

# LABOUR MOVEMENT LEADERSHIP TRAINING DIRECTORY 2026



# TABLE OF CONTENTS

- 04** **Labour Movement  
Leadership Development**
- 08** **Short Courses  
(Industrial Relations and Human  
Resources)**
- 16** **Short Courses  
(Digital Skills)**
- 20** **Short Courses  
(Leadership and Membership)**
- 25** **IR/HR Training for  
Management & Practitioners  
(Public-run Courses)**
- 31** **IR/HR Training for  
Management & Practitioners  
(Customised Courses)**



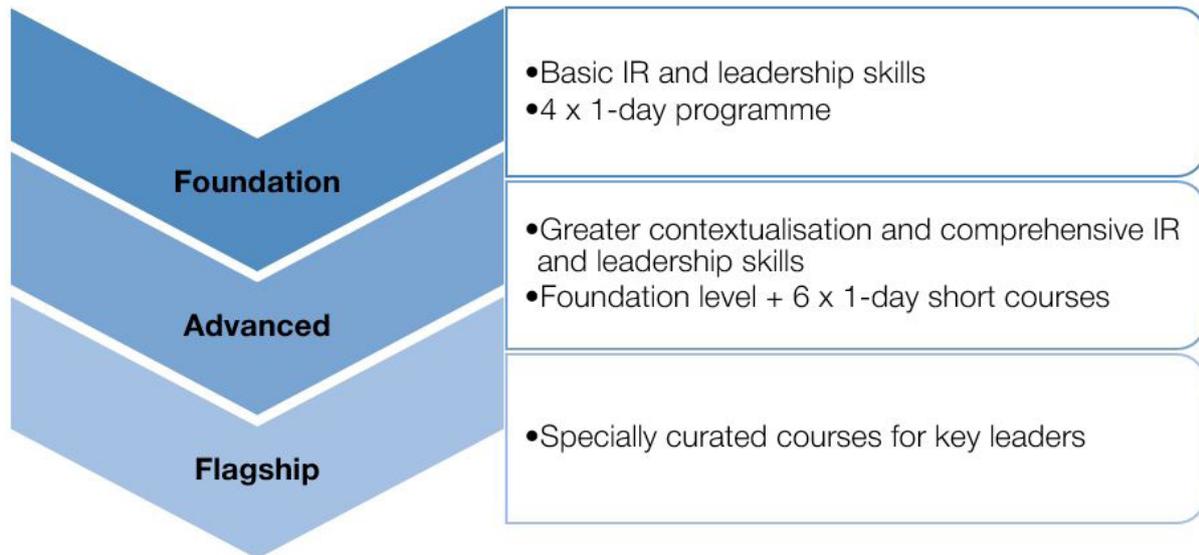
**LABOUR MOVEMENT (LM)  
LEADERSHIP  
DEVELOPMENT**



# 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>• Purpose of the Labour Movement (LM)</li> <li>• Roles and responsibilities of a leader in the LM</li> <li>• Labour leadership model</li> <li>• Alignment of personal values with LM values as a union leader</li> <li>• Developmental needs for the union leader’s leadership journey</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>• Explain the role of Singapore’s LM through its significant milestones</li> <li>• Align with the NTUC-PAP symbiotic relationship</li> <li>• Apply the principles of tripartism and bipartism</li> <li>• Reflect on the principles of tripartism and symbiotic relationship</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>• Overview of the Singapore labor legislative framework</li> <li>• Key employment and work-related issues in the dynamic employment landscape</li> <li>• Dispute settlement process</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>• Importance of union membership to the LM</li> <li>• Principles of good union governance</li> <li>• Discuss the significance of leadership continuity in the union</li> <li>• Role of union leaders in fostering good labour management relations (LMR)</li> </ul>

The scheduled public run dates are as follows:

Foundation Programme 1	Foundation Programme 2	Foundation Programme 3	Foundation Programme 4
12 Jan	20 Jan	28 Jan	
2 Feb	10 Feb	25 Feb	26 Feb
2 Mar	9 Mar	17 Mar	25 Mar
7 Apr	14 Apr	22 Apr	29 Apr
5 May	12 May	20 May	25 May
3 Jun	9 Jun	17 Jun	25 Jun
6 Jul	14 Jul	22 Jul	29 Jul
3 Aug	12 Aug	19 Aug	26 Aug
7 Sep	15 Sep	23 Sep	29 Sep
5 Oct	13 Oct	21 Oct	29 Oct
2 Nov	11 Nov	17 Nov	26 Nov
1 Dec	8 Dec	16 Dec	

Fees after subsidy: \$25.00 nett per pax per programme

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

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

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

**LM  
LEADERSHIP  
DEVELOPMENT  
ADVANCED LEVEL  
SHORT  
COURSES**

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

Page 8 – Page 23 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 organise courses not listed in this directory, please contact us at [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg) for enquiries.

LM  
LEADERSHIP  
DEVELOPMENT

ADVANCED LEVEL  
SHORT COURSES  
(Industrial Relations and  
Human Resources)

*Public-run courses are listed below.*

1. Collective Bargaining and Industrial Action
2. Company Restructuring, Transfers and Redundancy
3. Developing a Workplace Risk Management Plan (bizSAFE Level 2) (2-day)
4. Grievance Handling and Dispute Management
5. Handling Discipline and Performance Management Issues
6. Handling Workplace Harassment - Legislations and Rights
7. Managing Union Finance and Governance
8. Principled and Evidence-Based Wage Negotiations
9. Termination and Dismissal
10. Understanding and Applying the Employment Act
11. Understanding and Applying WICA and WSHA
12. Understanding Company Financial Performance for Salary Negotiation
13. Workplace Investigation and Board of Inquiry
14. Workshop for Workplace Safety and Health (WSH) Committee Members

All **public-run courses** are held over a one-day duration 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 dates and fees are accurate as of 20 November 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: 21 Jan // 19 Mar // 18 May // 23 Jul // 24 Sep // 19 Nov**

Fees after subsidy: \$25.00 nett per pax



## 2. COMPANY RESTRUCTURING, TRANSFERS AND REDUNDANCY

Why do employers restructure their businesses? Reasons may include:

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

When an organisation restructures, there may 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 retrenchment
- Good practices and procedures for retrenchment arising from mergers and restructuring
- Laws governing industrial actions and its applications

**Scheduled Dates: 4 Mar // 15 Jul // 26 Oct**

Fees after subsidy: \$25.00 nett per pax

### 3. 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:

- Identification 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: 26-27 Jan // 27-28 Apr // 27-28 Jul // 26-27 Oct**

Duration: 2 days, 9 am to 5 pm

Fees after subsidy: \$30.00 nett per pax



### 4. GRIEVANCE HANDLING AND 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 refer 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: 4 Feb // 15 Apr // 24 Jun // 26 Aug // 21 Oct // 2 Dec**

Fees after subsidy: \$25.00 nett per pax

## 5. HANDLING DISCIPLINE AND 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: 21 Apr // 15 Sep**

Fees after subsidy: \$25.00 nett per pax



## 6. 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: 24 Feb // 22 Jul // 22 Oct**

Fees after subsidy: \$25.00 nett per pax

## 7. 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.

As such, it is critical that union leaders who are accorded with 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 expenditure
- Financial statements and reporting
- Investments

**Scheduled Dates: 7 Apr // 7 Jul // 6 Oct**

Fees after subsidy: \$25.00 nett per pax



## 8. PRINCIPLED AND EVIDENCE-BASED WAGE NEGOTIATIONS

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 with 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: 25 Mar // 4 Aug**

Fees after subsidy: \$25.00 nett per pax

## 9. TERMINATION AND 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, dismissal 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 employee misconduct and the acceptable punishments
- Dismissal process in Singapore

**Scheduled Dates: 29 Jan // 26 Mar // 21 May // 29 Jul // 28 Sep // 25 Nov**

Fees after subsidy: \$25.00 nett per pax



## 10. UNDERSTANDING AND 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 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 employees' rights and obligations under the act
- Contract of service, termination, salary, benefits, hours of work and leave entitlement

**Scheduled Dates: 26 Feb // 28 Apr // 22 Jun // 24 Aug // 20 Oct // 17 Dec**

Fees after subsidy: \$25.00 nett per pax

## 11. UNDERSTANDING AND APPLYING WICA AND WSHA

The Work Injury Compensation Act (WICA) makes it compulsory for companies to provide certain medical insurance coverage for their 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 employees' rights and obligations under WICA & WSHA
- Payable compensation and claim procedures for WICA
- Various regulations, offences, and penalties for specific liabilities under WSHA

**Scheduled Dates: 10 Mar // 8 Jun // 13 Aug // 14 Oct**

Fees after subsidy: \$25.00 nett per pax



## 12. 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: 7 May // 14 Sep**

Fees after subsidy: \$25.00 nett per pax

### 13. WORKPLACE INVESTIGATION AND BOARD OF INQUIRY

When allegations such as theft, violent behaviour, 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 knowledge on how to conduct a fair workplace investigation.

This programme will cover the following:

- Practices and procedures in handling workplace investigation and conducting 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: 18 Mar // 9 Sep**

Fees after subsidy: \$25.00 nett per pax



### 14. WORKSHOP FOR WORKPLACE SAFETY AND HEALTH (WSH) COMMITTEE MEMBERS

An effective Workplace Safety and Health (WSH) Committee is essential for fostering a safe and healthy work environment. It serves as a structured platform in ensuring compliance with legal requirements while promoting shared responsibility for safety. Active participation in WSH initiatives empowers committee members to identify risks early, drive continuous improvement and cultivate a strong safety culture.

Participants will gain an in-depth understanding of their roles and responsibilities as a WSH committee member, the legislative framework governing workplace safety and obligations of employers and employees; and practical knowledge on how to build a safe workplace.

This programme will cover the following:

- Functions and roles of WSH Committees
- Tools to track, monitor and evaluate WSH performances
- Best ways to strengthen WSH Culture at workplaces through outreach and education
- Inspections; interviews, review documentations, introduce digital tools and report findings
- WSH meetings and consultative approach to resolving WSH related concerns

**Scheduled Dates: 3 Feb // 6 May // 5 Aug // 2 Sep**

Fees after subsidy: \$25.00 nett per pax

LM  
LEADERSHIP  
DEVELOPMENT  
**ADVANCED LEVEL**  
**SHORT COURSES**  
**(Digital Skills)**

*Public-run courses are listed below.*

1. Embracing the Future: AI and ML in the Workplace
2. Basic AI Tools for Personal Productivity
3. Engagement and Influencing on Social Media
4. Revolutionising Membership Recruitment through Digital Marketing
5. Digital Storytelling for Union Leaders

All **public-run courses** are held over a one-day duration and 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 dates and fees are accurate as of 20 November 2025.

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

## 1. EMBRACING THE FUTURE: AI AND ML IN THE WORKPLACE

Artificial Intelligence (AI) with Machine Learning (ML) is becoming a key driver of innovation and transformation across all industries, making it crucial for organisations and workers to understand its trend, impact and most importantly, be prepared with the right skills to ride the wave. Participants will gain a comprehensive understanding of AI and the disruptions to workplaces and the importance of rallying workers to embrace the technology and upskilling themselves.

This programme will cover the following:

- Overview of AI and its capabilities
- The AI world beyond ChatGPT, Co-pilot and Gemini
- How AI is already transforming businesses and jobs
- The Future of Work in AI driven workplaces
- How can workers ride the AI wave
- Demystifying AI – Hands-on practice of AI tools

Please contact [otcinstitute@ntuc.org.sg](mailto:otcinstitute@ntuc.org.sg) to organise a customised session for your union or by cluster. The context will be contextualised specifically for your industry/sector.

Fees after subsidy: Fully Subsidised for Union Leaders



## 2. BASIC AI TOOLS FOR PERSONAL PRODUCTIVITY

With Generative AI redefining digital interaction, unions must adopt AI tools strategically to engage and optimise operations for greater effectiveness and efficiency.

This programme empowers union leaders with practical skills on applying AI tools to enhance communication, member engagement, and operational efficiency on various digital platforms through live demonstrations, guided practice and real-world examples. Participants will learn to create impactful content, customise chatbots and develop AI-powered outreach campaigns tailored for the union landscape.

This programme will cover the following:

- Application of Generative AI tools such as ChatGPT, Copilot and Gemini Image Creator in curating digital communication content across multiple platforms
- AI-assisted campaigns for member engagement, outreach and communication using text and image generation tools
- AI solutions (e.g., chatbots, automated responses) to improve operational efficiency and enhance interaction with union members

**Scheduled Dates: 27 Jan // 3 Feb // 16 Mar // 6 May**

Fees after subsidy: \$34.00 nett per pax

### 3. ENGAGEMENT AND INFLUENCING ON SOCIAL MEDIA

With digital media becoming the mainstream medium for information sharing, communication, and engagement, it has become imperative for Unions to build a strong presence in this space and for Union Leaders to acquire the confidence and capability to operate comfortably on these platforms. This will enable unions to disseminate information rapidly, foster movements through online engagement, and facilitate the spread of ideas and calls to action.

This programme will cover the following:

- Human psychology and behaviours on digital media platforms and the importance of engaging the silent majority of neutral users
- Whole of Labour Movement approach in sharing the good work of Unions and countering misinformation and manipulation
- Misinformation and fake news; and the need to respond promptly and appropriately before the falsehoods become the 'truth'
- Effective written responses to misinformation with clarity and fact-based content, while maintaining a respectful and credible voice
- Misinformation in face-to-face interactions to fortify online responses
- Core values, key initiatives and strategic messaging of LM

**Scheduled Dates: 29 Jan // 10 Mar // 19 May**

Fees after subsidy: Fully Subsidised for Union Leaders



### 4. REVOLUTIONISING MEMBERSHIP RECRUITMENT THROUGH DIGITAL MARKETING

In today's technology-driven world, digital content and social media have become essential tools for communication, outreach and marketing. Coupled with this highly tech savvy workforce, unions have no choice but to venture into this new frontier to engage and grow membership, not moving into this space would significantly diminish efforts to recruit more members.

This programme will provide union leaders with the basic know-how to develop digital content and leverage on various social media platforms for outreach.

This programme will cover the following:

- Importance of digital marketing and social media to unions
- Leveraging social media platforms for membership recruitment
- Creating compelling content to engage and attract members
- Hands-on practice in digital content creation

**Scheduled Dates: 9 Feb // 15 Apr // 18 Jun**

Fees after subsidy: Fully Subsidised for Union Leaders

## 5. DIGITAL STORYTELLING FOR UNION LEADERS

*(Pre-requisite: Participants must have completed Engagement and Influencing on Social Media)*

In today's digital-first environment, short videos and mobile storytelling are among the most powerful ways to reach and mobilise audiences. This programme equips union leaders with the skills to create impactful video content using their own smartphones. Participants will learn how to frame powerful messages visually, shoot and edit engaging clips, and apply TikTok-style techniques to connect with younger audiences. Guided by experienced videographers and TikTok creators, union leaders will practice making their own videos for campaigns, advocacy, and outreach.

This programme will cover the following:

- Importance of digital storytelling, and the power of mobile-first content
- Framing, lighting, sound, and simple narrative structures
- Filming short clips, interviews, and advocacy messages with mobile devices
- Exploring genres for unions: campaign promo, lifestyle/vlog, mobile journalism
- Editing and TikTok Skills

**Scheduled Dates: 5 Feb // 9 Apr // 10 Jun**

Fees after subsidy: \$41.00 nett per pax

LM  
LEADERSHIP  
DEVELOPMENT

## ADVANCED LEVEL

# SHORT COURSES

## (Leadership and Membership)

*Public-run courses are listed below.*

1. Conducting Difficult Conversations
2. Influencing and Mobilising Skills for Union Leaders
3. Navigating Workplace Transformation
4. Negotiation and Conflict Management
5. Organising, Membership Recruitment and Retention

All **public-run courses** are held over a one-day duration and 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 dates and fees are accurate as of 20 November 2025.

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## 1. CONDUCTING DIFFICULT CONVERSATIONS

Often, 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 recognise 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 perspective of individual performance vs organisation needs
- SBIA (Situation-Behaviour-Impact-Assessment) framework for constructive conversation

**Scheduled Dates: 13 Apr // 21 Jul // 22 Oct**

Fees after subsidy: \$31.00 nett per pax



## 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

**Scheduled Dates: 25 Feb // 23 Jun // 21 Sep**

Fees after subsidy: \$31.00 nett per pax

### 3. NAVIGATING WORKPLACE TRANSFORMATION

With rapid technological disruptions, workers often face uncertainty and stress. In such times, Union Leaders can be the anchors of assurance and trust, in guiding members through the transition.

This programme aims to equip Exco and key branch leaders with practical skills to lead members through change, provide timely and empathetic support, while fostering their own confidence and resilience.

This programme will cover the following:

- Typical emotional and behavioural responses to workplace change
- Fixed and growth mindset thinking in change situations
- Assessment on when and how to support others based on their readiness to cope
- Appropriate responses to support members through change

**Scheduled Dates: 27 Feb // 22 May // 21 Aug // 20 Nov**

Fees after subsidy: \$31.00 nett per pax



### 4. NEGOTIATION AND 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: 24 Mar // 20 May // 13 Jul // 16 Sep // 16 Nov**

Fees after subsidy: \$31.00 nett per pax

## 5. ORGANISING, MEMBERSHIP RECRUITMENT AND 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 legislation on the organising and formation of unions, membership benefits, strategies for membership recruitment and retention.

This programme will cover the following:

- Legislation 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
- Relationship building and strengthening for membership retention

**Scheduled Dates: 24 Feb // 13 May // 18 Aug // 28 Oct**

Fees after subsidy: \$25.00 nett per pax

# 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](mailto: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](mailto:otcinstitute@ntuc.org.sg).

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