

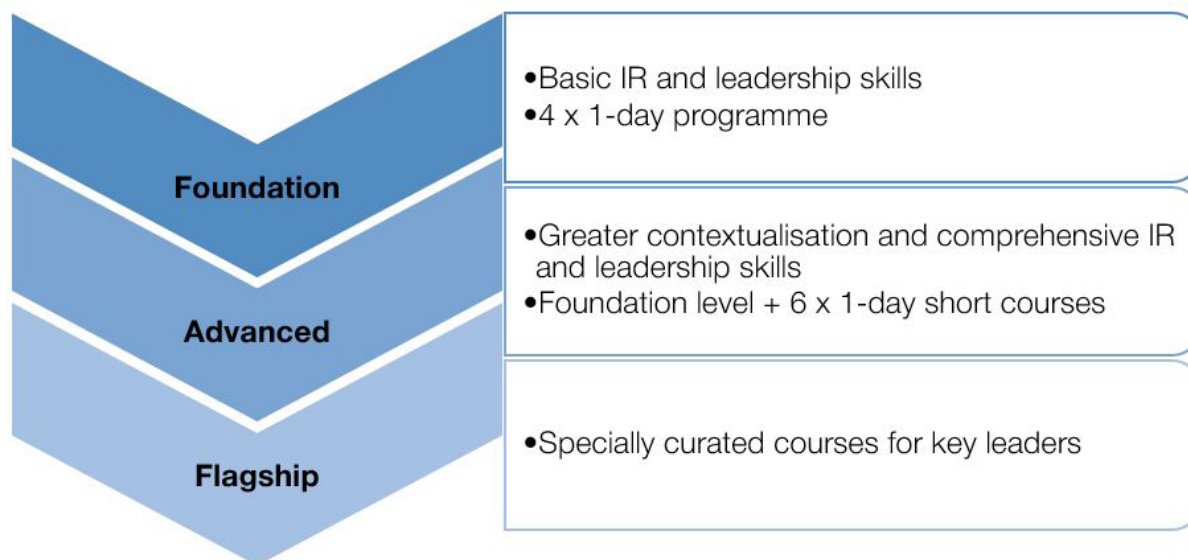
# **LABOUR MOVEMENT (LM) LEADERSHIP DEVELOPMENT**



# LM

## LEADERSHIP DEVELOPMENT

The LM Leadership Development framework comprises of 3 Levels: Foundation and Advanced and specially curated Flagship courses.



### Foundation Level

The Foundation Level courses provide new leaders with basic knowledge and skills to carry out their duties and responsibilities. This level focuses on foundational Industrial Relations and Leadership competencies; based on the **Values (Purpose & Objectives)** and attributes of **Heart (Mindset & Alignment)**, **Head (Knowledge & Awareness)** and **Hand (Skills & Application)**.

*Note: Leaders who have attained Basic Certificate in Industrial Relations (BCIR) and OTCi Certificated Industrial Relations Series Level 1 previously will be considered to have completed the Foundation Level.*

### Advanced Level

Leaders who have completed the Foundation Level can now progress to the Advanced Level by completing the recommended short courses as tabulated at Page 8 and/or customised courses as determined by unions and associations.

The recommended short courses provide our leaders with comprehensive IR, leadership and membership knowledge and skills to hold higher responsibilities and with greater contextualisation on representing workers' interest.

*Note: Leaders who have attained Intermediate Certificate in Industrial Relations (ICIR), Advanced Certificate in Industrial Relations (ACIR), OTCi certificated Industrial Relations Series Level 2 and/or 3 previously will be considered to have completed the Advanced Level.*

### Flagship Courses

Flagship Courses are targeted at key leaders, focusing on national and LM-related topics, policy matters and stewardship. These courses are specially curated together with institutes of higher learning and government agencies to provide participants with in-depth understanding of issues affecting workers.

# LM LEADERSHIP DEVELOPMENT

## FOUNDATION LEVEL

Through the Foundation Level courses, participants will learn the following:

<p><b>VALUES</b> (Purpose &amp; Objectives)</p> <p><b>Foundation Programme 1</b></p>	<p><b>Labour Movement and Leadership</b></p> <ul style="list-style-type: none"> <li>• Introduction to NTUC</li> <li>• NTUC network of unions, social enterprises and communities to serve the needs of workers</li> <li>• Values and motivation of individual leader</li> </ul>
<p><b>HEART</b> (Mindset &amp; Alignment)</p> <p><b>Foundation Programme 2</b></p>	<p><b>Industrial Relation (IR) System and Tripartism</b></p> <ul style="list-style-type: none"> <li>• LM's role in the progress of Singapore</li> <li>• Singapore LM Milestones and Evolution</li> <li>• NTUC-PAP Symbiotic Relationship</li> <li>• Singapore's IR System</li> </ul>
<p><b>HEAD</b> (Knowledge &amp; Awareness)</p> <p><b>Foundation Programme 3</b></p>	<p><b>Labour Laws and Disputes Settlement</b></p> <ul style="list-style-type: none"> <li>• Labour related legislations in Singapore</li> <li>• Key employment terms of the Employment Act</li> <li>• Key terms and conditions of employment in the Retirement &amp; Re-Employment Act</li> <li>• Key principles in legislations governing the work of unions: <ul style="list-style-type: none"> <li>~ Trade Union Act</li> <li>~ Trade Disputes Act</li> <li>~ Criminal Law (Temporary Provisions) Act</li> </ul> </li> </ul>
<p><b>HAND</b> (Skills &amp; Application)</p> <p><b>Foundation Programme 4</b></p>	<p><b>Membership and Stewardship</b></p> <ul style="list-style-type: none"> <li>• Characteristics of a strong and representative LM</li> <li>• Roles of a union leader</li> <li>• Organising union activity</li> <li>• Membership Recruitment</li> <li>• Process of handling IR cases</li> </ul>

The scheduled public run dates are as follows:

Foundation Programme 1	Foundation Programme 2	Foundation Programme 3	Foundation Programme 4
6 Jan	14 Jan	22 Jan	
3 Feb	11 Feb	19 Feb	27 Feb
3 Mar	11 Mar	19 Mar	27 Mar
7 Apr	15 Apr	23 Apr	28 Apr
5 May	14 May	20 May	28 May
2 Jun	10 Jun	18 Jun	26 Jun
7 Jul	15 Jul	23 Jul	31 Jul
4 Aug	12 Aug	20 Aug	27 Aug
1 Sep	10 Sep	16 Sep	25 Sep
6 Oct	14 Oct	22 Oct	30 Oct
3 Nov	11 Nov	19 Nov	27 Nov
1 Dec	9 Dec	17 Dec	

Fees after subsidy: \$25.00 per participant per programme

For enquiries and registration, please contact us at [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg).

All programmes are conducted in NTUC Centre, One Marina Boulevard, unless otherwise stated.

All dates and fees are accurate as of 24 June 2025.

# LM LEADERSHIP DEVELOPMENT ADVANCED LEVEL SHORT COURSES

The selected short courses for Advanced Level comprise of topics pertinent to Industrial Relations, Human Resources, Membership and Leadership.

Page 8 – Page 18 contains details of the short courses.

## Customised Trainings

These short courses can also be customised to meet union/cluster needs for greater contextualisation.

For unions who would like to select courses that are not in the recommended list, OTCi is able to curate courses accordingly.

Please contact [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg) for enquiries.

# LM LEADERSHIP DEVELOPMENT ADVANCED LEVEL SHORT COURSES

*Public-run courses are listed below.*

1. Collective Bargaining and Industrial Action
2. Company Restructuring, Transfers and Redundancy
3. Conducting Difficult Conversations
4. Developing a Workplace Risk Management Plan (bizSAFE Level 2 Certification) (2 days)
5. Grievance Handling, Discipline & Dispute Management
6. Handling Performance Management Issues
7. Handling Workplace Harassment – Legislations and Rights
8. Influencing and Mobilising Skills for Union Leaders
9. John Maxwell's 5 Strategies to Win with People
10. John Maxwell's Leader's Art of Influence
11. Managing Union Finance and Governance
12. Negotiation & Conflict Management
13. Organising, Membership Recruitment & Retention
14. Principled & Evidence-Based Wage Negotiation
15. Providing Mental Wellness Support at Workplaces
16. Termination & Dismissal
17. Understanding & Applying the Employment Act
18. Understanding & Applying WICA and WSHA
19. Understanding Company Financial Performance for Salary Negotiations
20. Workplace Investigation & Board of Inquiry

All **public-run courses** will be conducted in NTUC Centre, One Marina Boulevard, unless otherwise stated.

OTCi will exercise full flexibility for customised runs; in terms of venue, duration and mode of delivery. All fees are accurate as of 24 June 2025.

Please contact [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg) for registration and enquiries (if any).

## 1. COLLECTIVE BARGAINING AND INDUSTRIAL ACTION

Collective bargaining is the key mechanism unions use in determining the working conditions and terms of employment for union members. The process also sets in place the rules and procedures in regulating the interactions between unions, employers and employees. This programme addresses the knowledge and skills required for a successful collective bargaining process. It will also cover the legislation and application of industrial action.

This programme will cover the following:

- Practices, procedures and processes of collective bargaining
- Key issues of union representation
- Management prerogatives, rights and obligations
- Processes of conciliation, arbitration and best practices of Industrial Relations
- Laws on industrial action and its applications

**Scheduled Dates: 9 Jan // 13 Mar // 6 May // 10 Jul // 15 Sep // 13 Nov**

**Fees after subsidy: \$25.00 per participant**



## 2. COMPANY RESTRUCTURING, TRANSFERS AND REDUNDANCY

Why do employers restructure their businesses? Some of the reasons may be to:

- Survive or remain viable
- Maintain competitiveness
- Keep up with new technologies and enhance productivity
- Streamline or expand operations due to changing business trends
- Align or meet with Government's guidelines or new legislation

When organisation restructures, there will be possible changes to (1) operation, (2) HR policies and (3) manpower needs. This programme aims to equip participants the knowledge on how to protect the interest of our employees in the event of organisation restructuring/transfers/redundancies.

This programme will cover the following:

- Potential impact and effects on restructuring
- Employer's rights and protecting employees' interest in the event of a retrenchment
- Good practices and procedures for retrenchment arising from mergers and restructuring
- Laws governing industrial actions and its applications

**Scheduled Dates: 16 Apr // 16 Jun // 15 Oct**

**Fees after subsidy: \$68.00 per participant**



### 3. CONDUCTING DIFFICULT CONVERSATIONS

Often times, LM Leaders will have to engage in difficult conversations regarding members' personal grievances and performance related matters. Being able to handle such situations effectively will be key in helping members and management recognizes the root causes and hence leading to constructive resolution. The reverse outcome will just be as true if the conversation is unable to focus on the actual facts due to sensitivity and high emotions. This programme aims to equip participants with the skills and knowledge to confidently handle such situations by applying coaching principles and collaborative approach. .

This programme will cover the following:

- Coaching process of inquiry and discovery for evaluation, changes, and commitment to resolution
- Collaborative approach in helping members adopt a holistic perspectives of individual performance vs organisation needs
- SBIA (Situation-Behaviour-Impact-Assessment) framework for constructive conversation

**Scheduled Dates: 29 Apr // 1 Jul // 23 Oct**

**Fees after subsidy: \$62.00 per participant**



### 4. DEVELOPING A WORKPLACE RISK MANAGEMENT PLAN (bizSAFE L2) [2 days]

Jointly offered with the Singapore Workplace Safety & Health Council, this programme serves to strengthen WSH capabilities and capacity in unions, and to cascade national WSH efforts to every unionised company. Participants will acquire skills and knowledge to come up with holistic approaches to workplace safety and health, robust risk management initiatives and raising awareness amongst employees.

Participants will receive a bizSAFE Level 2 certification, upon completion of the programme and passing the assessment.

This programme will cover the following:

- Identifications of WSH hazards associated with any work activity or trade through hazard identification methodology for the workplace
- Risk control measures methodology for the workplace to manage the identified risks to a level by following the principles of hierarchy of control
- Development of a workplace risk management plan to implement hazard identification, risk assessment, and risk control measures
- Communication and buy-in from all stakeholders, on the risk management plan

**Scheduled Dates: 21-22 Jan // 23-24 Apr // 8-9 Jul // 1-2 Oct**

**Duration: 2 days, 9 am to 5 pm**

**Fees after subsidy: \$49.00 per participant**



## 5. GRIEVANCE HANDLING, DISCIPLINE & DISPUTE MANAGEMENT

Grievances are complaints, in the workplace, formally brought up by individual employees, through the official grievance procedure. Discipline refers to the formal actions taken by Management against an individual who fails to conform to the rules established by the management. Disputes refers to the issues relating to industrial matters (employment, terms of employment, conditions of labour etc). For the handling of these matters, a certain level of sensitivity and skillfulness is required, lest the issues escalate. This programme aims to equip participants with the knowledge and skills required to handle grievances, discipline matters and manage disputes.

This programme will cover the following:

- Knowledge and understanding of the key principles of grievance handling and dispute resolution
- Grievance handling procedures and dispute management process
- Key concepts of discipline handling and to know what constitutes minor misconducts and major misconducts
- Fair and just punishments and dismissal process in Singapore

**Scheduled Dates:** 10 Feb // 9 Apr // 9 Jun // 14 Aug // 13 Oct // 4 Dec

**Fees after subsidy:** \$25.00 per participant



## 6. HANDLING PERFORMANCE MANAGEMENT ISSUES

Performance management is a systematic process to monitor and assess employee performance. It involves formal appraisals, regular feedback, and the identification of training and development needs. These enable employees to contribute more effectively towards business goals. This programme aims to equip participants with identifying the causes related to performance issues and how to deal with them early and constructively.

This programme will cover the following:

- Principles and rationale of a total performance management system
- Warning signs of poor performance and how to take pre-emptive action
- Helping employees to commit to performance goals and measure their progress
- Providing constructive feedback and coaching to employees

**Scheduled Dates:** 22 Apr // 9 Jul

**Fees after subsidy:** \$68.00 per participant

## 7. HANDLING WORKPLACE HARASSMENT – LEGISLATIONS AND RIGHTS

When employees treat each other with respect and professionalism, a positive workplace culture will be created. However, when the workplace is disrupted by someone disrespecting their co-employees, anger and resentment can destroy morale, relationships and lines of communication among employees. This programme aims to equip participants with the ability to recognise workplace harassment and knowledge of how to confront harassment situations that might arise in the workplace.

This programme will cover the following:

- Need for protection against workplace harassment
- Framework of the Protection from Harassment Act
- Options, remedies and avenues to address workplace harassment
- Prevention of workplace harassment
- Tripartite Advisory on Managing Workplace Harassment

**Scheduled Dates: 5 Feb // 30 Jul // 11 Sep**

**Fees after subsidy: \$68.00 per participant**



## 8. INFLUENCING AND MOBILISING SKILLS FOR UNION LEADERS

LM Leaders play a critical role in influencing, gaining strong buy-in and building positive interaction with management partners and key stakeholders to work towards outcomes that are beneficial for employees. Similarly, union leaders need to be able to connect with, persuade and mobilise members for mindset shifts, initiatives for the betterment of the employees, and for LM causes. This programme aims to strengthen the influencing and mobilising skills of participants to further the interests of employees and the LM.

This programme will cover the following:

- Assessing and strengthening one's ability to influence and mobilise
- Different styles of influencing and applications
- Strategies to build trust with members and key stakeholders
- Practical frameworks and tools to influence and mobilise

**Scheduled Dates: 26 Feb // 24 Jun**

**Fees after subsidy: \$62.00 per participant**

## 9. JOHN MAXWELL'S 5 STRATEGIES TO WIN WITH PEOPLE

With an increasingly diverse workforce, LM Leaders will need to be skilled in engaging workers of different ages, education profile and needs. In this programme, participants will learn more about collaborative techniques and practices that encourage win-win outcomes. This programme will also look at overcoming communication barriers and manage disagreement and confrontation constructively.

This programme will cover the following:

- Relational chemistry that affects organisation's effectiveness
- Self-assessment to healthy relationships
- Differences within organisation and how to connect with others effectively
- Manage conflicts and tensions that strengthen trust and build relationship
- Collaboration techniques and practices

**Scheduled Dates: 13 Mar // 15 May**

**Fees after subsidy: \$105.00 per participant**



## 10. JOHN MAXWELL'S LEADER'S ART OF INFLUENCE

LM Leaders play important roles in influencing workplace stakeholders to gain their support for the betterment of workers. This programme equip participants with skills relating to those they lead or work with. Participants will also discover the components of the 5 Levels of Leadership and The Laws of Leadership that will guide them on how to adopt best behaviours to gain influence as a leader regardless of position in the organisation.

This programme will cover the following:

- The 5 Levels of Leadership
- Personal values impact the growth as a leader
- Application of The 5 Levels of Leadership to current relationships
- Assessing current relationship and discover ways to improve relational chemistry
- Strategies to maximise influence
- Develop and practice 360° leadership

**Scheduled Dates: 5 Mar // 6 May**

**Fees after subsidy: \$105.00 per participant**

*\*\* John Maxwell is a world-renowned author, coach and speaker in leadership. These programmes are based on proprietary concepts developed by him.*

## 11. MANAGING UNION FINANCE AND GOVERNANCE

Proper management and governance of union finances are important aspects of union leadership responsibilities. As steward of the union finances on behalf of members, union leaders are obligated to ensure that every dollar of the union is handled professionally and ethically, towards the benefits of the union and membership. This requires doing things right and doing right things.

As such, it is critical that union leaders who are accorded the authority and responsibility to handle union finances are trained to make the best possible decisions. Specially designed for Presidents, General-Secretaries, General Treasurers, Internal Auditors and other key leaders, this programme will cover the full spectrum of financial management and investment.

This programme will cover the following:

- Governance and professional ethics
- Financial responsibilities of union leaders
- Financial processes
- Conflict of interest
- Budgeting, income and expenditures
- Financial statements and reporting
- Investments

**Scheduled Dates:** 14 Jan // 15 Apr // 10 Sep // 14 Oct

**Fees after subsidy:** \$68.00 per participant



## 12. NEGOTIATION & CONFLICT MANAGEMENT

Negotiation is a dialogue between two or more parties, intended to reach a mutually beneficial outcome over issues, where differences exist. Similarly, conflict management is the process of limiting the negative aspects of the difference while increasing the positive aspects. This programme aims to equip participants with the knowledge and skill of negotiation and conflict management to facilitate and arrive at win-win situations.

This programme will cover the following:

- Causes of conflict and conflict management strategies
- Principles and processes of negotiation
- Different styles of negotiations and various negotiation strategies
- Preparations for pre-, during and post-negotiations
- Development and application of negotiation skills in securing win-win situations

**Scheduled Dates:** 13 Jan // 17 Mar // 15 May // 14 Jul // 24 Sep // 17 Nov

**Fees after subsidy:** \$25.00 per participant

### 13. ORGANISING, MEMBERSHIP RECRUITMENT & RETENTION

The strength of a union comes in two forms: (1) Collectivism through membership and (2) Influence as a part of a LM. Both require strong membership numbers as it is a direct indication of a union's level of representation and relevance. As such, the ability to organise and recruit and retain membership is key to the survival of any union. This programme aims to equip participants with knowledge of legislations on the organising and formation of unions, membership benefits, strategies for membership recruitment and retention.

This programme will cover the following:

- Legislations on organising, forming of unions and gaining recognition from employers
- Membership benefits — Protection, Privileges, Progression and Placement
- Development of suitable strategies for effective membership recruitment
- Building and strengthening of relationships for membership retention

**Scheduled Dates:** 20 Feb // 14 Apr // 19 Jun // 18 Aug // 22 Oct // 8 Dec

**Fees after subsidy:** \$25.00 per participant



### 14. PRINCIPLED & EVIDENCE-BASED WAGE NEGOTIATION

Negotiation is a dialogue between two or more parties, intended to reach a mutually beneficial outcome over issues, where different viewpoints exist. This programme aims to equip participants to address their knowledge and skills required for a successful wage negotiation. This will include how to muster critical evidence and arguments and adopt a more rigorous and evidence-based approach to negotiating wages.

This programme will cover the following:

- Financial indicators for wage negotiations
- Insights of business operations and management's way of thinking
- Wage structure, principles and levels
- Factors affecting wages
- Process and strategies for effective wage negotiation

**Scheduled Dates:** 20 May // 20 Aug

**Fees after subsidy:** \$68.00 per participant



## 15. PROVIDING MENTAL WELLNESS SUPPORT AT WORKPLACES

Human capital is the most important asset of an organisation. As the pace of workplace transformation quickens, more employees are facing stress and disruptions in their lives. The presence of good organisational health will enable employers and employees to better manage these concerns, improve work environment and employee morale, as well as enhance corporate image and boost productivity gains. This programme aims to equip participants with a better understanding of how management and unions can collaborate to actualise the best practices recommended by the Tripartite Advisory of Mental Health.

This programme will cover the following:

- Causes of personal mental well-being and organisational health
- Plan and implement suitable approaches to mental health at workplaces
- Develop a mental health-friendly culture
- Increase mental health awareness at workplaces
- Partner management to enhance mental well-being at the workplace

**Scheduled Dates: 17 Feb // 29 May // 19 Aug // 4 Nov**

**Fees after subsidy: \$62.00 per participant**



## 16. TERMINATION & DISMISSAL

Termination of an employee's services can be due to a variety of reasons, ranging from the business' needs to an employee's performance. Whatever the reason, being dismissed has a negative stigma and might affect future employment opportunities. This programme aims to equip participants with the knowledge and skills required to represent union members on matters relating to termination and dismissal.

This programme will cover the following:

- Various ways an employment contract can be terminated and their respective legal implications
- Types of contracts and the breaches of contracts
- Forms of employee separation: resignation, redundancy, retirement, death or frustration of contract
- Types of misconduct and the acceptable punishments and dismissal process in Singapore

**Scheduled Dates: 23 Jan // 26 Mar // 19 May // 24 Jul // 29 Sep // 26 Nov**

**Fees after subsidy: \$25.00 per participant**

## 17. UNDERSTANDING & APPLYING THE EMPLOYMENT ACT

The Employment Act is the key legislation covering employment. It governs the employer-employee relationship and forms the basis for employees' working terms and conditions. This programme aims to equip participants with an in-depth knowledge and understanding of its key features and applications.

This programme will cover the following:

- Sections of the act and key clauses, its coverage and the terms and conditions of employment
- Employers and employee's rights and obligations under the act
- Contract of service, termination, salary, benefits, hours of work and leave entitlement

**Scheduled Dates:** 24 Feb // 24 Apr // 23 Jun // 28 Aug // 27 Oct // 18 Dec

**Fees after subsidy:** \$25.00 per participant



## 18. UNDERSTANDING & APPLYING WICA AND WSHA

Work Injury Compensation Act (WICA) makes it compulsory for companies to provide certain medical insurance coverage for its employees. The coverage of the Act is, however, dependent on the scenarios. The Workplace Safety and Health Act (WSHA) covers all workplaces, incident reporting and risk management. This programme aims to equip participants with insights and guidelines on how to apply WICA in the event of a work injury and WSHA in the applications of the safety guidelines in the workplace.

This programme will cover the following:

- Knowledge & interpretation of the contents of both the Acts, its coverage, and its implications
- Employers and employee's rights and obligations under WICA & WSHA
- Payable compensations and claim procedures for WICA
- Various regulations, offences, and penalties for specific liabilities under WSHA

**Scheduled Dates:** 10 Mar // 11 Jun // 2 Jul // 16 Oct

**Fees after subsidy:** \$68.00 per participant



## 19. UNDERSTANDING COMPANY FINANCIAL PERFORMANCE FOR SALARY NEGOTIATIONS

As the economy affects each sector and company differently, it is becoming increasingly difficult to rely on a one-size-fits-all approach to wage negotiations. Unions will have to consider the financial position of the company in the process of bargaining. This programme aims to equip participants with the basic knowledge to interpret company financial statements in order to negotiate factually, principally and responsibly during collective bargaining and salary and bonus negotiation.

This programme will cover the following:

- Interpretation of company's financial statements
- Analysis of financial performance
- Basis of company's performance for effective formulation of union claims for collective bargaining
- Link between wages, profit, productivity and performance

**Scheduled Dates: 12 Jun // 8 Sep**

**Fees after subsidy: \$68.00 per participant**



## 20. WORKPLACE INVESTIGATION & BOARD OF INQUIRY

When allegations such as theft, violent behaviour, harassment and occupational health and safety complaints arise, the right precedent needs to be set in the gathering of relevant information. The process should comply with legal responsibilities and adhere to best practices. The parties involved in the disciplinary inquiry process must have a good understanding of what the process entails, and the technical preparation needed for conducting such a hearing. This programme aims to equip participants on how to conduct a fair workplace investigation.

This programme will cover the following:

- Practices and procedures in handling workplace investigation and to conduct a Board of Inquiry effectively
- Legal importance and processes of conducting due inquiry in accordance with the Employment Act and the Industrial Relations Act
- Preparation, investigation, and identification of the appropriate charges for a disciplinary hearing
- Steps in handling an effective investigation
- Methods of evidence gathering

**Scheduled Dates: 25 Feb**

**Fees after subsidy: \$68.00 per participant**