

LM
LEADERSHIP
DEVELOPMENT

ADVANCED LEVEL

SHORT
COURSES

(Industrial Relations, Human
Resources and Membership)

Public-run courses are listed below.

1. Collective Bargaining and Industrial Action
2. Grievance Handling, Discipline & Dispute Management
3. Negotiation & Conflict Management
4. Organising, Membership Recruitment & Retention
5. Termination & Dismissal
6. Understanding & Applying the Employment Act

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 8 January 2024.

Please contact 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 // 11 Mar // 7 May // 3 Jul // 9 Sep // 13 Nov

Fees after subsidy: \$25.00 per participant



2. 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: 22 Jan // 26 Mar // 16 May // 9 Jul // 17 Sep // 6 Nov

Fees after subsidy: \$25.00 per participant

3. 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: 25 Jan // 28 Feb // 25 Apr // 5 Jun // 13 Aug // 2 Oct // 3 Dec

Fees after subsidy: \$25.00 per participant



4. 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: 21 Mar // 14 May // 25 Jul // 25 Sep // 20 Nov

Fees after subsidy: \$25.00 per participant

5. 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: 20 Feb // 23 Apr // 10 Jun // 20 Aug // 3 Oct // 11 Dec

Fees after subsidy: \$25.00 per participant



6. 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: 6 Feb // 27 May // 4 Jul // 12 Sep // 19 Nov

Fees after subsidy: \$25.00 per participant

**LM
LEADERSHIP
DEVELOPMENT**

**CUSTOMISED
TRAINING**

**(Industrial Relations and Human
Resources)**

Examples of customised training are listed below.

1. Company Restructuring, Transfers and Redundancy
2. Developing a Workplace Risk Management Plan (bizSAFE Level 2 Certification) (2 days)
3. Handling Performance Management Issues
4. Handling Workplace Harassment – Legislations & Rights
5. Principled & Evidence-Based Wage Negotiation
6. Providing Mental Wellness Support at Workplaces
7. Refresher on Singapore Labour Laws – Employment Terms & Conditions
8. Refresher on Singapore Labour Laws – IR Processes & Dispute Settlement
9. Understanding & Applying WICA and WSHA
10. Understanding Company Financial Performance for Salary Negotiations
11. Workplace Investigation & Board of Inquiry

OTCi will exercise full flexibility for customised runs; in terms of venue, duration and mode of delivery.

All fees are accurate as of 8 January 2024.

All course duration listed is 1-day, unless otherwise stated.

For unions that do not have enough participants to form their own customised class, please contact us at otcinstitute@ntuc.org.sg and we will help to aggregate participants from other unions to form a class.

1. COMPANY RESTRUCTURING, TRANSFERS & 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:

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

Fees after subsidy: \$68.00 per participant



2. 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

Duration: 2 days, 9 am to 5 pm

Fees after subsidy: \$49.00 per participant

3. 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

Fees after subsidy: \$68.00 per participant



4. HANDLING WORKPLACE HARASSMENT – LEGISLATIONS & 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

Fees after subsidy: \$68.00 per participant

5. 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

Fees after subsidy: \$68.00 per participant



6. 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

Fees after subsidy: \$62.00 per participant

7. REFRESHER ON SINGAPORE LABOUR LAWS – EMPLOYMENT TERMS & CONDITIONS

This programme aims to equip participants a thorough refresher on how to interpret and apply the provisions on the key labour legislations governing the Employment Act. Latest changes and amendments made to the Employment Act will also be covered during the session.

This programme will cover the following:

- Employment Act
- CPF Act
- Retirement and Re-employment Act
- Work Injury Compensation Act (WICA) / Workplace Safety and Health ACT (WSHA)

Fees after subsidy: \$68.00 per participant



8. REFRESHER ON SINGAPORE LABOUR LAWS – IR PROCESSES & DISPUTE SETTLEMENT

It is essential for LM Leaders to possess sound knowledge and understanding of local labour policies and legislations. The ability to apply this knowledge across their industrial relations and union work will effectively add-value to the members that they represent and serve. This Programme aims to equip our participants with a comprehensive refresher and update of the key labour legislations concerning industrial relations and the roles of union administration.

This programme will cover the following:

- Trades Union Act
- Industrial Relations Act
- Trade Disputes Act

Fees after subsidy: \$68.00 per participant

9. 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

Fees after subsidy: \$68.00 per participant



10. 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

Fees after subsidy: \$68.00 per participant

11. 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

Fees after subsidy: \$68.00 per participant