

# LABOUR MOVEMENT LEADERSHIP TRAINING DIRECTORY 2024



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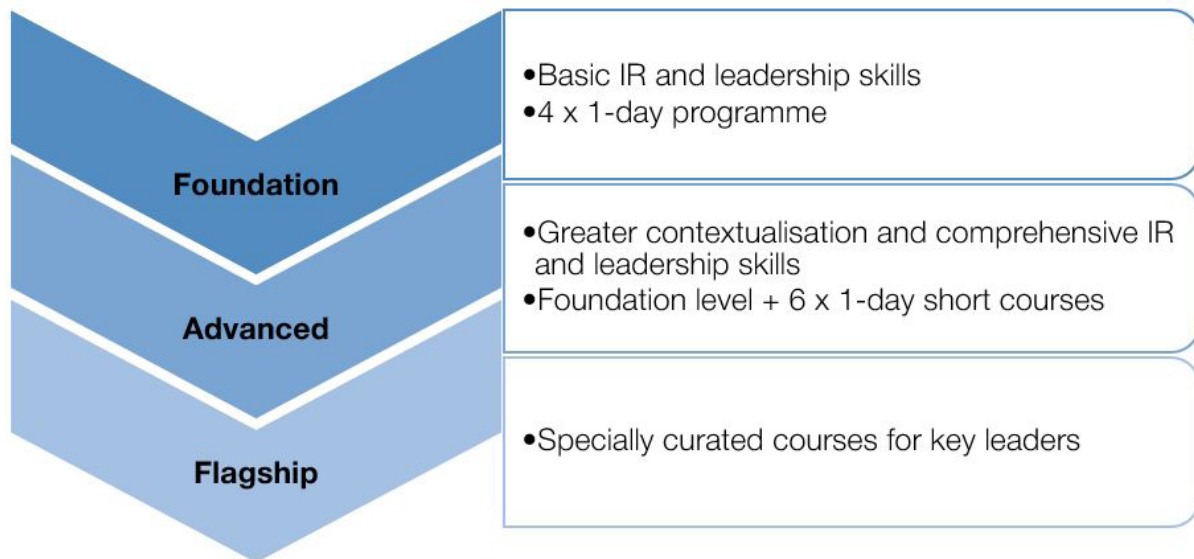


**LABOUR MOVEMENT (LM)  
LEADERSHIP  
DEVELOPMENT**



# LM LEADERSHIP DEVELOPMENT

The LM Leadership Development framework comprises of 2 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 progress to the Advanced Level by completing the recommended Core IR short courses as tabled above and/or customised courses as determined by unions and associations.

The recommended Core IR short courses provide our leaders with comprehensive IR knowledge and skills to hold higher responsibilities with greater contextualization on Industrial Relations and workers' issues.

*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
10 Jan	17 Jan	24 Jan	31 Jan
5 Feb	19 Feb	26 Feb	
4 Mar	11 Mar	18 Mar	25 Mar
4 Apr	18 Apr	25 Apr	29 Apr
9 May	13 May	20 May	30 May
6 Jun	13 Jun	20 Jun	27 Jun
11 Jul	15 Jul	25 Jul	1 Aug
8 Aug	15 Aug	19 Aug	29 Aug
12 Sep	19 Sep	26 Sep	3 Oct
10 Oct	17 Oct	24 Oct	28 Oct
7 Nov	14 Nov	21 Nov	28 Nov
2 Dec	5 Dec	12 Dec	19 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 8 January 2024.

# LM LEADERSHIP DEVELOPMENT ADVANCED LEVEL SHORT COURSES

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

Page 8 – Page 11 contains details of the six short courses.

## Customised Trainings

The six 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.

Page 12 – Page 25 contains details of **other short courses** offered by OTCi.

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

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](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 // 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  
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# 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](mailto: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

**LM  
LEADERSHIP  
DEVELOPMENT**

**CUSTOMISED  
TRAINING**

**(Employment and Employability)**

*Examples of customised training are listed below.*

1. Job Redesign for Worker
2. Productivity in a Digitalised Workplace
3. Supporting Individual Learning through Coaching & Mentoring
4. Understanding Job Analysis, Evaluation & Grading for Workers' Progression

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](mailto:otcinstitute@ntuc.org.sg) and we will help to aggregate participants from other unions to form a class.

## 1. JOB REDESIGN FOR WORKER

Job redesign is the review and reorganization of job responsibilities, to improve employee productivity and satisfaction. An effective job redesign effort can be simple and cost effective and can involve reviewing job tasks and responsibilities, improving workplace ergonomics, and increasing flexibility of work. This programme aims to equip participants with knowledge and skills of applying the job redesign process in their organisations.

This programme will cover the following:

- Job redesign: definition and concept
- Understand how job redesign can increase productivity
- Steps in a job redesign process
- Understand how to perform a job task analysis
- Know the various support schemes available for companies and employees

Fees after subsidy: \$68.00 per participant



## 2. PRODUCTIVITY IN A DIGITALISED WORKPLACE

Organisations often complained that they were unable to optimise benefits from their productivity improvements despite best efforts. This could be due to possible reasons such as weak employee support, uncoordinated efforts or adopting a piecemeal approach to improvement.

Organisations can achieve better results through an integrated approach towards productivity improvements. This programme aims to equip participants to understand and apply productivity improvement initiatives which are beneficial to their organisations and also to achieve optimal outcomes for the organisations and employees.

This programme will cover the following:

- Total reward management system
- Challenges in implementing a fair reward management system
- Setting appropriate and measurable outcomes to justify rewards
- Designing, implementing and evaluating a reward management system

Fees after subsidy: \$68.00 per participant

### 3. SUPPORTING INDIVIDUAL LEARNING THROUGH COACHING & MENTORING

Coaching and mentoring are two popular approaches that aim to help individuals to grow, develop, and achieve their full potential in a work environment. There are important differences which need to be understood before you decide whether one or both methods would be useful. This programme aims to equip participants to develop the knowledge and skills required to be able to provide basic coaching and mentoring to support themselves, as well as being able to support managers and team members.

This programme will cover the following:

- Nature, purpose and practice of coaching and mentoring
- Application of coaching and mentoring models and techniques to support individual learning
- Role plays in coaching and mentoring activities

Fees after subsidy: \$62.00 per participant



### 4. UNDERSTANDING JOB ANALYSIS, EVALUATION & GRADING FOR WORKERS' PROGRESSION

Job analysis helps organisations better understand the tasks that need to be performed by each job and the requirements that must be met by each worker in order to do the job satisfactorily. It also helps organizations better understand the skills that are required for each job and the training that is needed to teach those skills to new employees to do the job. This Programme aims to equip participants with the knowledge to analyse and develop job profiles, and how to integrate it with a grading system for performance management.

This programme will cover the following:

- Establishing a framework for job analysis to understand job roles and accountabilities
- Developing job descriptions and job profiles
- Linking job analysis to evaluation and grading structures
- Achieving progression through meaningful grading structure

Fees after subsidy: \$68.00 per participant

**LM  
LEADERSHIP  
DEVELOPMENT**

**CUSTOMISED  
TRAINING  
(Leadership Soft Skills)**

*Examples of customised training are listed below.*

1. Conducting Difficult Conversations
2. Influencing and Mobilising Skills for Union Leaders
3. John Kotter's Create a Strong Buy-In
4. John Kotter's Leading Through Change
5. John Maxwell's 5 Strategies to Win with People
6. John Maxwell's Leader's Art of Influence

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](mailto:otcinstitute@ntuc.org.sg) and we will help to aggregate participants from other unions to form a class.

## 1. 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

Fees after subsidy: \$62.00 per participant



## 2. 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

Fees after subsidy: \$62.00 per participant

### 3. JOHN KOTTER'S CREATE A STRONG BUY-IN

Getting support for ideas can be difficult in an organisation when natural obstacles exist in the structure or culture. A leader who wants to advance an initiative for the betterment of the union and its members knows that he must first lower people's intentional or unintentional resistance to new concepts. Backing from others is essential. The method for gaining buy-in taught in this module is counterintuitive. You learn the advantages of walking into the fray, showing respect for all, and applying well prepared tactics to build the support — even advocacy — necessary to launch and deliver on your innovation.

This programme will cover the following:

- Leadership competencies in influence, communication, collaboration, strategic thinking and decision making
- Evaluation on how much buy-in has already been achieved, how much more is needed and from whom for their initiatives
- Creation of a step-by-step plan for advancing initiatives through building the necessary support
- Application of tactics to increase buy-in and active support for their initiatives
- The experience needed to apply this blueprint to advancing future ideas or initiatives
- Tips, tools, and a plan to build success for their initiatives

Fees after subsidy: \$105.00 per participant



### 4. JOHN KOTTER'S LEADING THROUGH CHANGE

Today, we expect leaders at all levels to deliver results under conditions of increasing change and uncertainty. However, many feel unprepared and ill-equipped to lead change. In this programme, our leaders will first learn the components of Dr. Kotter's 8 Steps for Successful Change and 4 Critical Leadership Principles that must be in place to ensure successful change. Secondly, they will explore and practice how to get and keep people on board and supporting change: learn the definition of true urgency and how to build and maintain it in their own context.

This programme will cover the following:

- Core principles of effective change to own situation and identify ways to enhance its success
- Recognition of the behaviours that occur when people are on board, bought in and actively supporting a change
- Effective engagement of others in change by addressing their diverse needs
- Application of tactics to increase urgency and active support for a change
- The 8 Steps for successful change and related core leadership principles
- Tips, tools, and a plan to build success for change

Fees after subsidy: \$105.00 per participant

*\*\* John Kotter is internationally regarded as one of the top experts on the topics of Leadership and Change.*



## 5. 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

Fees after subsidy: \$105.00 per participant



## 6. 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

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.*

# FLAGSHIP COURSES



## FLAGSHIP COURSES

# OTCi-SUSS Advanced Programme in Workforce Support

Jointly developed with Singapore University of Social Sciences (SUSS), the Advanced Management Programme in Workforce Support serves to equip participants with an in-depth understanding of the issues and challenges faced by different segments of the workforce, the corresponding government policy responses, and the intricacies of the policy formulation.

This programme consists of 1 Generic Module and 3 Specialist Modules with each focusing on a specific segment of the workforce (Mature Workers, Low Wage Workers and Middle Income Middle Age Workers).

Participants will need to complete the Generic Module before progressing to one or more of the Specialist Module(s) and may sign up for all Specialist Modules.

## Generic Module

### GENERIC MODULE ON SINGAPORE WORKFORCE TRENDS, CHALLENGES AND RESPONSES

Change in demographic profiles, work composition, and skill requirements are combining with advancement of technologies and shifts in the structure of the global and regional economic order to impact our workforce. This will affect Singapore's ability to compete and maintain its relevance in a global setting. Policy adjustments is necessary to mitigate the negative impact while leveraging on the strengths of our workforce to take advantage of new opportunities.

This module aims to equip participants with the knowledge and understand the key challenges of future work while appreciating the policy trade-offs inherent in the choices needed to support the workforce as it confronts the challenges of ongoing disruptions.

The 2-day module will cover the following:

- Macro and micro forces affecting the different demographics of workers
- Strengths and weaknesses of Singapore workers in relation to the challenges
- Government policies and approaches in helping Singapore workers
- Trade-offs and considerations in formulating support programmes for workers

Fees after subsidy: No Cost

## **Specialist Modules**

As a continuation of the generic module, 3 specialist tracks targeting at different demographics of Singapore's labour market will explore deeper into understanding the specific challenges faced by the different demographic groups of works.

### **1. SPECIALIST MODULE IN MATURE WORKERS**

The 2-day module will cover the following:

- Challenges faced by Mature Workers and their responses
- Intrinsic and extrinsic factors that contribute towards the challenges
- Government policies and schemes relating to Mature Workers
- Possible interventions that would benefit Mature Workers in their performance and employability
- Ideas that would pave the way for an inclusive age-integrated workforce

Fees after subsidy: No Cost

### **2. SPECIALIST MODULE IN LOW WAGE WORKERS**

The 2-day module will cover the following:

- Ways that Low Wage Workers can tap on existing support schemes
- Trade-offs in Low Wage Workers support schemes
- Importance of continuous upskilling and lifelong learning
- Outreach strategies to support Low Wage Workers
- Motivation and principles for continuous learning and training in negotiation with management partners
- Advantages and disadvantages of the Progressive Wage Model (PWM) in relation to the Minimum Wage Model and the issues with implementation

Fees after subsidy: No Cost

### **3. SPECIALIST MODULE IN MIDDLE INCOME MIDDLE AGE WORKERS**

The 2-day module will cover the following:

- Observation of the local labour markets using concepts of labour and human capital, and reasons for wage differentials
- Impact of broader macroeconomic and technological trends on how the job environment in Singapore will change to the future
- Challenges facing the target group using the "future framework"
- Roles of unions in the labour market and its limitations
- Evaluation of different policies and how existing policies and structures need to evolve

Fees after subsidy: No Cost

# **Cross-Workforce Leaders Programme**

This 1-day programme serves to provide a common learning platform for leaders from different workforce limbs (Unions, U Associate, U SME and U FSE) to learn, examine and exchange views on issues confronting Singapore, industries and workers.

Senior Representatives from Ministry of Trade and Industry (MTI), Ministry Culture, Community and Youth (MCCY), Ministry of Sustainability and the Environment (MSE) and Ministry of Manpower (MOM) will provide the insights into Singapore endeavours in growing the economic pie, achieving equitability within the society and ensuring Singapore's long term sustainability.

The programme learning objectives are as follows:

- To gain different perspectives and insights on the key challenges and opportunities for Singapore and workers
- To gain a better understanding of the considerations and trade-offs in policy making
- To acquire better appreciation of the needs and contributions of the different workforce segments

Fees after subsidy: No Cost

# OTCi-SUSS DIPLOMA IN EMPLOYMENT DEVELOPMENT



# OTCi-SUSS DIPLOMA IN EMPLOYMENT DEVELOPMENT

Jointly presented by OTC Institute and Singapore University of Social Sciences (SUSS), the **Diploma in Employment Development (DED)** is specially designed to be practice-oriented for personnel who have responsibilities or an interest in the industrial relations and human resource management (HRM) functions. These can include union leaders and members, industrial relations officers, supervisors, personnel/HR executives and managers.

This course consists of 10 modules, split across 3 themes:

- (1) Economy, Industry and Jobs,
- (2) Employment and Employability and
- (3) Employment Relations.

These modules aim to enhance your analytical and thinking skills by integrating theory with practical issues and experiences, enabling you to forge better labour-management relations and tripartite partnership through sharing of real-life workplace situations.

**Credits earned from selected modules in DED can be utilised in SUSS's Business and HR-related undergraduate programmes.**

Please contact us at [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg) for registration and further enquiries.

<p style="text-align: center;"><b>(1)</b> <b>Economy, Industry &amp; Jobs</b></p>	<p>Modules under this category serves to provide participants with a broad understanding and perspectives of the changes in the global economy and Singapore’s stand in the new order. Participants will also learn about the transformation of various industries in the next 10 years and the implications on jobs and skills.</p> <p><b>Modules:</b></p> <ul style="list-style-type: none"> <li>• Leading in an Age of Disruption</li> <li>• Industry, Jobs and Skills Transformation</li> <li>• The Digitalised Workplace</li> </ul>
<p style="text-align: center;"><b>(2)</b> <b>Employment &amp; Employability</b></p>	<p>Modules under this category examine the key aspects of strengthening the employment (from a perspective of labour policies and economics) and the employability of a worker in a transformed economy.</p> <p><b>Modules:</b></p> <ul style="list-style-type: none"> <li>• Labour Economics and Policy</li> <li>• Human Resource Development for Future Readiness</li> <li>• Productivity in a Digitalised Workplace</li> </ul>
<p style="text-align: center;"><b>(3)</b> <b>Employment Relations</b></p>	<p>Modules under this category serves to equip participants with a holistic understanding on how to strengthen the relationships between employer and employees (or its representative – the Union) and to manage critical areas in the building of trust and confidence.</p> <p><b>Modules:</b></p> <ul style="list-style-type: none"> <li>• Industrial Relations Practice and Tripartism in a Changing Workplace</li> <li>• Employment Laws and Applications</li> <li>• Change Management for Industry Transformation</li> <li>• Performance Management (includes e-learning)</li> </ul>

**The DED is a full credit-earning programme.** The successful completion of each module yields **2.5 credit units**, which can be utilised for Degree programmes in Singapore University of Social Sciences.



**Schedule**

There is 1 intake in 2024, commencing in July.

Time: 7 – 10 pm

Schedule: Twice weekly (Mondays and Wednesdays OR Tuesdays and Thursdays).

Classes are held at NTUC Centre, One Marina Boulevard (Level 10).

**Admission Criteria**

Applicants will need to:

- Have a minimum of 5 GCE 'O' Level passes or a Higher Nitec qualification OR
- Complete ACIR or OTCi's Certificated IR Series (Level 3)
- Be proficient in both written and spoken English

**Course Fees**

Full fees: To be advised.

# IR/HR TRAINING FOR MANAGEMENT & PRACTITIONERS



# IR/HR TRAINING FOR MANAGEMENT & PRACTITIONERS

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. This 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 & 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](mailto:otcinstitute@ntuc.org.sg).

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