encountered challenges are supported by the relevant project management tools/techniques to assist the participants in successfully addressing these challenges. The course also focuses on reinforcing the need to work interdependently – ensure the individual work streams are functioning effectively as well as working together to ensure the overall project is functioning effectively.

## Course Objectives

To enable participants to:

- apply advanced project management techniques to initially estimate and then to manage scope, schedule, resources and costs
- apply communication, conflict resolution and stakeholder analysis techniques to manage: deliverables; client communication across multiple locations, work streams, stakeholders, etc.; project risk and response planning; and project conflicts
- explain and contrast internal KPMG engagement management requirements with external project management requirements
- understand and apply the KPMG program and project planning methodology and other project management tools/techniques and processes

## Course Topics

- Scope
- Organise
- Execute and check
- Transition
- KPMG methodology review
- Project management and engagement management

## Assessment

The course allows the participants to practice the key activities in which they will be involved in each stage through a case study.

Venue	Date
Johannesburg	22-23 June 2017
Johannesburg	25-26 October 2017

# Process Analysis



## Target Audience

Junior professionals in KPMG performing process mapping.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R420

OAC : R3 830

MMMZim: R3 360

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R420/R1 260

## Course Venue

Internal

## Number of Delegates

Minimum: 12

Maximum: 20

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This two day course is designed to provide KPMG professionals with the foundations to perform process analysis including the skills and knowledge to define, identify, document and analyze a business process. As a result of this training, participants should increase their knowledge of KPMG tools and techniques that support execution of process analysis related to risks and controls, technology, people and process effectiveness.

## Course Objectives

By the end of this course, participants should be able to:

- Explain what a business process is, how it provides value within an overall business model, and how process analysis can assist in delivering value to a client and an engagement
- Explain the four views or dimensions in which to analyze a process: process, people, technology, and risk and controls
- Document a process using KPMG tools and techniques and identify how different documentation techniques may be used in different circumstances
- Describe and apply tools and techniques available to undertake process analysis, and describe how the different tools provide different perspectives of process performance
- Describe how process analysis links to other services

## Course Topics

- Process analysis and business models
- Process and project definitions
- Documentation
- Analysis

## Assessment

The course uses a case study to ensure active application of learning outcomes across the participants.

Venue	Date
Johannesburg	11-12 January 2017
Johannesburg	3-4 April 2017
Johannesburg	17-18 May 2017
Cape Town	12-13 June 2017
Johannesburg	10-11 July 2017
Johannesburg	18-19 September 2017
Johannesburg	16-17 November 2017



# New Manager Milestone Event



## Target Audience

All new managers

## Entrance Requirement

Required for Development Centre

## Course Duration

5 days

## Course Fees per Delegate

SA : R9 700

OAC : R31 570

MMMZim : R29 690

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that this runs externally and has individual assessments included in the course

R9 700/R29 100

## Course Venue

External

## Number of Delegates

Minimum: 90

Maximum: 120

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is a milestone event for newly promoted managers. The course is to assist the new managers with the people skills, risk management they will require in their new role as a manager. A key part of the course is for the participants to learn more about who they are and their role in teams. Managers are also given time to plan their careers and their priorities.

## Course Objectives

Describe your new role, responsibilities and accountabilities, Describe your own personal style and preference, Describe the KPMG strategy and link it to your role, Demonstrate an awareness of effective relationship management, Articulate an increased level of confidence and commitment in relation to your new role, Manage expectations of you by KPMG, your clients and your team, Identify the skills required to manage individuals and teams, Identify your own strengths and development areas, Identify the variety and range of career choices available within the firm, Start building a cross-functional and / or internal network.

## Course Topics

- My new role as manager
- KPMG strategy \*
- Risk management \*
- Self awareness
- Conflict management
- Managing client relationships
- Managing for success
- Career anchors
- Time management
- Motivation
- Developing a personal plan
- Peer feedback
- Sales and markets strategy \*

\* Please note these sessions are Southern Africa specific based on global understanding

(This milestone event is also available in the EMA region)

## Assessment

No assessment required.

Venue	Date
Johannesburg	22-26 May 2017
Johannesburg	4-8 December 2017

# New Senior Manager Milestone Event



## Target Audience

All new senior managers

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R6 920

OAC : R16 690

MMMZim : R16 610

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that this runs externally and has individual assessments included in the course

R6 920/R20 760

## Course Venue

External

## Number of Delegates

Minimum: 60

Maximum: 80

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is the second milestone event in a manager's career. The focus of the course is to celebrate the success of being promoted to Senior Manager and to highlight the skills required for a person at this level.

## Course Objectives

The overall objective of the seminar is to provide a celebratory event for newly promoted Senior Managers to ensure they are highly motivated, engaged and enthusiastic about their new role and their future with the firm.

## Course Topics

- Understanding leadership
- Sharing experiences
- 'Head' (strategy, direction and purpose)
- 'Heart' (emotional intelligence)
- 'Guts' (values, ethics and integrity)
- Personal development
- Learning reflections

## Assessment

No assessment required.

### Venue

Johannesburg

### Date

20-21 November 2017

# New Associate Director Milestone Event



## Target Audience

All new associate directors

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R3 200

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that this runs externally and has individual assessments included in the course

R6 100/R18 300

## Course Venue

External

## Number of Delegates

Minimum: 20

Maximum: 30

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This one-day career milestone event focuses on celebrating the promotion to Associate Director as well as a conversation about our strategy and other topics of interest and importance, including a networking opportunity with senior partners.

## Assessment

No assessment required.

Venue	Date
Johannesburg	18 May 2017
Johannesburg	22 November 2017

# New Partner Induction



## Target Audience

Partners

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R3 060

OAC : R9 110

MMMZim : R9 110

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that this runs externally and has individual assessments included in the course

R3 060/R9 180

## Course Venue

Internal

## Number of Delegates

Minimum: TBC

Maximum: TBC

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

A new partner induction workshop is hosted after the announcement of new partner admissions. This one day workshop covers aspects specific to the role of a partner and also provide networking opportunity. The annual global new partner conference is arranged by the KPMG global events team and takes place in a different city each year – usually towards the end of October. Information regarding this event is shared with new partners as soon as it is released.

## Assessment

No assessment required.

## Venue and dates to be confirmed.

# KPMG Way Business Development Skills

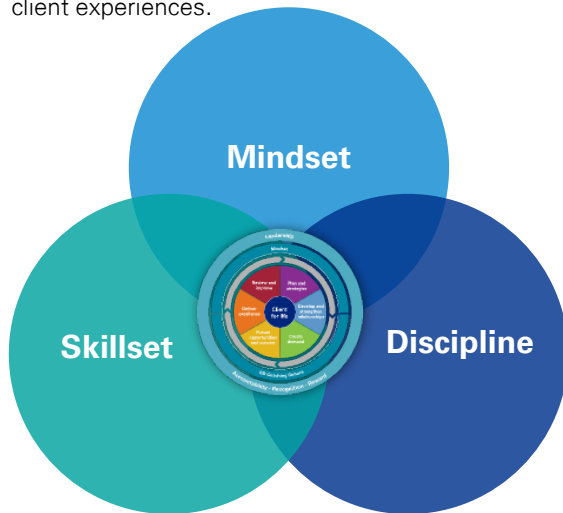
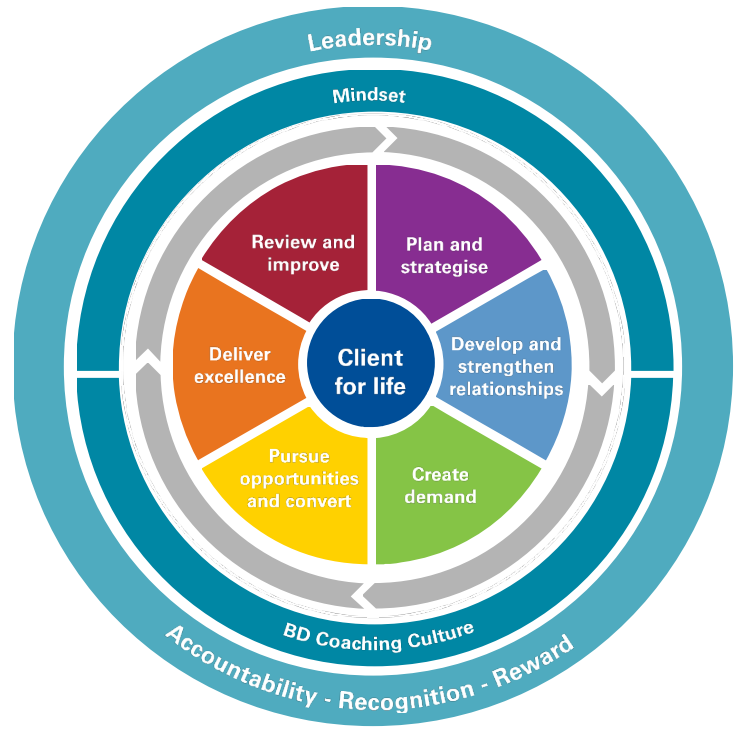


## The KPMG Way is a framework supporting:

- A common language
- A consistent Go-to-Market approach
- Best practice tools and methodologies which enable the change in our people's behaviours

## It is an OPEN-SOURCE MODEL

- The KPMG Way will evolve.
- Teams will take it, flex it, make it their own and then feedback into the model.
- So that at all times, we're leveraging the depth and breadth of all of our client experiences.



## The KPMG Way philosophy

Partner / Director	Manager / Senior Manager	Below Manager
BD Core Skills 1 & 2 (as refreshers and for experienced hires) – see page 54	Account Planning workshops – see page 55	Account Planning workshops – see page 55
Account Planning workshops – see page 55	KPMG Seal the Deal Day 2 and 3 – page 53	KPMG Seal the Deal Day 1 – see page 52
MarketEDGE – Strategic & Conceptual Selling – see page 56	Fee Negotiation Skills – see page 58	
Leading Commercial Negotiations – see page 57		
Building Strategic Relationships – see page 61		
Facilitating Executive Decision-making – see page 62		

# KPMG Seal the Deal Day 1



## Target Audience

All client facing staff at manager level and below

All days are needed to be attended by all staff. The days do not have to be attended at the same time, though they must be attended consecutively.

## Entrance Requirement

Completion of a 2½ hour virtual classroom. Please refer to page 92 for dates.

## Course Duration

1 day

## Course Fees per Delegate

SA : R770

OAC : R3 370

MMMZim : R3 070

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R770/R2 310

## Course Venue

Internal

## Number of Delegates

Minimum: 12

Maximum: 25

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Topics

### Building Relationships

- Building Trusted Relationships
- Asking Effective Questions
- Handling Client Concerns
- Adapting your Communication Style

Venue	Date
Johannesburg	9 January 2017
Johannesburg	10 April 2017
Johannesburg	24 July 2017
Durban	21 August 2017
Pretoria	30 August 2017
Johannesburg	26 September 2017
Cape Town	23 October 2017
Johannesburg	1 November 2017
Pretoria	13 November 2017

# KPMG Seal the Deal Day 2 & Day 3



## Target Audience

All client facing staff at manager / senior manager level

## Entrance Requirement

This course is a prerequisite for Development Centre.

Development Centre candidates are required to attend this course 3-6 months prior to attendance at Development Centre.

All days are needed to be attended by all staff (including Day 1 on page 53). The days do not have to be attended at the same time, though they must be attended consecutively.

## Course Duration

2 days

## Course Fees per Delegate

SA : R410

OAC : R3 010

MMMZim : R2 710

## Cancellation/penalty costs:

See page 10 – 11 for explanation R410/R1 230

## Course Venue

Internal

## Number of Delegates

Minimum: 12

Maximum: 25

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Topics

### Developing Business Opportunities

- Relating to Buyers Wants
- Identify Influencers and Decision Makers
- Differentiating KPMG Services
- Cross Selling KPMG Services

### Negotiation

- Planning Effective Negotiations
- Communicating Value
- Delivering Persuasive Presentations

Venue	Date
Johannesburg	10-11 January 2017
Johannesburg	11-12 April 2017
Johannesburg	25-26 July 2017
Durban	22-23 August 2017
Pretoria	31 August – 1 September 2017
Johannesburg	27-28 September 2017
Cape Town	24-25 October 2017
Johannesburg	2-3 November 2017
Pretoria	14-15 November 2017

# Business Development Core Skills 1 & 2



## Target Audience

Partners (refresher) / Experienced Hires

## Entrance Requirement

N/A

## Course Duration

BD Core Skills 1 - 4 hours

BD Core Skills 2 – 1 day

## Course Fees per Delegate

SA : R250 Core Skills 1

: R500 Core Skills 2

OAC : TBC

MMMZim: TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation

TBC

## Course Venue

Internal

## Number of Delegates

Minimum: 12

Maximum: 25

## Project Manager

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[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## KPMG Seal the Deal Topics used:

### Business Development Core Skills 1

- Establishing Relationship and Building Rapport
- Planning Business Conversations
- Spotting Opportunities
- Differentiating KPMG services

### Business Development Core Skills 2

- Cross Selling KPMG Services
- Communicating Value
- Relating to Buyer Wants
- Asking Effective Questions

Venue	Date
Johannesburg	16 November 2017
Johannesburg	17 November 2017



# Account Planning Workshops



## Target Audience

Account planning teams

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : TBC

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation

TBC

## Course Venue

Internal

## Number of Delegates

Minimum: 24

Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

The KPMG Way account planning tool is available to all member firms.

### *Additional support resources available:*

- KPMG Way Account Plan (excel version)
- Account Planning description document
- Account Planning completion guide

**Contact: Alwyn Van Der Lith & Aviva Bradt**

# MarketEDGE – Strategic Selling Day 1



## Target Audience

Business Development staff Senior manager to Director

All days are needed to be attended by all staff (see page 58). These days do not have to be attended at the same time, though they must be attended consecutively. This is the second day and must be attended after page 57.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 000  
OAC : R3 650  
MMMZim : R3 650

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 000/R9 000

## Course Venue

Internal

## Number of Delegates

Minimum: 24  
Maximum: 40

## Project Manager

Ashleigh Alistoun

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## MarketEDGE consists of :

- Conceptual selling – 1 day
- Strategic selling – 1 day

Our vision is to be the clear choice for our clients, and each of us has a role in achieving this through our consistent One Firm approach to business development.

We are embarking on an exciting journey of embedding a business development **mind-set, skillset and discipline** throughout our firm. In supporting this new **mind-set** we are rolling out an exciting skills enhancement methodology to create a *common language* and support all our partners and employees in leading from the front and walking the talk.

**The KPMG Way** is our common global framework for how we go to market. **MarketEDGE** is a **one-firm** sales methodology that uses proven techniques, actions and tools for sourcing, qualifying, advancing and successfully closing opportunities.

*The MarketEDGE intellectual property belongs to Miller Heiman and so the content may not be distributed.*

Strategic Selling® helps organizations develop comprehensive strategies to win sales opportunities. The program delivers a selling process and action plan to successfully sell solutions that require approval from multiple decision makers in the customer's organization.

Strategic Selling® provides visibility into sales opportunities, documenting plans with the program's Blue Sheet. This involves first identifying all key players in the customer's organization, understanding each player's degree of influence and their reasons for buying, and uncovering essential information. Salespeople and organizations will be equipped to evaluate their competitive position, address the business and personal motives of each decision maker in the client organization, and differentiate their company by leveraging its unique strengths.

Strategic Selling® significantly improves the odds of winning complex sales opportunities. It gives organizations a common process and language for pursuing sales opportunities and criteria for allocating resources to determine when to walk away from resource-intensive deals with low probabilities of success. The key to success is learning how to focus time and energy on those opportunities most likely to become profitable, long-term customers.

Strategic Selling® may be the right solution if your company is trying to:

Secure approval from multiple decision makers.

Navigate the internal bureaucracy of customers and prospects.

Gain more visibility into the status of important sales opportunities.

Allocate resources appropriately for large sales.

Improve team collaboration to pursue strategic opportunities.

Forecast revenue with greater accuracy.

Increase close rates for opportunities with long sales cycles.

Venue	Date
Johannesburg	2 March 2017
Johannesburg	4 May 2017
Johannesburg	20 June 2017
Johannesburg	21 July 2017
Johannesburg	3 August 2017
Johannesburg	7 September 2017
Johannesburg	8 November 2017

# MarketEDGE – Conceptual Selling Day 2



## Target Audience

Business Development staff Senior manager to Director

All days are needed to be attended by all staff (see page 58). These days do not have to be attended at the same time, though they must be attended consecutively. This is the first day and must be attended before page 58.

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 000  
OAC : R3 650  
MMMZim : R3 650

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 000/R9 000

## Course Venue

Internal

## Number of Delegates

Minimum: 24

Maximum: 40

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## MarketEDGE

Our vision is to be the clear choice for our clients, and each of us has a role in achieving this through our consistent One Firm approach to business development.

We are embarking on an exciting journey of embedding a business development **mind-set, skillset and discipline** throughout our firm. In supporting this new **mind-set** we are rolling out an exciting skills enhancement methodology to create a *common language* and support all our partners and employees in leading from the front and walking the talk.

**The KPMG Way** is our common global framework for how we go to market.

**MarketEDGE** is a **one-firm** sales methodology that uses proven techniques, actions and tools for sourcing, qualifying, advancing and successfully closing opportunities.

*The MarketEDGE intellectual property belongs to Miller Heiman and so the content may not be distributed.*

Every interaction with a customer is too important to leave to chance. Conceptual Selling® Customer-Focused Interactions helps salespeople better prepare for their time with customers. The result is purposeful meetings and win-win outcomes.

Anytime a salesperson meets with a customer, there are two processes happening simultaneously. While salespeople have typically been trained to focus on the selling process, from the customer's perspective there is also a buying process that must be recognized and understood.

Solving the misalignment between these two processes is an outcome of Conceptual Selling® Customer-Focused Interactions.

There is no such thing as one-size-fits-all solutions or value propositions for customers. The only way to understand what will help you win is to ask the right questions and listen. This program provides the simple, repeatable structure that should be considered essential for anyone who interacts with customers.

Conceptual Selling® Customer-Focused Interactions supports organizations in their efforts to:

- Execute against a plan to be a more customer-focused organization.
- Engage cross-functional departments in your customer management strategy and eliminate non-productive customer meetings.
- Ensure opportunities are advancing toward closed business with every interaction.
- Strengthen customer relationships.

Venue	Date
Johannesburg	1 March 2017
Johannesburg	3 May 2017
Johannesburg	19 June 2017
Johannesburg	20 July 2017
Johannesburg	2 August 2017
Johannesburg	6 September 2017
Johannesburg	7 November 2017

# Leading Commercial Negotiations



## Target Audience

Partners and ADs

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R22 450

OAC : R23 750

MMMZim : R23 750

## Cancellation/penalty costs:

See page 10 – 11 for explanation

R22 450/R67 350

## Course Venue

Internal

## Number of Delegates

Minimum: 24

Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

A 2-day workshop where the goal is cultural transformation centered on how KPMG professionals influence and negotiate. For even the most experienced partners and directors, a central challenge is how to get the maximum substance possible in every internal and external negotiation, while simultaneously improving the relationships. Topics of special interest include finding ways to deal with tough procurement professionals, not leaving value on the table, and increasingly in dealing with tough negotiations over fees. A strong cultural emphasis on maintaining relationships, combined with a very competitive environment, is causing your senior staff to give away far more value than necessary. To those ends, you want to provide training that:

- Raises awareness of dynamics typical of situations where one person is trying to influence another;
- Introduces structured frameworks and tools necessary for measuring success, preparation and conduct;
- Provides opportunities to develop skills through practice and best practice advice; and
- Connects learning to real-world challenges faced regularly by participants.

Leading Commercial Negotiations is facilitated by Insight Partners. They were founded by Harvard graduates to help companies, governments, and individuals negotiate, communicate, and mediate more effectively. Our elite team of conflict management professionals works on five continents helping Fortune 500 companies, governments, and non-profit entities create value and improve working relationships.

# Fee Negotiation Skills



## Target Audience

Supervisors and up

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R2 370

OAC : R3 620

MMMZim : R3 620

## Cancellation/penalty costs:

See page 10 – 11 for explanation

R2 370/R2 370

## Course Venue

External

## External Presenter

Robin Lines - UK

## Number of Delegates

Minimum: 12

Maximum: 15

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

A one day seminar devoted to professionals who encounter a client challenge to fees, or, who face a competitor who seeks to undercut their fees and take away business. This day is designed to provide you with precise skills – a tried-and-tested system to boost your margins and respond to the client's fee and billing challenge.

## Course Objectives

### Do you have a **system** to gain that extra edge and improve your margins? Or do you improvise?

There are many programmes on negotiation from which you will always learn something however this programme is different. The content goes way beyond the normal generalities and focuses on the nitty gritty of fee negotiation.

The day is designed to provide you with precise skills – a tried-and-tested **system** to boost your margins and respond to the client's fee and billing challenge.

You will more than recoup your investment the very next time you negotiate on fees.

A one day seminar devoted to professionals. To accountants, lawyers, consultants, bankers, brokers, architects, surveyors and anyone else who encounters a client challenge to fees, or, who faces a competitor who seeks to undercut their fees and take business away.

*"I used the approach learnt at the workshop and won agreement for the full increase, far more than I expected"*

**Partner Major Accountancy Firm**

*"Only when I used the skills taught did I at last persuade the client to pay our new rate"*

**Leading Shipping Line**

*"Before attending the seminar I would never even have asked for full payment for the overrun"*

**Top Law Firm**

*"With your help we increased the fee by over 100%. Without your help we would have earned less and probably lost the client. Instead, relations are back on an excellent footing"*

**Leading Selection Search Consultancy**

For obvious reasons we have to observe client confidentiality.

**THE SEMINAR THAT MAKES AN IMMEDIATE POSITIVE IMPACT ON YOUR BOTTOM LINE.**

## Assessment

No assessment required.

**Venue and dates to be confirmed on demand.**

# Enhancing Value for Clients



## Target Audience

Junior staff within their first 2 years

## Entrance Requirement

N/A

## Course Duration

4½ days

## Course Fees per Delegate

SA : R1 800  
OAC : R11 670  
MMMZim : R9 790

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 800/R5 400

## Course Venue

Internal

## Number of Delegates

Minimum: 16  
Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This four and a half day course is designed to build the core foundational skills of the entry level professional. Throughout this course, participants will learn from experienced professionals and participate in a simulation of a typical KPMG engagement to build their knowledge, skills and cultural awareness necessary to become an effective and successful professional and be able to add real value to our clients and KPMG. Central to this program are issues relating to engagement risk.

## Course Objectives

By the end of this course, participants should be able to:

- Apply important concepts of team dynamics, assess a variety of working styles, and more effectively interact with others
- Explain the engagement management lifecycle comprehensively
- Describe and respond to potential risk management issues throughout the engagement cycle
- Apply data gathering and analysis techniques
- Recognize key components of a client report
- Articulate the importance of taking responsibility of your own learning
- Begin the process of self assessment about your own skill levels and development priorities
- Learn from others by exchanging experiences and by giving and receiving feedback

## Course Topics

- Personal objectives and goal setting
- Understanding team behaviour
- Engagement lifecycle
- Understanding our clients business
- Benefits and concerns
- Assertiveness and feedback
- Initiate and plan
- Client relationships
- Fact finding and data analysis
- Conducting effective client interviews
- Stages of team development
- Assisting in workshop facilitation
- Reporting and communicating findings to the client

## Assessment

Presentation of case study findings throughout the engagement cycle

Venue	Date
Johannesburg	27-31 March 2017
Johannesburg	5-9 June 2017
Johannesburg	31 July – 4 August 2017
Johannesburg	9-13 October 2017

# Managing Engagements



## Target Audience

Supervisors and newly promoted managers

## Entrance Requirement

None

## Course Duration

4½ days

## Course Fees per Delegate

SA : R3 450

OAC : R11 910

MMMZim : R10 350

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R3 450/R10 350

## Course Venue

Internal

## Number of Delegates

Minimum: 16

Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is intended for professionals who are starting to lead larger engagements, typically across different service lines.

## Course Objectives

This course empowers participants to examine personal responsibilities, KPMG values and strategies involved in serving our clients. This will assist in building and maintaining positive relationships with key client staff in order to encourage and develop longer term relationships, particularly in difficult and emotionally charged relationships.

At the end of the course participants will be able to:

- Develop greater effectiveness in the management of their projects and teams
- Develop key leadership and influencing skills in order to maximize their effectiveness
- Understand the risk and quality issues that affect the use of these skills
- Understand and develop the critical skills, knowledge and experience to achieve greater global consistency on client engagements
- Develop personal strategies for change and development.

## Course Topics

- Preparing to lead teams
- Firm Strategy
- Change management
- Stakeholder mapping
- Personal development plan
- Expanding the client relationship
- Interviewing stakeholders
- Influencing
- Developing personal plans
- Strategies for managing conflict
- Forum theatre
- Developing others
- Handling difficult conversations
- Individual and group process review
- Bespoke role play
- Peer feedback

## Assessment

Presentation of case study findings

Venue	Date
Johannesburg	9-13 January 2017
Johannesburg	3-7 April 2017
Johannesburg	26-30 June 2017
Johannesburg	21-25 August 2017

# Building Strategic Relationships



## Target Audience

Senior managers & Associate Directors

## Entrance Requirement

N/A

## Course Duration

2 1/2 days

## Course Fees per Delegate\*

SA : R9 100

OAC : R12 970

MMMZim : R12 410

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that the course is run externally.

R9 100/R27 300

- Final course cost is dependent on number of participants

## Course Venue

External

## External Presenter

Keith Jones - UK

## Number of Delegates

Minimum: 10

Maximum: 18

## Project Manager

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## Project Sponsor: [John Geel](#)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This three day program revisits the multiple benefits of the Trusted Adviser relationship between the KPMG professional and the client. The program examines how to establish strategic relationships and improve the skills and behaviours necessary to enhance the trusted Adviser status through practicing with senior level executives by way of role plays and simulations. It also gives participants the opportunity to identify where they may benefit from additional learning activities as part of the process.

## Course Objectives

At the end of this course, participants will be able to:

- Describe the characteristics of a strategic relationship
- Develop the skills and behaviours required to establish strategic relationships;
- Describe the common traits and attributes of a trusted Adviser and reflect on their own skills and capabilities against these
- Demonstrate a Trusted Adviser approach to a client situation
- Apply focused conversations that support clients in surfacing options and possible scenarios for change
- Develop key action plans for transferring new skills and behaviours back into the work place

## Course Format

- Strategic relationships
- The trusted adviser relationship
- Exploring strategic conversations
- Getting into the mind of the CXO
- Handling and influencing in difficult conversations
- Peer reviews
- Transfer of learning back into the workplace

## Assessment:

All concepts learned are assessed at various stages of the simulation.

Venue	Date
Johannesburg	5-7 June 2017



# Facilitating Executive Decision Making



## Target Audience

Partners and associate directors who have attended Building Strategic Relationships

## Entrance Requirement

N/A

## Course Duration

2 1/2 days

## Course Fees per Delegate\*

SA : R9 800  
OAC : R13 350  
MMMZim : R12 850

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that the course is run externally.

R9 800/R29 400

- Final course cost is dependent on number of participants

## Course Venue

External

## External Presenters

Keith Jones – UK

## Number of Delegates

Minimum: 10  
Maximum: 18

## Project Manager

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## Project Sponsor: [John McIntosh](#)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is focused upon the development of the relevant competencies of those operating at the Director or recently appointed (within two years) Partner level. The program is designed to be complementary to other learning events for its target audience.

## Course Objectives

By the end of this course, participants will be able to:

- Recognize the importance of managing board level relationships in advisory projects to ensure appropriate outcomes from discussions
- Conduct effective C-level interviews involving those who are potential outside their level of expertise with confidence
- Recognize the importance of change management activities at the board level and be able to develop and execute appropriate strategies
- Facilitate C-level discussions to appropriate outcomes congruent with both client and engagement objectives

## Course Topics

- Personal objectives setting
- Strategic relationships – the Advisory context
- Achieving board level change
- Conducting C-Level interviews
- Inside the CxO Rooms
- Facilitating board panel
- Feedback and personal development

## Assessment

The course allows the participants to practice the key activities in which they will be involved in each stage through a case study, having first considered the approach and the inter-personal skills that may be required.

Venue	Date
Johannesburg	7-9 June 2017

# Development Makes the Difference



## Target Audience

Performance managers at supervisor level and above

## Entrance Requirement

Development Centre candidates are required to attend this course 6 months prior to their Development Centre course.

/ Required for promotion to manager

## Course Duration

1 day

## Course Fees per Delegate

SA : R730

OAC : R3 520

MMMZim: R3 170

## Cancellation/penalty costs:

See page 10 – 11 for explanation R730/R2 190

## Course Venue

Internal

## Number of Delegates

Minimum: 18

Maximum: 24

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The course is intended to provide performance managers with an opportunity to review, discuss and practice key skills and processes associated with the Performance Development process.

## Course Objectives

- Promote our culture and commitment to helping people achieve their full potential in their current role and in their career with KPMG
- Describe the Performance Development approach and key skills required of Performance Managers
- Describe what it means to take a coaching approach to performance development
- Help team members set meaningful business and development goals aligned to business objectives and strengthened by Global Behaviors
- Analyze performance issues and identify appropriate courses of action
- Provide effective continuous feedback
- Objectively assess performance and be prepared for performance discussions
- Describe how calibration meetings will be conducted and practice calibrating fair performance results
- Describe the link between performance and reward
- Identify strategies to overcome challenges associated with the effective management of performance development

## Course Topics

- Performance Development Model
- Coaching approach to Performance Development
- Goal Setting and Development planning
- Providing continuous feedback
- Assessing performance and conducting performance reviews
- Calibration
- Performance Rating confirmation
- Reward

**Assessment:** No assessment required

Venue	Date
Johannesburg	11 January 2017
Johannesburg	13 April 2017
Johannesburg	20 April 2017
Johannesburg	3 May 2017
Johannesburg	6 June 2017
Johannesburg	7 August 2017
Cape Town	21 August 2017
Johannesburg	20 September 2017
Johannesburg	3 October 2017
Johannesburg	2 November 2017
Durban	13 November 2017

# Coaching Essentials



## Target Audience

The course is designed for anyone who has responsibility for developing the skills of others, from supervisor to partner

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R630

OAC : R4 130

MMMZim : R3 630

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R630/R1 890

## Course Venue

Internal

## Number of Delegates

Minimum: 15

Maximum: 24

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Coaching can help provide guidance, personal empowerment and improvement to aspects of your life. The purpose of this workshop is to help individuals improve their coaching skills by incorporating coaching into their everyday business practice. Participants do this by learning three models that support different aspects of a coaching conversation, by taking several opportunities to practice coaching, and by working on a real-life scenario they are currently struggling with.

The workshop is highly interactive. Participants are expected to work throughout the session on practical scenarios as well as their own. Furthermore, the workshop's emphasis on discovery through experience is designed to evoke an emotional response in participants, resulting in a powerful learning experience that enables participants to identify opportunities for development.

## Course Objectives

In this workshop participants will learn:

- Behaviours and attributes of someone who coaches effectively
- The importance of coaching and its impact on KPMG's high performance culture
- KPMG's model for coaching and feedback
- Principles of active listening

As a result, you will be able to:

- Conduct meaningful and effective coaching conversations
- Respond to common coaching challenges

## Course Topics

- The business case for coaching at KPMG
- Coaching Models
- Coaching Conversations: Simulations based on real life scenarios
- Handling Emotions
- Action Plans

## Assessment

No assessment required.

Venue	Date
Johannesburg	12 January 2017
Johannesburg	15 March 2017
Johannesburg	6 July 2017
Johannesburg	26 October 2017

# Business Writing Skills



## Target Audience

Available for staff at any level.

## Entrance Requirement

Pre-course work is required.  
Prerequisite for Development Centre.

## Course Duration

2 days

## Course Fees per Delegate

SA : R2 400  
OAC : R3 700  
MMMZim : R3 700

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R2 400/R2 400

## Course Venue

Internal

## External Presenter

Karen Gray

## Number of Delegates

Minimum: 10  
Maximum: 16

## Project Manager

Sbonelo Masilela

Tel: + [27] 82 719 2925  
Fax: 010 001 6616  
[sbonelo.masilela@kpmg.co.za](mailto:sbonelo.masilela@kpmg.co.za)

## Project Administrator

Arini Vlotman

Tel: + [27] 60 672 4852  
Fax: 010 001 6616  
[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This two day workshop enables participants to enhance their professional writing skills by writing more effectively and adopting a more contemporary writing style.

## Course Topics

- Vocabulary: Choosing the right words for business correspondence
- Qualities of Style: Mastering key grammatical functions to ensure clear, correct, professional writing
- Tone: Using experiential activities designed to sensitise delegates to the appropriate use of tone in writing
- Structuring tips: Using paragraphs, bullets and other devices to structure writing
- Mind mapping: Planning information for well-organised writing
- Letter structures: Writing well designed business letters that provide good news, bad news and/or make requests
- Memoranda: Writing memos that are clear, concise, precise and direct
- Report writing: Structuring and writing reports that convey the message clearly.
- Proposals: Structuring proposals that get results
- Email etiquette: Writing effective emails

**Assessment:** No assessment required.

Venue	Date
Johannesburg	11-12 January 2017
Cape Town	27-28 February 2017
Johannesburg	1-2 March 2017
Johannesburg	6-7 April 2017
Johannesburg	22-23 May 2017
Cape Town	5-6 June 2017
Johannesburg	22-23 June 2017
Johannesburg	3-4 July 2017
Johannesburg	10-11 August 2017
Pretoria	23-24 August 2017
Durban	4-5 September 2017
Johannesburg	19-20 September 2017
Johannesburg	28-29 September 2017
Johannesburg	12-13 October 2017
Pretoria	20-21 November 2017

# Presentation Skills



## Target Audience

All staff

## Entrance Requirement

Pre-requisite for GTAC (other staff not mandatory)

## Course Duration

2 days

## Course Fees per Delegate

SA : R670

OAC : R6 180

MMMZim : R5 250

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R670/R2 010

## Course Venue

Internal

## Number of Delegates

Minimum: 5

Maximum: 8

## Project Manager

Bianca Naidoo

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[bianca.naidoo@kpmg.co.za](mailto:bianca.naidoo@kpmg.co.za)

## Project Administrator

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[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

A presentation can change your life. Presentation skills focuses on up-skilling participants on how to make impactful presentations. The course is two days in length and is very practical. It allows participants time to practice the techniques introduced on the course.

## Course Objectives

The objectives of the course are to enable participants to learn how to:

- make a positive impact
- focus your presentation to your audience
- Structure a presentation
- deliver a presentation
- practice giving presentations

## Course Topics

- Impact
- Focus
- Structure
- Style

## Assessment

No assessment required.

# Presentation Skills (contd.)



## Target Audience

All staff

## Entrance Requirement

Pre-requisite for GTAC (other staff not mandatory)

## Course Duration

2 days

## Course Fees per Delegate

SA : R670  
OAC : R6 180  
MMMZim : R5 250

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R670/R2 010

## Course Venue

Internal

## Number of Delegates

Minimum: 5  
Maximum: 8

## Project Manager

Bianca Naidoo

Tel: + [27] 82 719 3549  
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[bianca.naidoo@kpmg.co.za](mailto:bianca.naidoo@kpmg.co.za)

## Project Administrator

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Fax: 010 001 6616  
[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

Venue	Date
Johannesburg	9-10 January 2017
Johannesburg	22-23 February 2017
Johannesburg	9-10 March 2017
Johannesburg	16-17 March 2017
Johannesburg	22-23 March 2017
Johannesburg	6-7 April 2017
Johannesburg	19-20 April 2017
Pretoria	20-21 April 2017
Johannesburg x2	2-3 May 2017
Cape Town	11-12 May 2017
Durban	29-30 May 2017
Johannesburg	1-2 June 2017
Johannesburg	5-6 June 2017
Zambia	12-13 June 2017
Namibia	19-20 June 2017
Johannesburg	22-23 June 2017
Johannesburg	29-30 June 2017
Johannesburg	4-5 July 2017
Johannesburg	6-7 July 2017
Johannesburg	10-11 July 2017
Johannesburg	12-13 July 2017
Johannesburg x2	17-18 July 2017
Johannesburg	19-20 July 2017
Johannesburg	24-25 July 2017
Cape Town x2	31 July – 1 August 2017
Johannesburg	7-8 August 2017
Johannesburg	28-29 August 2017
Johannesburg – OAC GTAC x3	31 August – 1 September 2017
Johannesburg	11-12 September 2017
Durban	18-19 September 2017
Pretoria	20-21 September 2017
Johannesburg	28-29 September 2017
Johannesburg	9-10 October 2017
Johannesburg	25-26 October 2017
Johannesburg	9-10 November 2017

# Generic Trainer Accreditation Course (GTAC)



## Target Audience

Nominated second year Audit trainees / Nominated potential staff from any other business unit.

## Entrance Requirement

Presentation skills

## Course Duration

5 days

## Course Fees per Delegate

SA : R12 000  
OAC : R39 810  
MMMZim : R36 880

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that the course is run externally.  
R12 000/R36 000

## Course Venue

External

## Number of Delegates

Minimum: 50  
Maximum: 70

## Project Manager

Tyron Barnard  
Tel: + [27] 82 716 0669  
Fax: 010 001 6616  
[tyron.barnard@kpmg.co.za](mailto:tyron.barnard@kpmg.co.za)

## Project Administrator

Marian Ceronio-Duxbury  
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[marian.ceronio-duxbury@kpmg.co.za](mailto:marian.ceronio-duxbury@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is for selected candidates only. Each year a small batch of staff are selected to become accredited trainers and thus assist Learning & Development in rolling out courses. This course up-skills them for that role.

## Course Objectives

Accreditation to be a KPMG trainer.

## Course Topics

- Why Train - The skills development perspective
- Why Train - ID needs using performance consulting principles
- Outcomes based assessment & evaluation of training interventions
- K - Knowledge game
- Adult learning principles and identifying the target population
- Delivery techniques
- How the Leaders guide works
- Soft Skills presentations and feedback
- Presenting tone exercise
- Facilitation skills - What is it? & How to deal with questions
- Facilitation skills - Instructor questions and dwarfs
- PowerPoint
- Assertiveness
- Trainers etiquette
- Training administration and planning
- Technical presentations and feedback

## Assessment

Formal technical presentations and accreditation of successful participants

Venue	Date
Johannesburg	3-8 September 2017

# Experienced Facilitators Accreditation Programme (EFAP)



## Target Audience

Experienced facilitators at a Manager level and above

## Entrance Requirement

Presentation skills or similar course at a previous employer

## Course Duration

3 days

## Course Fees per Delegate

SA : R7 600

OAC : R29 700

MMMZim : R26 880

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that the course is run externally.

R7 600/R22 800

## Course Venue

External

## Number of Delegates

Minimum: 16

Maximum: 24

## Project Manager

Tyron Barnard

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[tyron.barnard@kpmg.co.za](mailto:tyron.barnard@kpmg.co.za)

## Project Administrator

Marian Ceronio-Duxbury

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

We recognise that an individual at a Senior Manager level and above may be unable to commit to 5-days out of the office to attend the annual Generic Trainer Accreditation Course (GTAC) programme. The EFAP course has been designed specifically for Senior Managers and above with already existing facilitation experience.

Participants who successfully complete the programme will become a KPMG Accredited trainer. Once accredited participants will have the opportunity to co-present with L&D on several courses and also use this value adding skill to facilitate and deliver training and presentations to our clients.

This 2.5 day course is not an advanced version of GTAC and rather a course tailored to Managers that already have some facilitation experience. Those at a Manager level and above are still however allowed to attend GTAC.

## Course Objectives

The course will enable participants to:

- Improve their presentation skills in order to capture the audience attention throughout
- Explain KPMG's training process for both internal training and training delivered to clients
- Apply the different facilitation techniques to effectively facilitate a discussion and deal with challenging behaviours
- Effectively utilise technology to deliver a presentation

The course will take on a blended learning approach where participants will be required to complete 3 eLearning Topics prior to attending the 2.5 day programme.

## Assessment

Formal technical presentations and accreditation of successful participants

Venue	Date
Johannesburg	4-6 April 2017
Johannesburg	26-28 September 2017



# Discover your Inner Leader



## Target Audience

Senior managers & associate directors

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R3 790

OAC : R9 910

MMMZim : R8 840

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note that there is an assessment tool used for individuals attending.

R3 790/R11 370

**N.B:** This course does not allow for any replacements within the 10 day cancellation policy period. This is due to the cost and input of all concerned using the assessment tool.

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 14

## Project Manager

Joanett Pienaar

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## Project Administrator

Arini Vlotman

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[arini.vlotman@kpmg.co.za](mailto:arini.vlotman@kpmg.co.za)

## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/af/rca/LnD/Pages/default.aspx>

## Course Overview

This course is intended to promote greater self-awareness and reflection of individual leadership traits and the associated impact on self, teams and clients.

## Course Objectives

- Learn about different leadership styles and how to lead yourself, your team and your clients
- Understand the key communication concepts of Neuro-Linguistic Programming to build self-awareness
- Explore the importance of authenticity and purpose and approach to flexibility
- Apply appropriate influencing skills and strategies to improve client relationships
- Explore the Five Practices of Exemplary Leadership
- Effectively utilise emotional, cultural and social intelligence to build meaningful relationships

## Course Topics

- Leading yourself and your team
- Neuro-Linguistic Programming – Communication Model and Chunking
- Authenticity and Purpose
- Becoming a Flexible Leader
- Influencing Principles
- Five Practices of Exemplary Leadership
- Emotional, Cultural and Social Intelligence.

## Assessment

No assessment required.

Venue	Date
Johannesburg	9-10 January 2017
Johannesburg	24-25 April 2017
Johannesburg	10-11 August 2017
Johannesburg	29-30 November 2017



## Target Audience

Senior Staff (primarily Senior Managers)

## Entrance Requirement

Presentation Skills\*  
 Senior Manager Milestone Event\*  
 KPMG Seal the Deal (previously KPMG Way Core Curriculum or Helping People Buy)  
 Business Writing Skills\*  
 Development Makes the Difference (previously Managing and Motivating for Performance)

## Course Duration

2 days

## Course Fees per Delegate

SA : R13 080  
 OAC : R37 900  
 MMMZim: R34 100

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note the course is run externally  
 R13 080/R39 240

## Course Venue

External

## Number of Delegates

Minimum: 15  
 Maximum: 20

## Project Manager

Naseema Rangila  
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 Fax: + [27] 11 647 6127  
[naseema.rangila@kpmg.co.za](mailto:naseema.rangila@kpmg.co.za)

## Project Administrator

Justine Johnson  
 Tel: + [27] 82 716 1236  
 Fax: + [27] 11 647 6127  
[justine.johnson@kpmg.co.za](mailto:justine.johnson@kpmg.co.za)

## Booking Procedure

Please book via e-mail:  
 ZA-FM Leadership Centres

KPMG Learning & Development  
 85 Empire Road  
 Parktown, 2193

L&D Website:  
<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The Development Centre is a leadership development intervention aimed at senior staff (primarily Senior Managers) who display exceptional leadership and business capability.

## Course Objectives

The Development Centre is designed to:

- Provide a safe platform for senior staff to participate in simulations and to receive timely feedback on their performance with regard to their strengths and growth opportunities
- Encourage networking and broaden the participant's knowledge of the firm
- Enable participants to craft a Personal Development Plan by integrating multiple sources of feedback (e.g. 360 degree feedback, Psychometric feedback and Partner feedback).

## Who is Eligible?

An eligible participant is one who:

- Has been in the role of a Senior Manager for at least 1 year
- Has been rated 'effective' or higher for the last two review cycles
- Has completed the following mandatory L&D courses 3-6 months prior to attending the Development Centre:
  - Presentation Skills\*
  - Senior Manager Milestone Event\*
  - KPMG Seal the Deal (previously KPMG Way Core Curriculum or Helping People Buy)
  - Business Writing Skills\*
  - Development Makes the Difference (previously Managing and Motivating for Performance)

*\* If the nominee is an experienced hire and has completed similar courses elsewhere in their career, then the need to attend the above courses will be reviewed on a case by case basis.*

Please also note that the Development Centre is a pre-requisite for further promotions.

## Assessment

Assessment in the form of role plays.

Venue	Date
Johannesburg	15-16 March 2017
Johannesburg	3-4 May 2017
Johannesburg	28-29 June 2017
Johannesburg	6-7 September 2017
Johannesburg	1-2 November 2017

# Assessment Centre



## Target Audience

By invitation for senior managers / associate directors

## Entrance Requirement

By invitation

## Course Duration

2 days

## Course Fees per Delegate

SA : R19 800 - Partner  
R6 690 - AD

OAC : R43 070 - Partner  
R19 870 - AD

MMMZim : R39 320 - Partner  
R18 620 - AD

## Cancellation/penalty costs:

See page 10 – 11 for explanation and note the course is run externally

R6 690/R20 070 – AD

R19 800/R59 400 – Partner

## Course Venue

Internal

## Number of Delegates

Minimum: 15

Maximum: 20

## Project Manager

Reeve Scheel

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[reeve.scheel@kpmg.co.za](mailto:reeve.scheel@kpmg.co.za)

## Project Administrator

Justine Johnson

Tel: + [27] 82 716 1236

Fax: + [27] 11 647 6127

[justine.johnson@kpmg.co.za](mailto:justine.johnson@kpmg.co.za)

## Booking Procedure

Please book via e-mail:

[justine.johnson@kpmg.co.za](mailto:justine.johnson@kpmg.co.za)

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This centre forms part of the partner admission process.

## Assessment

Assessment in the form of role plays.

Venue	Date
Johannesburg – Africa (Partner)	1-2 August 2017
Johannesburg (Associate Director)	11-12 October 2017



## Target Audience

THRIVE is applicable to second and third year trainees from Audit, Tax and Advisory. Only open to SA candidates.

## Entrance Requirement

N/A

## Course Duration

1 day

## Course Fees per Delegate

SA : R1 930

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R1 930/R5 790

## Course Venue

Internal

## Number of Delegates

Minimum: 15

Maximum: 20

## Project Manager

Sifiso Mlilo

Tel: + [27] 60 997 4926

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[sifiso.mlilo@kpmg.co.za](mailto:sifiso.mlilo@kpmg.co.za)

## Project Administrator

Preeya Naidu

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## Booking Procedure

BU to nominate candidate and email Preeya Naidu.

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

THRIVE is aimed at engaging with our young talent who demonstrate exceptional talent and leadership skills as part of the SA transformation initiative.

## Course Objectives

The specific objectives are:

- Inspire young people through leadership engagement;
- Develop them to be the best they can be, in line with our transformation initiatives;
- Assist our people to navigate their possible careers within KPMG; and
- Develop and sustain meaningful networks across the firm.

## How Participants will Benefit from Thrive

The benefits of attending THRIVE include:

- Widening of peer network and establishing a greater firm wide presence
- Building the participants' capacity to use their talents effectively and create an awareness of areas for development, including life skills e.g. focus, persistence and resilience
- Establishing a career plan of action for furthering development
- Establishing a mentoring relationship with a nominated observer
- Building an awareness of diversity within the firm
- Facilitating the development of confident and engaged young leaders

## Assessment

In the form of group and individual exercises.

Venue	Date
Johannesburg	25 May 2017
Johannesburg	6 July 2017
Johannesburg	28 September 2017
Johannesburg	26 October 2017

# Executive Development Program



## Target Audience

Partners and managers

## Entrance Requirement

N/A

## Course Duration

3 hrs

## Course Fees per Delegate

SA : TBC

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation

TBC/TBC

## Course Venue

Internal

## Number of Delegates

No limitations

## Project Manager

Heidi Volschenk

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Executive development Topics featuring external guest speakers are hosted by L&D during the year. Dates, costs and target audience are announced as soon as these are available and dependant on the speaker and topic. This focus is on leadership development and thought leadership around strategic thinking.

## Assessment

No assessment required.

**Venue and additional dates to be confirmed.**

Venue	Date	Guest Speaker
Johannesburg	11 May 2017	Professor Adrian Furnham

# Partner Development Program



## Target Audience

Directors

## Entrance Requirement

N/A

## Course Duration

16 days in total

## Course Fees per Delegate

Investment Pool

## Course Venue

External

## Number of Delegates

25 from SA & 10 from rest of Africa

## Project Manager

Heidi Volschenk

Tel: + [27] 82 493 5128

Fax: 010 001 6616

[heidi.volschenk@kpmg.co.za](mailto:heidi.volschenk@kpmg.co.za)

## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The Partner Development Program (PDP) is run in conjunction with GIBS where directors attend a program consisting of local and overseas experiences, presentations, workshops, and case studies.

## Assessment

Assessment in form of team projects.

**Venue and dates to be confirmed.**

# Investment in Excellence



## Target Audience

Leadership

## Entrance Requirement

By invitation

## Course Duration

6 days

## Course Fees per Delegate

Investment Pool

## Course Venue

External

## Number of Delegates

Min 10 / Max 20

## External Presenter

The Pacific Institute

## Project Manager

Heidi Volschenk

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

Learning through discussions, activities and reflection.

The program is divided into 3 phases:

During **Phase 1** we will together, explore and unpack:

- How much potential do I have?
- How do I unlock my potential?
- How does my mind work?
- How do I manage my mind?
- How do I set myself up for exponential growth and success?

During **Phase 2** we will unpack:

- Purpose (why did I get breath?)
- The importance and management of happiness?
- Resilience
- How do I set other people up for success – thus being significant

During **Phase 3** we will unpack:

- How do I maximize my impact on the community, company etc.
- The different stages of development of individuals, teams, companies etc.
- Organization Culture

**Venue and dates to be confirmed.**

# Ethics at KPMG



## Target Audience

Third year audit trainees, supervisors, managers & partners

## Entrance Requirement

N/A

## Course Duration

½ day

## Course Fees per Delegate

SA : R700

OAC : R1 950

MMMZim : R1 950

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R700/R700

## Course Venue

Internal

## Number of Delegates

Minimum: 10

Maximum: 40

## Project Manager

Ashleigh Alistoun

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

A half day Ethics awareness workshop, conducted by Dr Schalk Engelbrecht. Attendance hours will count towards CPD.

## Course Objectives

Create awareness of ethical dilemmas and our response to these.

## Course Topics

- Ethical dilemmas
- Case study

## Assessment

No assessment required.

Venue	Date
Johannesburg	7 March 2017
Bloemfontein	10 March 2017
Johannesburg	16 March 2017
Mbombela	23 March 2017
Johannesburg	12 April 2017
Johannesburg	18 April 2017
Port Elizabeth	8 May 2017
East London	9 May 2017
Durban	15 May 2017
Polokwane	1 June 2017
Cape Town	12 June 2017
Pretoria	22 June 2017
Namibia	28 June 2017
Botswana	12 July 2017
Cape Town	18 September 2017



# Word Training – KPMG Difference Template Training



## Target Audience

All staff

## Entrance Requirement

N/A

## Course Duration

Half day

## Course Fees per Delegate

SA : TBC

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
TBC/TBC

## Course Venue

Internal

## Number of Delegates

Minimum: 8

Maximum: 15

## Project Manager

Charli Himonga

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

The course is aimed at upskilling Word users with particular focus on KPMG compliant templates. Through providing tips and guidance on how to use KPMG brand compliant Word fonts, styles and templates, the course empowers the user with the confidence to work within Word documents whilst promoting consistency and quality in the documents produced.

## Course Objectives

### Intermediate Word skills

#### Working with styles

- Pasting as unformatted text
- How to apply preset KPMG Difference styles (according to KPMG global standards)
- How to modify existing styles (in order to tailor your document to client requirements or styles)
- How to create new styles
- Paragraph and Character styles

#### Other

- Amending, formatting and updating the Table of Contents
- Working with imagery in your Word document
- Advanced Find and Replace techniques

### KPMG Brand Elements

- KPMG Toolbar training (including inserting preformatted CVs and Tables)
- How to apply a wide range of KPMG Difference styles to ensure simplicity and consistency when working in your Word document)
- Working with the KPMG colour palette in Word

## Course Topics

- Word – KPMG Difference Template

**Assessment:** No assessment required

**Equipment:** Please bring your laptop

Laptops can be loaned from ITS should you require one. Please arrange this prior to the training.

Venue	Date	Time	
Johannesburg	10 February 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	13 April 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	14 April 2017	Word 9-12pm	PowerPoint 1-4pm
Pretoria	16 May 2017	Word 9-12pm	PowerPoint 1-4pm
Pretoria	17 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	18 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	19 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	17 August 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	18 August 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	14 September 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	15 September 2017	Word 9-12pm	PowerPoint 1-4pm
Cape Town	20 October 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	09 November 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	10 November 2017	Word 9-12pm	PowerPoint 1-4pm

# PowerPoint Template Training



## Target Audience

All staff

## Entrance Requirement

N/A

## Course Duration

Half day

## Course Fees per Delegate

SA : TBC

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation

TBC/TBC

## Course Venue

Internal

## Number of Delegates

Minimum: 8

Maximum: 15

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This is a course in Microsoft PowerPoint skills for first time or intermediate users. The course combines fundamental PowerPoint training with particular focus on KPMG compliant templates and toolbars. Through providing tips and guidance on how to use KPMG toolbars and brand compliant fonts, styles and templates, the training promotes efficiency and consistency in the quality of PowerPoint documents produced and is the first step to becoming a more competent PowerPoint user.

## Course Objectives

### PowerPoint skills

- Working with views in PowerPoint
- Inserting and formatting KPMG styled text boxes and shapes
- Grouping and aligning text boxes, images and shapes
- Inserting, formatting and working with text in KPMG styled tables
- Understanding and applying the various new brand front cover styles to your documents, including finding appropriate imagery, resizing, placement of text and cropping without distortion.

## Course Topics

- KPMG Talkbook template
- KPMG Screen template

## Assessment

No assessment required

## Equipment

Please bring your laptop

Laptops can be loaned from ITS should you require one. Please arrange this prior to the training.

Venue	Date	Time	
Johannesburg	10 February 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	13 April 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	14 April 2017	Word 9-12pm	PowerPoint 1-4pm
Pretoria	16 May 2017	Word 9-12pm	PowerPoint 1-4pm
Pretoria	17 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	18 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	19 May 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	17 August 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	18 August 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	14 September 2017	Word 9-12pm	PowerPoint 1-4pm
Durban	15 September 2017	Word 9-12pm	PowerPoint 1-4pm
Cape Town	20 October 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	09 November 2017	Word 9-12pm	PowerPoint 1-4pm
Johannesburg	10 November 2017	Word 9-12pm	PowerPoint 1-4pm

# Microsoft Office – PowerPivot in Excel



## Target Audience

All staff

## Entrance Requirement

Recommend a skill level of Excel II, or some knowledge of traditional pivot tables and Vlookup

## Course Duration

TBC

## Course Fees per Delegate

SA : TBC

OAC : TBC

MMMZim : TBC

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
TBC/TBC

## Course Venue

Internal

## External Presenter

TBC

## Number of Delegates

Minimum: 13

## Project Manager

Charli Himonga

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

PowerPivot training is a 1 day course that leads delegates through Excel's new PowerPivot features, explaining where you would use PowerPivot, how it differs from Pivot Tables and what the benefits are with practical examples. PowerPivot uses multiple sources of information and pull them into a single database i.e. Excel files, text files, SQL files, Access databases and more into a single report.

## Course Objectives

- Easily link to multiple sources of information and pull them into a single database i.e. Excel files, text files, SQL files, Access databases and more into a single report
- Establish relationships between your databases, so no more time and space consuming VLOOKUP's
- Handle more data- 100 million rows is possible
- Build live dashboards and re use them every month
- Clean your data on import and not as a separate exercise
- New formula which allow for more options than traditional pivot tables

## Course Outline

- Introduction to PowerPivot
- Comparison to traditional pivot tables
- Loading data from various data sources- excel, access, text, MS query etc.
- Cleaning data directly on import
- Creating a relationship between tables
- Comparison to a VLOOKUP type method used in Excel
- Benefits of this method
- The Date Table
- What is it?
- Why is it important in comparison to Excel's normal methods
- Using formula in PowerPivot
- Excel formula that Don't work in PowerPivot and how you achieve the same thing
- New PowerPivot formulas for comparing to prior periods, budgets and more
- Tips, tricks and problem solving in PowerPivot
- Generating reports
- Similarity to pivot tables
- Differences and enhancements
- Pivot Charts

## Assessment

No assessment required – however consolidation exercises will be done during the course

## Equipment

Please bring your laptop

Laptops can be loaned from ITS should you require one. Please arrange this prior to the training.

**Venue and dates to be confirmed.**

# Support Staff Fundamental Skills



## Target Audience

All support staff

## Entrance Requirement

N/A

## Course Duration

2 days

## Course Fees per Delegate

SA : R370

OAC : R3 920

MMMZim: R3 420

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R370/R370

## Course Venue

Internal

## Number of Delegates

Minimum: 20

Maximum: 30

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This two day course will allow participants to develop their office skills such as professionalism and conflict management in order to be more effective. It will also enable participants to understand emotional intelligence and identify areas of development in their path to improving their emotional intelligence.

## Course Outline

During this course, the participants will be taken through the following learning paths:

- Office Etiquette
- Professionalism
- Social Styles and Emotional Intelligence
- Conflict Management
- Project Management

## Assessment

No assessment required.

Venue	Date
Johannesburg	22-23 May 2017
Johannesburg	18-19 September 2017



## Target Audience

Administrative staff & executive assistants

## Entrance Requirement

N/A

## Course Duration

±2 hrs

## Course Fees per Delegate

SA : R240  
OAC : R1 530  
MMMZim: R1 530

## Cancellation/penalty costs:

See page 10 – 11 for explanation  
R240/R240

## Course Venue

Internal

## Number of Delegates

Minimum: N/A  
Maximum: N/A

## Project Manager

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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is run for all administrators and executive assistants. Topics are different for each session (e.g. Technical vs soft skills) on a quarterly basis.

## Course Objectives

— To enhance the skills of all administrators and executive administrators

## Assessment

No assessment required.

Venue	Date
Johannesburg	15 February 2017
Johannesburg	14 July 2017
Johannesburg	21 September 2017
Johannesburg	10 November 2017

# Teambuilding Events



## Target Audience

Any business unit / office

## Entrance Requirement

N/A

## Course Duration

TBC

## Course Fees per Delegate

TBC

## Course Venue

Internal / External

## Number of Delegates

Minimum: N/A

Maximum: N/A

## Project Administrator

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[marian.ceronio-duxbury@kpmg.co.za](mailto:marian.ceronio-duxbury@kpmg.co.za)

## Booking Procedure

Please book via e-mail:

[marian.ceronio-duxbury@kpmg.co.za](mailto:marian.ceronio-duxbury@kpmg.co.za)

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is available to any business unit / office. Please contact Learning and Development to assist with any teambuilding events, which is specialised to fit your needs.

## Course Objectives

— N/A

## Assessment

No assessment required.

# Department of Professional Practice (DPP)



## Courses Offered by DPP

- Global IFRS partner training
- IDEA/MUS
- IFRS Advanced
- IFRS staff update
- Public Sector Advanced
- Reporting
- Sox
- Sustainability
- Technical update
- Technology update
- US Gaap Basic
- US Gaap Update

### Please contact DPP directly to book:

Tel: + [27] 11 647 8909  
 Fax: + [27] 11 647 6079

[ZA-FM JHB DPP](#)

### Booking Procedure

Please book via e-mail:

[ZA-FM DPP Training](#)

KPMG  
 Department of Professional  
 Practice  
 85 Empire Road  
 Parktown, 2193

### DPP Website:

<https://portal.ema.kworld.kpmg.com/audit/africa/dpp/Pages/default.aspx>

### The below dates are applicable for Public Sector Advanced training only.

Venue	Date
Pretoria	13-14 February 2017
Polokwane	20-21 February 2017
East London	2-3 March 2017
Nelspruit	9-10 March 2017
Bloemfontein	13-14 March 2017
Pretoria	16-17 March 2017
Durban	23-24 March 2017
Port Elizabeth	27-28 March 2017

# Risk Management



## Courses Offered by Risk Management

- Annual risk management & ethics and independence update
- Global ethics & independence training
- Induction
- Information security
- New Business Assessment (NBA) – see course overview on next page
- Privacy
- Sentinel
- Sentinel (Sentinel Application)

### Please contact Risk Management directly to book:

Tel: + [27] 11 647 8721

[ZA-FM Risk Management Helpdesk](#)

### Booking Procedure

Please book via e-mail:

[ZA-FM Risk Management Helpdesk](#)

KPMG  
Risk Management  
85 Empire Road  
Parktown, 2193

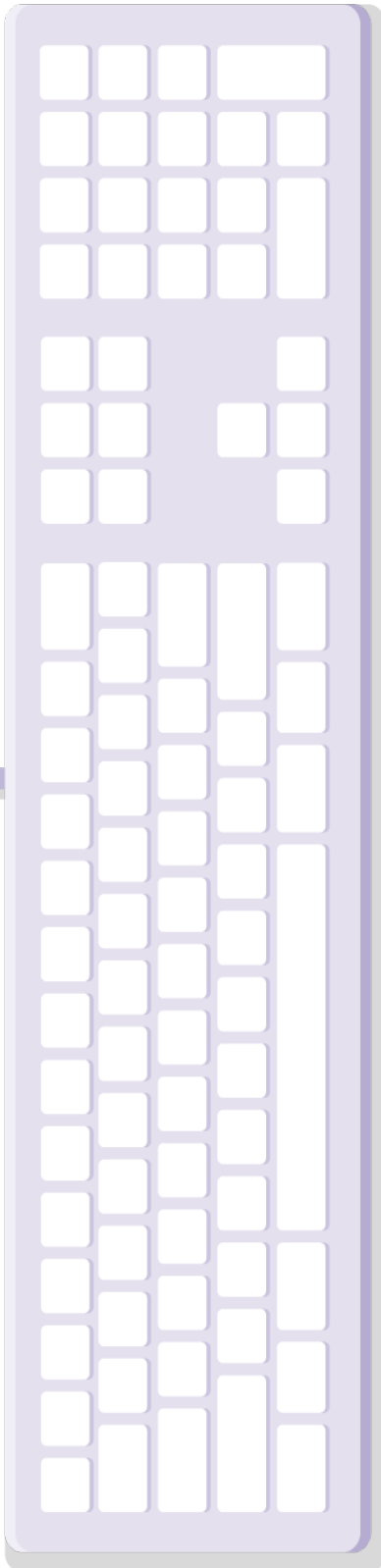
### Risk Management Website:

<https://portal.ema.kworld.kpmg.com/grm/Practices/africa/Pages/default.aspx>





# Digital Learning Solutions (DLS)





# What's #Trending Online?

Digital learning solutions remain a key focus for the L&D department and indeed, KPMG as a whole. These alternatives offer viable ways for our professionals to stay up to date, informed and CPD compliant... even when they are not in the classroom.

The two most popular solutions for our firm are web based trainings and virtual classrooms (VCs).

## Web based trainings offer these notable advantages:

- **Epitome of just-in-time learning:** The beauty of eLearning is that it is there when you need it. Imagine finding yourself on a tricky or different client – with elements that you've never been exposed to before. Instead of having to wait for an appropriate live training, simply log on to KPMG Business School and attend the relevant web based training module.
- **Consistent delivery:** If a standard rollout is what you're looking for, web based training is the answer. These modules are delivered as standard courses and are the same each and every time for each and every participant; this is particularly useful for technical topics and matters of compliance.
- **Trackable and measurable:** Modules are SCORM wrapped, a file extension that allows us to monitor, track and measure attendance (or non-attendance!). We can see who has completed the modules, when they completed them and (if applicable) whether they passed the relevant assessments.
- **Extensive rollout is possible:** Another tool in the eLearning tool belt is the ability to rollout (with relative ease) a training on a BU wide or firm wide basis. Simply load the module onto the KPMG Business School, add the training to professionals' learning plans and let the magic happen!
- **Lends itself well to technical and theory intensive training:** Because web based trainings are user-driven, one can move at a pace that you are comfortable with. Didn't catch that last point? No worries, simply play the audio again or read through the slide one more time. This is particularly handy for technical and theory intensive training.

## Virtual classrooms (VCs) offer these notable advantages:

- **Classroom outcomes, online flexibility:** A VC truly simulates a classroom with participants able to interact and discuss as they would in a 'regular' training environment. As an added benefit, participants can be a part of the learning experience virtually – physical presence isn't required.
- **Cost savings – travel, time and opportunity:** Given that physical presence is not required, travel costs are essentially eliminated, time in training is reduced and our professionals are back on the ground to service clients quicker than before.
- **Live feedback:** Facilitators can give live coaching and real-time feedback to participants in this instantaneous classroom environment.
- **Familiar course content and change friendly:** The virtual classroom features familiar the PowerPoint slide deck that participants experience in live instructor-led trainings. Because of this, the courses are change-friendly with it being as simple as updating the slides as required.
- **Recorded sessions:** Can't attend the live VC session? No problem, we understand that life is hectic sometimes! Introducing recorded VC sessions where a live session is 'taped' and available for participants to watch afterwards. They won't benefit from the live interactivity but will be able to follow the discussion and benefit from other participants' questions and comments.

## What's #Trending Online?

Look out for our bi-monthly newsletter about all things DLS. In this publication, we highlight the most popular web based trainings and virtual classroom sessions and also profile other DLS initiatives on the go or in the pipeline.

## Your DLS Contacts

- Clint van Heerden (DLS Manager) – email [clint.vanheerden@kpmg.co.za](mailto:clint.vanheerden@kpmg.co.za)
- Phaahle Makola (DLS Supervisor) – email [phaahle.makola@kpmg.co.za](mailto:phaahle.makola@kpmg.co.za)
- Njabulo Thela (DLS Officer) – email [njabulo.thela@kpmg.co.za](mailto:njabulo.thela@kpmg.co.za)

# Virtual Classroom Specific Train-the-Trainer (VCSTTT)



## Target Audience

Nominated non-L&D trainers

## Entrance Requirement

Must have completed GTAC

## Course Duration

2 hrs – VC Session  
08h30 – 10h30

## Course Fees per Delegate

SA – Nil  
Other African countries – cost recharged back to respective office

## Course Venue

Internal

## Number of Delegates

Minimum: N/A  
Maximum: N/A

## Project Manager

Tyron Barnard  
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## Project Administrator

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## Booking Procedure

See page 12-14

KPMG Learning & Development  
85 Empire Road  
Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This course is designed specifically for KPMG accredited trainers who assist L&D with the courses detailed below. This is a prerequisite before training any of the courses.

It covers details on each of the courses and how each of the course should be conducted.

## Course Objectives

— N/A

## Assessment

No assessment required.

Venue	Course	Date
Johannesburg	Audit 1	7 February 2017
Johannesburg	Audit 3	14 February 2017
Johannesburg	Audit 1	21 February 2017
Johannesburg	Audit 3	28 February 2017
Johannesburg	Audit 2	16 May 2017
Johannesburg	Audit 4	23 May 2017
Johannesburg	Audit 2	30 May 2017
Johannesburg	Audit 4	6 June 2017
Johannesburg	Instructor Led Training (OAC & MMMZim)	17-21 July 2017 (cancelled)

## Target Audience

All staff

## Entrance Requirement

N/A

## Course Duration

1 hour

## Course Fees per Delegate

SA : Nil

OAC : Nil

MMMZim : Nil

## Course Venue

Internal

## Number of Delegates

Maximum: 200

## Project Manager

Clint van Heerden

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Who are VC4Me sessions for?

Absolutely everyone; this is VC4Me: it's for you! Anyone can attend the course – plus it's free for you and your business unit. Places are limited so please log on early to guarantee yourself a place.

## What are they about?

L&D will host a number of VC4Me sessions during this year, covering useful and practical topics aimed at the KPMG professional. The sessions are not technical in nature and are easily applicable, whether you are brand new to the firm or an experienced member of staff.

## Who is presenting?

VC4Me sessions will be hosted by VC-accredited L&D audit, advisory and soft skills trainers.

## How long are the courses?

One hour with a 15 minute check-in window.

## Will I get CPD credit for this?

Most definitely. 80% participation is required before the learning management system will automatically mark you as having completed the module.

## Where can I charge my time?

Please charge 1 hour and 15 minutes of attendance to 237790, task 16.

## How do I join the session?

A calendar item will be emailed one week before the course – please save this in Outlook as a reminder. At the scheduled time, click the link in the email to join.

Ensure you are able to access the session (internet connection, headphones, etc.). If you would like a VoIP headset, please visit L&D. These will be charged to your BU.

Module	Date
Session 1	20 January 2017
Session 2	15 February 2017
Session 3	16 March 2017
Session 4	20 April 2017
Session 5	18 May 2017
Session 6	14 June 2017
Session 7	26 July 2017
Session 8	24 August 2017
Session 9	28 September 2017
Session 10	23 October 2017
Session 11	17 November 2017
Session 12	1 December 2017

# VC KPMG Seal the Deal - Establishing Relationships and Building Rapport



## Target Audience

All staff supervisor level and above

## Entrance Requirement

N/A

## Course Duration

3 hours

## Course Fees per Delegate

SA : Nil

OAC : Nil

MMMZim : Nil

## Course Venue

Internal

## Number of Delegates

Minimum:

Maximum:

## Project Manager

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## Booking Procedure

See page 12-14

KPMG Learning & Development

85 Empire Road

Parktown, 2193

## L&D Website:

<https://portal.ema.kworld.kpmg.com/africa/LnD/Pages/default.aspx>

## Course Overview

This VC highlights that many KPMG people are in a position early in their career to start developing relationships with clients. They should continue developing these relationships as both KPMG people and clients progress in their careers. The VC also explores at a basic level how to develop rapport effectively.

## Course Objectives

As a result of completing this VC, participants will be able to:

- Evaluate and deepen their current professional and business relationships.
- Establish and maintain rapport with potential buyers and clients.

## Assessment

No assessment required.

Venue	Date
Johannesburg	6 January 2017
Johannesburg	17 March 2017
Johannesburg	23 March 2017
Johannesburg	30 June 2017
Johannesburg	13 July 2017
Johannesburg	4 August 2017
Johannesburg	11 August 2017
Johannesburg	15 September 2017
Johannesburg	13 October 2017
Johannesburg	20 October 2017
Johannesburg	3 November 2017
Johannesburg	10 November 2017



# Some KPMG Business School FAQs

## Your Digital Learning Solutions (DLS) contacts in L&D:

### DLS Project Manager

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## What is KPMG Business School?

KPMG Business School (KBS) is a learning management system which is shared by a significant number of KPMG firms globally. It benefits learners by providing relevant and easy to find learning aligned to business and client needs. It is accessible from anywhere in the world via a KPMG laptop and provides access to both global and local learning content.

## How do I access KPMG Business School?

The system is accessible from anywhere in the world via a KPMG laptop. It works on 'single sign on' so that you do not have to enter any log in details. You will find links to Success Factors in your Favourites bar within Internet Explorer – it will be called 'KPMG Business School'.

## How do I register for a course on the system?

Navigate to your 'Learning' page in the system. Enter a keyword into the 'Find Learning' search field and click 'Go'. Click on title of course. If it's an online course, review item details and click 'Assign to me' or 'Start Now' to launch immediately. If it's an instructor-led course, click 'Assign to Me' to add the course to your 'Learning Assignments' or 'Register Now' to enroll on a specific date (scheduled offering). Select 'Register Now' on the next page. Select 'Confirm' on the next page to complete the enrolment. If the course is not open to self-registration you can contact the course coordinator to book.

## How do I amend or cancel my booking in the system?

For self-assigned courses, locate the relevant course in your 'Learning Assignments' and click 'Withdraw' from the options available in the drop down menu next to the course title. You can select whether you want to remove the item from your learning plan (select 'Yes' to cancel completely, select 'No' to reschedule). For any courses assigned to you by L&D, you will need to contact the course coordinator directly.

## How do I download a learning history or CPD report?

Navigate to your 'Learning' page in the system and locate the 'Links' tile. Select 'Reports' and then select 'Learning History CSV'. Enter any additional criteria you require to limit your search results. Click 'Run Report'.

## How do I ensure my attendance on training is recorded in the system?

For CPD and training history purposes your learning will be updated automatically for any course organised by/via a member of L&D. If you organise your own external training, seminar, conference, lecture you can record your own attendance directly in the system. To do this, navigate to your 'Learning' page and locate the 'Links' tile. Select 'Record Learning' and then select 'External Event'. Enter the vendor name and event title in the 'Description' field and click 'Next'. Enter the date and time that the event ended at and enter the CPE entitlement, then click 'Next' and 'Finish'.

## How do I launch/access an online training course?

If the course is already assigned to you navigate to your 'Learning' page and locate the relevant course in your 'Learning Assignments', then click 'Start Course'. A pop-up blocker may appear on your screen. If this happens click 'Allow Once' and then select 'Start Course' or 'Continue Course' to launch the content. If the course has not yet been assigned to you enter a keyword in the 'Find Learning' search field on your 'Learning' page. Locate the relevant course and select 'Start Course' from the options available next to the course title.

## How do I refer back to an eLearning that I have already completed?

Navigate to your 'Learning' page and locate the 'History' tile. Select 'View All' and locate the relevant course. Click on the course title and a dialogue box will appear with an option to 'Review Content'. From here you can re-launch the online content at any time.

# Success Factors (GLMS)



## How to open 'Learning' within Success Factors:

Open Internet Explorer and under 'Favourites' select 'KPMG Business School'. Next to the KPMG logo in the top-left corner, click the 'Home' dropdown menu and select 'Learning'.

**My Learning Assignments** is where you will find the courses that have been assigned to you. Courses are assigned via L&D or BU administrators and can even be self-assigned.

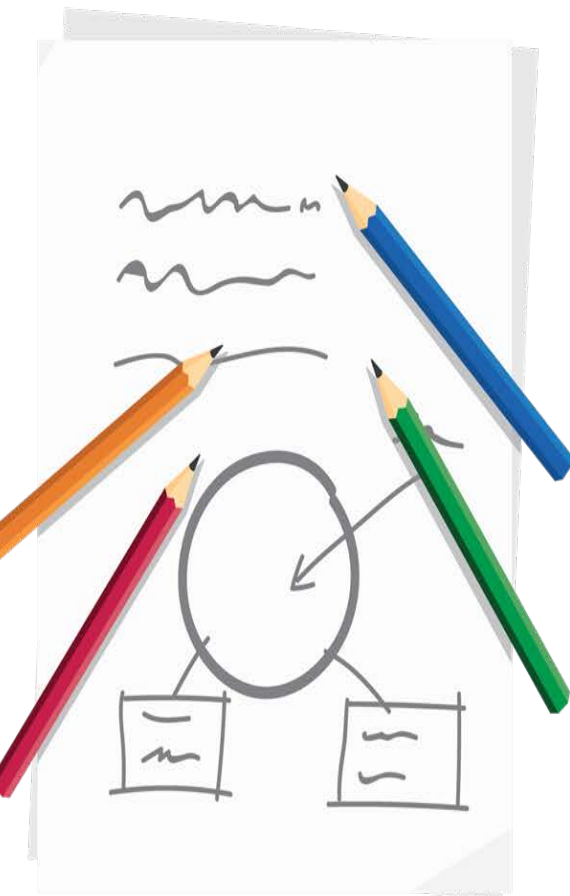
**Learning history** is available at the click of a button by clicking 'View All' under the History tab. If you want to download a report, you can do that in the Links tab by clicking 'Reports'.

**Recording your CPD** is done in a simple five-step process. You can do this by clicking 'Record Learning' under the Links tab. Remember that all KPMG courses are recorded in your learning history, but external events or conferences are not. In order to meet KPMG's (and any other professional bodies') CPD requirements, please ensure you capture these external events here.

**Find learning** with ease by either searching in the search box of the 'Find Learning' tab or by browsing all courses by clicking the link. eLearnings are visible to you based on your level and function at KPMG and this makes finding learning effortless. With KBS now linked to KPMG Global, we have access to top quality material from around the world. This also includes third-party vendors like CEB eLearning, Culture Wizard and MERC.



# Administration





# L&D Calendar Month at a Glance



## January 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
	Public Holiday	Monthly Induction-Jhb			VC KStD	
	Advisory Induction					
			Super Vaccies			
8	9	10	11	12	13	14
	Advisory University-Internal					
	AA for NA		Business Writing			
			DMD	Coaching Essentials		
	Core Skills-Staff					
	Managing Engagements					
	Advisory Fundamentals					
	Essential Project Management		Process Analysis			
	KPMG StD 1	KPMG StD 2	KPMG StD 3	Market Edge		
	Presentation Skills					
	Inner Leader					
	Newby Vaccies					
15	16	17	18	19	20	21
	Newby Vaccies				VC4Me	
22	23	24	25	26	27	28
	Newby Vaccies					
29	30	31				
	New Audit Trainee Induction - Jhb					

# L&D Calendar Month at a Glance



February 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			New Audit Trainee Induction - Jhb			
			Monthly Induction-Jhb		Ad On Boarding	
				Audit 1 - Pta		
5	6	7	8	9	10	11
	Transnet*2		KPMG InTouch			
	Audit 1 - Pta					
		VC STTT-A1				
12	13	14	15	16	17	18
	NBA	VC STTT-A3	Frontline Forum			
	Impress for Success-MBO		VC4Me			
	Public Sector-Pta					
19	20	21	22	23	24	25
			DMD		KPMG InTouch	
	Transnet*2		Pres Skills			
		VC STTT-A1				
26	27	28				
	Business Writing-CT					
	Audit 1-Mbo					
		VC STTT-A3				

# L&D Calendar Month at a Glance



March 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			Monthly Induction-Jhb			
			Business Writing			
			Audit 1-Mbo			
5	6	7	8	9	10	11
					Ethics - Bloem	
		Ethics	KPMG InTouch	Pres Skills		
				KBD (Blood Drive)	Public Sector - EL	
		Audit 1-Jhb				
		Audit 1-Bots				
12	13	14	15	16	17	18
	NBA		Coaching Essential	Pres Skills		
				Ethics	VC KStD	
				VC4Me		
		Audi 1- CT*3				
		Audi 1- Dbn				
			Development Centre			
19	20	21	22	23	24	25
				Ethics - Mbombela		
		Human Rights Day	Pres Skills			
				AREM		
				VC KStD		
				Transnet*2		
26	27	28	29	30	31	
	Core Consulting Skills-Managers			DMD	KPMG InTouch	
	Enhancing Value for Clients-Jhb					
	Audit 3-Mbo					
	Audit 1-Nam					
	Audit-Jhb					
				Thrive		
	Audit 1 - Bloem					

# L&D Calendar Month at a Glance



April 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	Monthly Induction-Jhb			Business Writing		
		EFAP				
	Process Analysis		NBA	Pres Skills		
	Managing Engagements-Jhb					
	Audit 1-EC					
	Audit 3-Nam					
	Audit 3- Jhb					
9	10	11	12	13	14	15
	AA for NA		KPMG InTouch		Good Friday	
	KPMG StD1	KPMG StD 2	KPMG StD 3			
	Impress for Success-Swa		Ethics	DMD		
16	17	18	19	20	21	22
	Family Day	Ethics	Pres Skills			
		Impress for Success- Jhb		VC4Me		
		Transnet*2		Pres Skills-Pta		
23	24	25	26	27	28	29
	Inner Leader			Freedom Day		
	Impress for Success-Jhb					
30						

# L&D Calendar Month at a Glance



## May 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	Worker's Day	Monthly Induction-JHB		Ad On Boarding	Careere Day	
		Pres Skills *2		KBD (Blood Drive)		
		DMD				
		Support Staff Fundamental Skill				
		Development Centre				
		Impress for Success-CT		Impress for Success-CT		
<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
			KPMG InTouch	Pres Skills-CT		
				Tax Academy II		
	Transnet University					
	Audit 4 - Zambia					
	Audit 1-Zim					
	Audit 1-Jhb					
	Ethics - PE	Ethics - EL		EDP		
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
	Audit 1-Jhb					
	Audit 3-Jhb					
	Ethics - Dbn		Process Analysis			
	SAICA Registered Assessor		Impress for Success-JHB			
	NBA	VC STTT-A2		VC4 Me	Thrive	
				NADME		
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
	NMME					
	Audit 1- JHB					
	Audit 3- JHB					
	Business Writing				Advisory	
		VC STTT-A4				
	Support Staff Fundamental Skill					
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			
	Pres Skills-Dbn					
	Audit 1-Jhb					
	Audit 3-Jhb					
			VC STTT-A2			

# L&D Calendar Month at a Glance



## June 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				Ethics - Plk		
				Monthly Induction-Jhb		
				Business Writing / Pres Skills		
				SAICA Registered Assessor- CT		
				Audit 1 & 3 - Jhb		
4	5	6	7	8	9	10
	Audit 1-Jhb					
	Enhancing Value for Clients-Jhb					
	Building Strategic Relationships					
		Facilitating Executive Decision Making				
	Audit 3 –Jhb & Audit 3 - Zim					
	Business Writing-CT			Impress for Success-CT		
	Pres Skills					
	NBA	DMD				
		VC STTT-A4				
11	12	13	14	15	16	17
	Process Analysis-CT		IAM (Insights)		Youth Day	
	Pres Skills-Zambia		AREM			
	Transnet*2		KPMG InTouch			
	Ethics - CT		VC4Me			
18	19	20	21	22	23	24
	Audit 3-CT					
				Ethics - Pta		
	Super Vaccies			Pres Skills		
	Newby Vaccies-CT			Business Writing		
	Newby Vaccies					
	Pres Skills- Nam		Impress for Success-Nam			
		Essential Project Management		Applied Project Management		
25	26	27	28	29	30	
	Managing Engagement-JHB					
	Newby Vaccies-PLK			Pres Skills		
	Newby Vaccies					
	Intermediate Vaccies		Development Centre		VC KStD	
	Audit 3- BOTS					
	Impress for Success-Jhb		Impress for Success-Jhb			
				AREM		

# L&D Calendar Month at a Glance



## July 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>1 / 8</b>
	Monthly Induction-Jhb		Ad On Boarding	EPM-Dbn		
	Business Writing		NBA	Coaching Essentials		
	Pres Skills					
	Newby Vaccies					
	Intermediate Vaccies			Thrive		
	Audit 1-MAU					
	Impress for Success- EC			Pres Skills		
<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
			Ethics - Bots			
	Audit 2-MAU					
	Process Analysis		KPMG InTouch	VC KStD	Frontline Forum	
	Pres Skills					
	Audit 3-Zim					
	Audit 3-Dbn					
	Audit3-EC					
<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>
	Core Consulting Skills-Staff					
	Audit 2-Zim					
	Audit 3-Jhb					
	Pres Skills					
	Audit 3 CT*2					
<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>
	Audit 2-Mau					
	Audit 4 - Malawi					
	Impress for Success-Pta					
	Pres Skills		VC4Me			
	Impress for Success-Bots					
	KPMG StD1	KPMG StD2	KPMG StD3			
	Transnet *2					
<b>30</b>	<b>31</b>					
	EVC					
	Audit 4-ZIM					
	Audit 2-JHB					
	PS-CT*2					

# L&D Calendar Month at a Glance



## August 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
		Enhancing Value for Clients - Jhb				
		Audit 2-Jhb				
		PS-CT*2			VC KStD	
		Monthly Induction - Jhb		Ad On Boarding		
		Partner Assessment Centre				
6	7	8	9	10	11	12
	DMD		National Woman's Day	Business Writing		
	Impress for Success - Jhb x2			Inner Leader		
	Pres Skills				NBA	
					VC KStD	
13	14	15	16	17	18	19
	Transnet University					
	Audit 4 - Zim					
	Audit 2 – Jhb (AAs first preference)					
	Audit 2 - EC					
	Impress for Success - CT		KPMG InTouch			
	Impress for Success - Dbn					
20	21	22	23	24	25	26
	Audit 2 - Mbo					
	Audit 2 – Malawi					
	Managing Engagements - Jhb					
	Audit 3 - Jhb (AA & Thuthuka)					
	SAICA Registered Assessor		Business Writing - Pta		VC STTT - A4	
	Audit 4 - JHB					
	KPMG StD1 Dbn	KPMG StD2 Dbn	KPMG StD3 Dbn	VC4Me		
	DMD-CT					
27	28	29	30	31		
	Business Writing		EPM			
	Pres Skills		KPMG StD1 Pta	KPMG StD2 Pta		
	Audit 1 - Swa					
	Audit 3 - Moz					
	Audit 2 - Jhb					
	Audit 3 - Jhb					
	Audit 4-CT x2					
				Pres Skills OAC		
				Thrive		



# L&D Calendar Month at a Glance



## September 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					<b>1</b>	<b>2</b>
					KPMG CC3 Pta	
					Pres Skills OAC	
					Audit 1 - Swa	
					Monthly Induction - Jhb	
					Audit 2 – Jhb	
					Audit 3 – Moz & Jhb	
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
				KBD (Blood drive)		
	GTAC					
	Business Writing - Dbn		Development Centre			
<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
	Pres Skills		KPMG InTouch	AREM	VC KStD	
		NBA		SAICA Registered Assessor		
	Audit 1 - Zam					
	Audit 2 - Pta					
	Audit 2 - Jhb					
<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>
	Audit 2 - Zam					
	Audit 2 - Jhb					
	Support Staff Fundamental Skill		DMD	Frontline Forum		
	Pres Skills - Dbn		Pres Skills - Pta			
	Process Analysis					
	Ethics - CT	Business Writing				
<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
	Public Holiday	KPMG StD1	KPMG StD2	KPMG StD3		
		Impress for Success - Jhb		Business Writing		
		Transnet*2		Pres Skills		
		Audit 4 - Moz				
				VC4Me		
		EFAP				
				Thrive		
	Audit 3 - Malawi					

# L&D Calendar Month at a Glance



October 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
	Monthly Induction - Jhb		Ad On Boarding			
	Audit 4 - PE					
	NBA	DMD	Spring School			
	AA for NA					
<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
	Pres Skills		KPMG InTouch	Business Writing		
	Enhancing Value for Clients - Jhb					
	Audit 2 – Bots					
	Audit 2 - Jhb x2					
	Audit 2 - Bloem					
	Audit 3 - Pta					
			AD AC		VC KStD	
<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>
	Pres Skills		Impress for Success - JHB		VC KStD	
				Tax Academy I		
	Audit 2 - CT					
	Audit 3 – Pta					
	Audit 3 – Mau & Bots					
	Audit 4 – Jhb x2					
<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>
	Audit 2 – Dbn					
	Audit 2 - Nam					
	Public Sector - Pta		Applied Project Management			
	KPMG StD1 CT	KPMG StD2 CT	KPMG StD1 CT	Coaching Essentials		
	Audit 4 – Jhb					
				Thrive		
	VC4Me		Pres Skills			
<b>29</b>	<b>30</b>	<b>31</b>				
	Business Writing					
	Audit 1 - MAL					
	Audit 2 - MOZ					
	Audit 4 - BOTS					
	Audit 4 – JHB x2					
	Transnet x2					

# L&D Calendar Month at a Glance



## November 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
			Monthly Induction - Jhb	DMD	Ad On Boarding	
			KPMG StD1	KPMG StD2	KPMG StD3	
			Audit 1 – Mal			
			Audit 2 – Moz			
			Audit 4 – Bots		VC KStD	
			Audit 4 – Jhb x2			
			Development Centre			
<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
			Audit 3 - Zam			
			Audit 1 - Moz			
			Audit 2 - Jhb			
	Impress for Success - Blm			NBA	AREM	
	Core Consulting Skills - Managers			KBD (Blood Dive)	Frontline Forum	
	Audit 4 - Jhb					
		KPMG InTouch			VC KStD	
				Pres Skills		
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
	DMD - Dbn	EPM		Process Analysis		
	Intermediate Vaccies			BD Core Skills 1	BD Core Skills 2	
	KPMG StD1 Pta	KPMG StD2 Pta	KPMG StD3 Pta		VC4Me	
	Audit 4 – Mbo					
	Audit 4 – Mau					
	Audit 4 – Jhb					
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
	NSMME		Transnet*2			
	Business Writing - Pta		NAD			
	Newby Vaccies - CT					
	Intermediate Vaccies					
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>		
	Intermediate Vaccies		Inner Leader			
	Impress for Success - JHB		IAM (Insights)			
	Audit 4 – Pta					
	Audit 4 – Jhb*2					
	Audit 4 - Dbn					

# L&D Calendar Month at a Glance



December 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
					VC4Me	
					Monthly Induction - Jhb	
3	4	5	6	7	8	9
	NMME					
	Audit 4 - Zam					
	Audit 2 – CT*2					
10	11	12	13	14	15	16
	Audit 4 - Namibia					
17	18	19	20	21	22	23
24	25	26	27	28	29	30
	Christmas Day	Day of Goodwill				

# Booking Training Rooms at the L&D Centre

## L&D TRAINING ROOMS

Crescent, 5th Floor

Training Rooms	Seating Capacity
Serengeti	48
Kalahari	48
Etosha 1	24
Etosha 2	24
Etosha 1 & 2	48
Moremi Boardroom	22
Sahara	28
Kilimanjaro	24
Nile	24
Vic Falls	12
Tsitsikama	24
VC Room ( <i>eLearning</i> )	14

### Your Contact Person

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