

IR/HR TRAINING FOR MANAGEMENT & PRACTITIONERS



IR/HR TRAINING FOR MANAGEMENT & PRACTITIONERS (Public-run Courses)

In today's rapidly evolving business environment, the ability to align human resource (HR) strategies with shifting organisational priorities and aspirations of a modern workforce is a strategic imperative. Organisations that succeed in doing so will be better positioned to attract, retain, and develop talent, gaining a sustainable competitive edge.

The Building HR Capabilities Series features a curated suite of programmes designed to empower management and HR partners with the insights, frameworks, and tools needed to navigate today's complex and dynamic labour landscape.

At the heart of this initiative is the belief that strong bipartite collaboration and robust labour-management relations (LMR) are essential to shaping fair, forward-looking workplace practices. By fostering mutual trust and understanding, organisations can co-create policies that deliver win-win outcomes in enhancing employee engagement while driving business performance.

This programme will be useful for management and HR partners seeking to strengthen their capabilities in addressing increasingly multifaceted workplace challenges. Union Leaders are encouraged to attend together with their management counterparts, to deepen shared understanding and reinforce the spirit of partnership that underpins effective industrial relations in Singapore.

The Building HR Capabilities Series consists of the following courses:

1. Advanced Labour Law and Industrial Relations
2. Grievance Handling and Employment Dispute Management
3. Mastering Job Redesign Process and Transitional Conversation
4. Performance Management and Compensation Design
5. Workforce Transformation and Managing Change

All **public-run courses** are held over a one-day duration and will be conducted in NTUC Centre, One Marina Boulevard, unless otherwise stated.

All dates and fees are accurate as of 20 November 2025.

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

1. ADVANCED LABOUR LAW AND INDUSTRIAL RELATIONS

As employment issues grow in complexity and visibility, it is essential to stay ahead of legal developments and industrial trends. This programme equips participants with the advanced knowledge and leadership perspective needed to navigate complex employment issues, foster constructive labour-management relations, and contribute to sustainable industrial peace.

This programme will cover the following:

- Rationale and policy thinking of Singapore employment legislations
- Types of employment contracts and exit modes to ensure compliance and mitigate organisational risk
- Key employment terms and wage-related provisions under the law
- Legal and tripartite guidelines to manage complex termination and dismissal scenarios effectively
- Industrial relations frameworks and practices, including collective bargaining and dispute resolution mechanisms
- Understand employment claims handled by TADM and ECT, and navigate the relevant processes and institutions
- Workplace discrimination across the employment lifecycle in alignment with legal protections and fair employment practices

Scheduled Dates: 30 Mar // 25 May // 27 Aug // 28 Oct

Fees for Union Leaders: \$31.00 nett per pax

Fees for Management Partners:

\$305.20 nett per pax (Unionised Companies)

\$414.20 nett per pax (Non-Unionised Companies)



2. GRIEVANCE HANDLING AND EMPLOYMENT DISPUTES MANAGEMENT

Effective grievance and dispute management are essential for maintaining industrial harmony and fostering trust in organisations. This programme covers the knowledge and tools to handle employee grievances, manage employment claims, and navigate industrial disputes with confidence and fairness. Through case studies and practical exercises, participants will gain actionable insights to strengthen workplace relations with fair employment practices.

This programme will cover the following:

- Effective management of employee grievances
- Collective bargaining and its salient features
- How the disputes management framework help resolve industrial disputes
- Management of employment claims lodged by employees

Scheduled Dates: 23 Feb // 15 Jun // 1 Sep // 27 Oct

Fees for Union Leaders: \$31.00 nett per pax

Fees for Management Partners:

\$305.20 nett per pax (Unionised Companies)

\$414.20 nett per pax (Non-Unionised Companies)



3. MASTERING JOB REDESIGN PROCESS AND TRANSITIONAL CONVERSATION

Job redesign is a powerful lever for improving organizational effectiveness and employee engagement. This programme provides essential skills to assess evolving business needs, realign job roles, and lead change confidently. Participants will learn how to communicate effectively, foster collaboration, and implement redesign strategies that drive performance and satisfaction.

This programme will cover the following:

- Understand the critical role of job redesign in aligning organizational goals with employee satisfaction and performance
- Utilise effective communication techniques to initiate and facilitate job redesign discussions, fostering a collaborative environment
- Application of analytical approaches to assess organisation needs, job role accountabilities and requirements
- Develop strategies for managing change and planning transitions effectively, ensuring that job redesign initiatives are implemented smoothly and successfully

Scheduled Dates: 24 Mar // 5 May // 3 Aug // 18 Nov

Fees for Union Leaders: \$31.00 nett per pax

Fees for Management Partners:

\$305.20 nett per pax (Unionised Companies)

\$414.20 nett per pax (Non-Unionised Companies)



4. PERFORMANCE MANAGEMENT AND COMPENSATION DESIGN

Designing effective performance and compensation systems is key to driving accountability, motivation, and alignment with the organisation's strategic goals. Participants will learn practical tools and frameworks to build robust performance metrics and fair, market-aligned compensation structures. Through class exercises, participants will gain actionable insights to enhance performance management and compensation practices in unionised organisations.

This programme will cover the following:

- Organisation performance metrics
- Organisation balanced scorecard and optimisation of KPIs
- Team and individual performance metrics alignment to organisation KPIs
- Pay mix and salary range via-a-vis job levels
- Salary benchmarking and performance-based pay design
- Salary increment, staff promotion and payment cycle

Scheduled Dates: 10 Mar // 11 May // 17 Aug // 4 Nov

Fees for Union Leaders: \$31.00 nett per pax

Fees for Management Partners:

\$305.20 nett per pax (Unionised Companies)

\$414.20 nett per pax (Non-Unionised Companies)



5. WORKFORCE TRANSFORMATION AND MANAGING CHANGE

In today's rapidly evolving business landscape, organisations must proactively transform their workforce to stay aligned with strategic goals while managing change effectively and empathetically.

This programme equips participants with a holistic framework for workforce transformation, integrating skills, jobs, team dynamics, and organisational design with people strategies to drive sustainable outcomes.

This programme will cover the following:

- A holistic approach in transforming the workforce and aligning to the business strategy
- Integrate skills, jobs, team dynamics, and organisational design with people strategies to achieve desired outcomes
- Workforce design and transformation framework to start the journey
- Organisation change management approaches and processes
- Whole-of-enterprise infrastructure for change management and staff transition
- High-impact action planning leading towards execution for change

Scheduled Dates: 12 Feb // 8 Apr // 7 Jul // 7 Oct

Fees for Union Leaders: \$31.00 nett per pax

Fees for Management Partners:

\$305.20 nett per pax (Unionised Companies)

\$414.20 nett per pax (Non-Unionised Companies)

IR/HR TRAINING FOR MANAGEMENT & PRACTITIONERS (Customised Courses)

Singapore has enjoyed industrial peace and harmony for many decades. Strong tripartite ties are a cornerstone of this social compact which has benefited employers, workers and the government. These harmonious tripartite relations, often cited as the cornerstone of Singapore's economic success did not come by chance but nurtured and developed carefully over the years.

The ability to comprehend adequately and address proactively the development of employment and industrial relations issues will give organisations a competitive edge. This competitive edge can be sharpened further when it is undergirded by strong bipartite ties/labour-management relations (LMR).

Strong bipartite ties/LMR would lead to the development of appropriate practices and policies with win-win outcomes in the management of an organisation's most important asset, its human capital.

To support unions' efforts in strengthening its bipartite ties with their respective employers, OTCi offers the Joint union-management courses. Such courses are ideal platforms for both parties to be equipped with essential knowledge and skills to forge said close cooperation at the workplace.

Through highly interactive roleplays and case studies, participants also stand to gain a deeper understanding and appreciation in specific topics with a wider perspective.

The list of union-management courses is as follows:

1. Creating a Shared Industrial Relations Vision
2. Effective Handling of Common Performance and Disciplinary Cases
3. Essentials of Singapore Labour Laws
4. Essentials of Strong Labour Management Relations
5. Grievance Handling and Dispute Resolution
6. Joint Union-Management Approach to Managing Workplace Disputes
7. Understanding Singapore Industrial Relations System and Tripartism
8. Union-Management Teambuilding

All union-management courses will be customised to meet the context of the organisation.

For enquiries, please contact us at otcinstitute@ntuc.org.sg.