

BARBADOS EMPLOYERS CONFEDERATION

2015 PROSPECTUS





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ABOUT

BARBADOS EMPLOYERS' CONFEDERATION

Barbados Employers' Confederation (BEC), founded in 1956, is a membership based private sector organisation that seeks to represent its members on an array of issues. These issues include industrial Relations, Human Resources Management and Occupational Health and Safety. We also keep our employers abreast of current trends via our newsletters, open forums and numerous training programs throughout the year.

MISSION:

The Barbados Employers' Confederation promotes and maintains harmony in the employment relationship by being the employers' primary advocate and advisor assisting in the amicable settlement of disputes, as well as facilitating social dialogue. Our wealth of expertise and research capacity, allows us to provide targeted, proactive solutions.

VISION:

The Barbados Employers' Confederation will emerge as the membership organization of choice, promoting the viability and success of local and regional businesses through the provision of high quality and professional human resource and industrial relations solutions.



The Barbados Employers' Confederation is an Accredited Training Provider with the **Barbados Accreditation Council (BAC)** and an approved National/Caribbean Vocational Qualification (N/CVQ) Centre with the **Technical & Vocational Education & Training Council (TVET)**.



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WHAT IS A NATIONAL/ CARIBBEAN VOCATIONAL QUALIFICATION?

National/Caribbean Vocational Qualifications (N/CVQs) are work-related, competence-based certifications which employees (fulltime or part-time) and self-employed persons can gain after their performance of a work role has been successfully assessed against Occupational Standards by trained and certified Assessors.

WHAT ARE THE BENEFITS OF ACQUIRING A N/CVQ?

Employees and other individuals gain:

- cross-regional recognition of their knowledge and skills
- increased job satisfaction
- improved progress up the career ladder
- flexible route to getting qualified
- improved employability and transferability

Employers receive:

- improved employee performance/skills
- increased productivity
- improved quality of products and services
- improved employee motivation
- more cost-effective training
- better guarantee of job candidate's capability/capabilities

Our economy benefits through:

- labour mobility and transferability of skills within CARICOM
- enhanced workforce competitiveness
- the drive for common standards similar to the International Organisation for Standardisation (ISO)
- competence being made explicit and the provision of a clear basis for international comparison
- information needs of employers about workforce competence being met



LEVEL 2
C/NVQ

Occupational Health & Safety
Management

OCCUPATIONAL SAFETY AND HEALTH

NVQ LEVEL 2

Occupational Safety and Health is concerned with the safety and wellness of the employee, employer and visitors alike. This occupational standard is designed to provide a basic introduction to general Occupational Health and Safety, which is applicable not only in the workplace but in anything the employee is doing. The participant will be able to understand their role as it pertains to the mitigation of loss; the prevention of injuries and illnesses and assessment of risks.

Assessments may be conducted as simulations or actual on the job tasks. There may also be a mixture of other types of assessments such as professional discussion and question and answer; both of which may be written or oral.

Who Is This Qualification For?

This qualification may be taken by any entry level employee, students about to leave school/college/university and enter the world of work or persons who need an introduction to Occupational Safety and Health. The term “workplace” refers to any location work is being carried out. This qualification aims to reflect the international nature of the knowledge and skills needed for any country or culture in occupational safety and health.

These competencies are for persons who are likely to be in roles where, for example, their duties include:

- Clerical tasks
- Technical tasks
- Operational tasks
- Management tasks

Delivery Format

The training sessions will be delivered using:

- PowerPoint presentations
- Case Studies
- Discussion Questions
- Simulations
- Role Play
- Written Exercises
- Observation of Performance Tasks

This course is delivered within a three (3) month period broken down into twenty eight (28) hours of training and support sessions followed by practical assessments of performance tasks.

QUALIFICATION STRUCTURE

To achieve the full qualification, candidates must complete the mandatory units. Candidates can also take additional units, although these are not required to complete the qualification. Any elective unit completed will be awarded unit certification.

MANDATORY UNITS (ALL MUST BE COMPLETED)

1. Plan, prepare and work

- Plan to work
- Prepare to work
- Follow safe work practices

2. Assist emergency personnel

- Deal with injuries and signs of illnesses
- Follow emergency procedures
- Report on the emergency

3. Carry out safety and health activities

- Apply principles of occupational safety and health in a workplace
- Conduct a safety inspection
- Identify health and safety improvements
- Conduct general maintenance procedures

4. Ensure your own actions reduce the risk to occupational safety and health

- Identify the hazards and evaluate the risks in your workplace
- Reduce the risks to health and safety in the workplace

5. Practice health, safety and hygiene

- Follow health safety and security practices
- Deal with emergency situations
- Maintain safe personal presentation standards
- Follow hygiene procedures
- Identify and prevent hygiene risk

6. Contribute to protecting the environment

- Identify risks to the environment arising from workplace activities
- Minimize risks to the environment arising from workplace activities

7. Provide First Aid

- Plan and prepare for initial First Aid response
- Assess the situation
- Apply First Aid
- Record and Report the incident
- Clean up

MANAGEMENT CVQ LEVEL 2

Like all NVQs this qualification is competence based. This means that it is linked to the candidate's ability to competently perform a range of tasks connected with their work. Candidates plan a programme of development and assessment with their assessor and compile a portfolio of evidence to prove that they are competent in their work role.

Who is this qualification for?

This qualification is intended for individuals who have a responsibility for the work of others, as they lead a team. It is suitable for people who are entering management, or who have the ability and the opportunity to demonstrate recognisable management and leadership skills, for example, providing leadership for your team, encouraging innovation, allocating and checking work.

Relevant occupations include:

- Team Leader
- Supervisor
- Foreman
- Lead operator
- Shift leader/controller

Delivery Format

The training sessions will be delivered using:

- PowerPoint presentations
- Case Studies
- Discussion Questions
- Simulations
- Role Play
- Written Exercises
- Observation of Performance Tasks

This course is delivered within a three (3) month period broken down into twenty eight (28) hours of training and support sessions, followed by practical assessments of performance tasks.

QUALIFICATION STRUCTURE

To achieve a full award, candidates must complete six units, including four mandatory units and two optional units. Candidates may choose the optional units which best suit their work situation and job role.

Mandatory Units (All must be completed)

1. Manage self

- Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- Prioritise objectives and plan work to make best use of time and resources.
- Take personal responsibility for making things happen.
- Take pride in delivering high quality work.
- Agree achievable objectives for yourself and give a consistent and reliable performance.
- Find practical ways to overcome barriers.
- Make best use of available resources and proactively seek new sources of support when necessary.

2. Provide leadership for your team

- Create a sense of common purpose.
- Take personal responsibility for making things happen.
- Encourage and support others to take decisions autonomously.
- Act within the limits of your authority.
- Make time available to support others.
- Show integrity, fairness and consistency in decision-making.
- Seek to understand people's needs and motivations.
- Model behaviour that shows respect, helpfulness and co-operation.
- Assist the team in solving problems
- Give appropriate feedback.

3. Develop productive working relationships with colleagues

- Present information clearly, concisely, accurately and in ways that promote understanding.
- Seek to understand people's needs and motivations.
- Make time available to support others.
- Clearly agree what is expected of others and hold them to account.
- Work to develop an atmosphere of professionalism and mutual support.
- Model behaviour that shows respect, helpfulness and co-operation.
- Keep promises and honour commitments.
- Consider the impact of your own actions on others.
- Say no to unreasonable requests.
- Show respect for the views and actions of others.
- Communicate in a timely manner.

4. Ensure your own actions reduce risks to health and safety

- Ensure your own actions reduce risk to health and safety
- Reduce the risks to health and safety in your workplace

Electives Units (Select two)

5. Encourage innovation in your team
6. Allocate and check work in your team
7. Provide learning opportunities
8. Resolve customer service problems
9. Support customer service improvements



LEVEL 3
C/NVQ

Occupational Health & Safety
Management

Human Resource Management



MANAGEMENT CVQ LEVEL 3

Management NVQs are aimed at people in management roles across all occupations and sectors of employment.

Like all NVQs this qualification is competence based. This means that it is linked to the candidate's ability to competently perform a range of tasks connected with their work. Candidates plan a programme of development and assessment with their assessor and compile a portfolio of evidence to prove that they are competent in their work role.

Who is this qualification for?

The Management Level 3 qualification is broadly aimed at those who are responsible for the control of activities and work output of a team. It is designed for those who have the ability and the opportunity to demonstrate recognisable management and leadership skills, for example, providing leadership, planning and implementing change, managing a budget, managing a project.

Delivery Format

The training sessions will be delivered using:

- PowerPoint presentations
- Case Studies
- Discussion Questions
- Simulations
- Role Play
- Written Exercises
- Observation of Performance Tasks

To achieve the full award, candidates must complete seven units, including four mandatory units and three optional units. Candidates choose the optional units which best suit their work situation and job role. This course will run for 4 months broken down into thirty five (35) hours of teaching and support sessions, followed by practical assessments of performance tasks.

QUALIFICATION STRUCTURE

To achieve a full award, candidates must complete seven units, including five mandatory units and two optional units. Candidates choose the optional units which best suit their work situation and job role.

Mandatory Units (All must be completed)

1. Manage your own resources and professional development

- Address multiple demands with the required amount of energy focus or energy.
- Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- Prioritise objectives and plan work to make best use of time and resources.
- Take personal responsibility for making things happen.
- Take pride in delivering high quality work.
- Show an awareness of your own values, motivations and emotions.
- Agree achievable objectives for yourself and give a consistent and reliable performance.

2. Provide leadership in your area of responsibility

- Articulate a vision that generates excitement, enthusiasm and commitment.
- Create sense of common purpose.
- Take personal responsibility for making things happen.
- Make complex things simple for the benefit of others.
- Encourage and support others to take decisions autonomously.
- Act within the limits of your authority.
- Make time available to support others.
- Show integrity, fairness and consistency in decision-making.
- Seek and understand people's needs and motivations
- Model behaviour that shows respect, helpfulness and co-operation.
- Encourage and support others to make the best use of their abilities.

3. Allocate and monitor the progress and quality of work in your area

- Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- Prioritise objectives and plan to work to make best use of time and resources.
- Make time available to support others.
- Take personal responsibility for making things happen.
- Show an awareness of your own values, motivations and emotions.
- Show integrity, fairness and consistency in decision-making.
- Clearly agree what is expected of others and hold them to account.
- Seek to understand people's needs and motivations.
- Take pride in delivering high quality work
- Are vigilant for possible risks and hazards.
- Use a range of leadership styles appropriate to different people and situations.
- Encourage and support others to make the best use of their responsibilities.

4. Ensure health and safety requirements are met in your area of responsibility

- Respond quickly to crises and problems with a proposed course of action.
- Identify people's information needs
- Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- Are vigilant for possible risks and hazards.
- Take personal responsibility for making things happen.
- Identify the implications or consequences of a situation.
- Act within the limits of your authority.
- Constantly seek to improve performance.
- Treat individuals with respect and act to uphold their rights.

5. Manage a project

- Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- Find practical ways to overcome barriers.

- Present information clearly, concisely, accurately and in ways that promote understanding.
- Create a sense of common purpose.
- Make best use of available resources and proactively seek new sources of support when necessary.
- Are you vigilant of potential risk and hazards
- Take pride in delivering high quality work including paying attention to detail.
- Take personal responsibility for making things happen.

Elective Units (Select two)

6. Promote equality of opportunity and diversity in your area of responsibility
7. Encourage innovation in your area of responsibility
8. Plan change
9. Implement change
10. Develop productive working relationships with colleagues
11. Recruit, select and keep colleagues
12. Provide learning opportunities for colleagues
13. Manage a budget

OCCUPATIONAL SAFETY AND HEALTH

CVQ LEVEL 3

To be deemed competent in this Caribbean Vocational Qualification, you must prove that you have the skills, knowledge and understanding detailed in the units of competence. Your assessor will judge, from your evidence, whether you have demonstrated the skills, knowledge and understanding to the necessary standard. You do not have to pass a written exam or have any previous qualifications to be able to take these qualifications. As work in safety and health requires preparation and use of a wide variety of reports, including numerical information, you will be expected to have a reasonable standard of literacy and numeracy.

Who is the qualification for?

The NVQ will be appropriate for candidates who are working in the area of general safety and health practice or managing the safety and health function. They may be managers or supervisors who have a specific responsibility for safety and health or they may be newly appointed safety advisers or professionals.

Delivery Format

The training sessions will be delivered using:

- PowerPoint presentations
- Case Studies
- Discussion Questions
- Simulations
- Role Play
- Written Exercises
- Observation of Performance Tasks

To achieve the full award, candidates must complete seven units, including four mandatory units and three optional units. Candidates choose the optional units which best suit their work situation and job role. This course will run for 4 months

broken down into thirty five (35) hours of teaching and support sessions, followed by practical assessments of performance tasks.

QUALIFICATION STRUCTURE

To achieve a full award, candidates must complete seven mandatory units. A unit is normally the smallest part of the CVQ that a candidate can get recognition for. Candidates can also take additional units although these are not required to complete the qualification.

MANDATORY UNITS (ALL MUST BE COMPLETED)

1. Ensure your own actions reduce risks to safety and health

- Identify hazards and evaluate risks in your workplace.
- Reduce the risk of safety and health in the workplace.

2. Monitor procedures to control risks to safety and health

- Check that safety and health procedures are followed.
- Ensure that risks are controlled safely and effectively.

3. Develop procedures to control risks to safety and health

- Develop procedures for maintaining a healthy and safe workplace.
- Review the effectiveness of safety and health in the workplace.

4. Review safety and health procedures in workplaces

- Prepare to undertake a review of safety and health in the workplace.
- Carry out a review of safety and health implementation

5. Promote a safety and health culture within the workplace

- Develop plans to create a safety and health culture in the workplace.
- Implement plans to create a safety and health culture in the workplace.

6. Investigate and evaluate accidents, dangerous occurrence and complaints in the workplace

- Investigate workplace incidents and accidents.
- Make recommendations as a result of workplace investigations.

7. Conduct an assessment of risks in the workplace

- Identify hazards in the workplace.
- Assess the level of risk and recommend an action
- Review workplace assessment of risk

Additional Units (optional)

8. Ensure your own actions aim to protect the environment
9. Give customers a positive impression of yourself and your organisation

HUMAN RESOURCES MANAGEMENT

CVQ LEVEL 3

****starting late 2015***

Human Resources Management NVQs are aimed at people in human resources management roles across all occupations and sectors of employment.

Like all NVQs this qualification is competence based. This means that it is linked to the candidate's ability to competently perform a range of tasks connected with their work. Candidates plan a programme of development and assessment with their assessor and compile a portfolio of evidence to prove that they are competent in their work role.

Who is the qualification for?

The Human Resources Management Level 3 qualification is broadly aimed at Human Resources Managers, Officers, Administrators, Line Managers and Supervisors who are responsible for work output of a team and who have the ability and the opportunity to demonstrate recognizable human resources, management and leadership skills, for example, persons who plan, direct, supervise and coordinate work activities of subordinates and staff relating to employment, compensation, labour relations and employee relations.

Delivery Format:

- PowerPoint presentations
- Case Studies
- Discussion Questions
- Simulations
- Role Play
- Written Exercises
- Observation of Performance Tasks

To achieve the full certification, candidates must complete eleven (11) units, including nine (9) mandatory units and two (2) optional units. Candidates should choose the optional units which best suit their work situation and job role. This course will run for 4 months broken down into thirty five (35) hours of teaching and support sessions, followed by practical assessments of performance tasks.

QUALIFICATION STRUCTURE

MANDATORY UNITS (ALL MUST BE COMPLETED)

1. Design human resources procedures

- Design human resources procedures

2. Monitor and evaluate the delivery of human resources services to customers

- Monitor the delivery of human resources services to customers
- Evaluate the delivery of human resources services to customers

3. Maintain human resources information systems

- Maintain employee and stakeholder communication systems

4. Support and assist others in carrying out human resources services

- Assist others in carrying out human resources services
- Support others in carrying out human resources services

5. Review the learning and development needs of the organisation

- Review how capable the whole organisation is at meeting its development needs
- Develop a learning and development programme for the organization

6. Administer the delivery of learning and development procedures

- Operate learning and development processes
- Administer training courses and development activities
- Produce basic support materials for presentations and development activities

7. Administer the delivery of performance management procedures

- Operate performance management processes
- Provide information to evaluate the effectiveness of the performance management process

8. Provide employee assistance

- Administer employee support procedures

9. Assist others in the delivery of performance management processes

- Assist others in the delivery of performance Management processes

Elective Units (Choose 2)

10. Administer rewards and benefits procedures

11. Administer recruitment procedures

12. Administer employee relations procedures



SEMINARS & WORKSHOPS



2015 TRAINING PLAN

Health & Safety 101		Investment Early/Late*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Emergency Management	1 day	Members - \$300/\$350 Non-members - \$400/\$450		19									
First Aid	1 day	Members - \$300/\$350 Non-members - \$400/\$450			3								
Fire Safety/Health & Safety Committee	1 day	Members - \$300/\$350 Non-members - \$400/\$450			4								
Conducting Risk Assessment	½ day	\$250/\$300			17								
Accident Investigation & Reporting	½ day	\$250/\$300			19								
Labour Legislation		Investment Early/Late*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
OPBA Requirements	½ day	\$250/\$300				21							
Labour Law & Custom/Practice	½ day	\$250/\$300					26						
Employee & Employer Rights	2 hrs	\$150/\$200						9					
Contractual Issues	2 hrs	\$150/\$200						11					
SHAW**	2 hrs	\$150/\$200						23					

Developing a Productive Culture		Investment Early/Late*	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Getting Behind the Numbers	1 day	Members - \$300/\$350 Non-members - \$400/\$450	20										
Introduction to Project Planning	½ day	\$250/\$300	29										
Productivity & Innovation in the Workplace	½ day	\$250/\$300		10									
Performance Management: Towards Continuous Development	½ day	\$250/\$300											19
Leadership & Management		Investment Early/Late*	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov
Conducting Discipline	1 day	Members - \$300/\$350 Non-members - \$400/\$450											10
Managing for Success	3 days	Members - \$700/\$750 Non-members - \$900/\$950									28-30		
Recruiting & Retaining the Best Talent	½ day	\$250/\$300										13	
Building Emotional Intelligence	½ day	\$250/\$300										15	
Managing in a Trade Union Environment	½ day	\$250/\$300										29	
Effective Communication		Investment Early/Late*	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov
Write on Target	1 day	Members - \$300/\$350 Non-members - \$400/\$450							7				
Global Ps & Qs	½ day	\$250/\$300							21				
Writing for Managing People	½ day	\$250/\$300									8		
Art of Communication	½ day	\$250/\$300									10		

EMERGENCY MANAGEMENT

Taking the appropriate steps to prepare for and recover from disasters whether man-made or natural is a critical part of organizational safety and health management for both private agencies and enterprises. Knowing how to prepare for and understanding the steps to properly respond to and recover from a crisis situation are necessary skills.

This workshop will help you create, or improve, your organization-wide emergency management planning process, understand the importance of business continuity planning and be better prepared to develop and or improve the necessary plans and procedures for the survival of your organization.

Participants Will Learn:

- The disaster management cycle
- How to assess risk and vulnerability
- How best to develop an emergency plan
- The importance of business continuity planning
- How best to manage your human resources during the emergency and afterwards

Participants Will Learn To:

- Identify warning signs and symptoms
- Treat wounds and bleeding
- Respond to fractures and spinal injuries
- Assist with sudden illness
- Assess victims of poisoning
- Treat Bites and stings

FIRST AID

What is first aid? How and when should first aid be administered? How can you competently issue first aid in an emergency?

These questions will all be answered and practised during this training program. No matter where an emergency may strike, having the right skills can save time, and save lives. The Safety and Health at Work (SHaW) Act dictates that in every workplace there should be 1 first aider to every fifty (50) employees.

FIRE SAFETY

The Safety and Health at Work in Sections 32 - 42 make various stipulations in relation to fire warnings, training and prevention measures. When one understands the components of a fire, and the importance of prevention, effective workplace fire safety plans can be orchestrated, communicated and practised.

This program examines the requirements for fire safety including the complexity of workplace fires and the importance of fire prevention. Additionally, it will contain a practical session where trainees will gain the hands on experience needed to effectively extinguish fires.

Participants Will Learn To:

- Components of Fire Triangle
- Personal safety
- Fire Prevention
- Types of fire extinguishers
- How to use an extinguisher
- The limitations of extinguishers

Participants Will Learn:

- Legal requirements for the implementation of a Safety Committee
- The correct selection process for committee members
- The rights and responsibilities of committee members
- Requirements for Effective Committees
- The Do's and Don'ts of the Committee

HEALTH AND SAFETY COMMITTEES

This Program examines the requirements for Joint Health and Safety Committees in the recently proclaimed Safety & Health at Work Act 2005-12 (**SHAW 2005-12**).

Much emphasis will be placed on equipping businesses to achieve and maintain effective safety committees whose members will execute the safety and health mandates of the organisation.

CONDUCTING RISK ASSESSMENTS

This workshop is designed to empower the management team to train staff members on the importance of working safely as it examines the requirements for risk assessments.

The Safety and Health at Work Act (**SHAW 2005-12**) in Sec 6 (2) states “No occupier shall carry on any work or put into use any equipment, material, article or substance in a workplace unless a suitable and sufficient assessment of the risks likely to arise in the circumstances and of the steps to be taken to eliminate or minimise such risks to safety or health has been undertaken”.

Participants Will Learn To:

- Differentiate between a hazard and a risk
- List the different categories of hazards
- Understand and follow the vital steps of risk management
- Conduct effective workplace risk assessments
- Implement adequate control measures using the hierarchy of controls
- Understand the legal requirements for risk assessments

Participants Will Learn To:

- The TIARA (Treat Investigate Analyse Report Act) - Best Practice approach to Workplace Accident Response
- Formulate accident investigation teams
- Develop accident investigation procedures
- Conduct a proper accident investigation
- Prepare accident reports

ACCIDENT INVESTIGATION & REPORTING

Thorough investigation into any workplace accidents is necessary to help prevent recurrences and to demonstrate that appropriate remedial action has been or is being taken. Accident reports form the basis for benchmark data, knowing where you were and where you want to get.

This training will be a very practical session where trainees will gain the hands on experience needed to effectively conduct accident investigations. Interactive PowerPoint presentations will be used to disseminate the information with the inclusion of photographs, case studies and videos.

OPBA REQUIREMENTS

The Occupational Pension Benefits Act places requirements on companies on the governance of pension plans.

This workshop is designed to educate persons on the essential elements and requirements of the Act and is designed for persons with oversight of company pension plans including Plan Administrators, Human Resource professionals and Finance officers.

Participants Will Learn:

- Duties of administrator
- Annual statements that must be prepared
- Documentation and administration of plan
- The requirements for Vesting and Portability

Participants Will Learn:

- The basic rights and responsibilities that underpin legislation
- Identify most commonly used labour legislation
- Review new legislation and its potential impact
- Dispel common myths on labour legislation

LABOUR LEGISLATION & CUSTOM/PRACTICE

A sound knowledge of labour legislation is the foundation of good human resources policies and harmonious industrial relations. However many professionals are not aware of the critical pieces of legislation that govern the employee-employer relationship. This is further compounded by the inability to differentiate between legally stipulated employment conditions and those terms and conditions which have been generated through custom and practice.

During this workshop specific emphasis will be placed on the most commonly utilised pieces of labour legislation. In so doing, common myths will be dispelled.

EMPLOYEE & EMPLOYER RIGHTS

The very nature of the employment relationship embodies rights and responsibilities of both the employer and employee. These rights at work are derived from international, regional and local sources and form the basis for much of our labour legislation. As employers it is your responsibility to be aware of and insist upon your rights while ensuring your staff is not denied theirs. The rights and responsibilities of both parties must be respected to ensure a mutually beneficial relationship and to contribute to business stability and success.

This workshop will provide the participant with the requisite knowledge of best practices, which when properly applied will assist the company in meeting its responsibilities to its employees.

Participants Will Learn:

- The basic rights and responsibilities that underpin legislation
- How to ensure your rights as an employer are protected
- The difference between “rights” and “interests” and how each should be treated
- The benefits to your operations when rules and regulations are known and observed

Participants Will Learn:

- Elements of a contract
- Contractor vs. Employee
- When and how to utilize fixed term contracts
- Varying contract terms

CONTRACTUAL ISSUES

The importance of the contract of employment in governing the employment relationship is widely recognized. However, the Employment Rights Act and various court decisions have highlighted the importance of businesses correctly issuing and utilizing contracts.

This workshop will seek to inform employers of the necessary elements surrounding the Contract of Employment to ensure compliance with legislation. Interactive presentations, case studies and topic specific resources will be utilized to ensure that participants meet the learning objectives.

SAFETY & HEALTH AT WORK ACT

This Program examines the recently proclaimed Safety & Health at Work Act 2005-12 (**SHAW 2005-12**), with an emphasis on what is required for businesses to achieve and maintain compliance with the legislation. The primary focus of the program is on those entities which were previously not subject to inspection by the Labour Department under the now repealed Factories Act. Participants will be provided with information on the key provisions and regulations of SHaW 2005-12.

Participants Will Learn:

- The basic rights and responsibilities of Employers
- Employee duties under the Act
- 23 Points to Compliance with the Act
- Required arrangements for special groups and categories of employees
- Review of the Regulations

GETTING BEHIND THE NUMBERS (HR METRICS)

Participants Will Learn:

- Introduction to HR Metrics and Workforce Analytics
- Basic data analytic techniques using EXCEL
- Common metrics for evaluating the effectiveness of human capital in organizations
- Workforce Analytics—putting HR metrics and data analysis to work.
- Data reporting techniques to get the intended messages to decision makers

The key to good decision making is having the right information and this is the power of HR Metrics and Workforce Analytics. HR metrics quantify the cost and the impact of employee programs and HR processes and measure the success (or failure) of HR initiatives. They enable a company to track year-to-year trends and changes in these critical variables.

HR Metrics and Analytics provide useful information on the effectiveness of human resources which can then be used to inform policy positions, benefit packages and staffing levels.

INTRODUCTION TO PROJECT PLANNING

In today's work environment, managers are concerned with the delivery-time, cost and quality components of any programme or project, upon which the company embarks. A knowledge and understanding of project management is therefore becoming a necessity for employees within organisations that seek to sustain efficiency and competitiveness. This course is intended to introduce participants to the basic concepts, theories and techniques in project management. It is expected that at the conclusion of this programme, the target group would have enhanced their knowledge and practical ability to more successfully contribute to the planning and implementation of projects within their organisation.

Participants Will Learn:

- Project Definitions & Characteristics
- The Role of Projects as Facilitators of Business Success
- The Project Life Cycle:
- Project Proposal Development

Participants Will Learn:

- Productivity Definitions.
- Factors that Affect Productivity.
- Productive Attitudes.
- The Role of Innovation within Business Strategy and Operations.
- Regional Challenges Requiring Innovative Solutions.

PRODUCTIVITY & INNOVATION IN THE WORKPLACE

This course seeks to foster an understanding of the importance of productivity and the need for everyone in the organisation to develop innovative approaches for the improvement of individual and organisational performance. It reinforces the need for individuals to improve their practices, attitudes and analytical thinking so as to positively impact on both their personal and organisational success. Ultimately productivity and innovation are about delivering a better quality product or experience for our customers, both internal and/or external, via the harnessing of creativity and actions.

PERFORMANCE MANAGEMENT: TOWARDS CONTINUOUS DEVELOPMENT

Supervisors and managers often conduct performance appraisals, annual or biannual sit-downs at which employees conduct is discussed. The critical intermediary action which is often missing is performance management; that is actively managing staff outside of performance appraisals, utilizing progressive disciplinary actions as per company policy and updating staff on good and bad conduct. It will thoroughly examine the difference between performance appraisals and performance management, setting the basis for the highlighted modules.

Participants Will Learn:

- Implementing performance management systems
- Creating the right environment
- Facilitating ongoing performance related discussions
- Employee strategic development

Participants Will Learn:

- Respond appropriately to infractions in discipline
- Investigate and document findings of the investigation
- Communicate with the employee or their representatives
- Conduct disciplinary hearings for positive outcomes
- Increase consistency and transparency in the disciplinary process

CONDUCTING EMPLOYEE DISCIPLINE

When employees fail to reach and or maintain standards of behaviour and performance, responsible employers must take corrective action which must consider the rights of the employee and be transparent and consistent. This can only be achieved with knowledge of law and procedural rules, local custom and practice and the development of specific skills including presentation, active listening, and cross examination.

This workshop will provide the participant with the requisite knowledge and skill set, as well as introduce them to best practices, which when properly applied will assist the company in meeting its objectives for employee discipline.

MANAGING FOR SUCCESS

Managers and Supervisors perform vital functions in every organization. Very often they are chosen for technical skill and this comprehensive 3-day workshop is designed to equip them with information for both self management and people management.

The course consists of five (5) modules which are designed to enable and outfit all existing and potential Managers and Supervisors with the necessary tools to operate in any environment with their subordinates.

Participants Will Learn:

- Identify the characteristics of an effective supervisor
- Analyze the impact of diversity on the workplace
- Define industrial relations
- Promote Occupational Health and Safety best practice within the workplace
- Develop strategies for resolving conflicts

Participants Will Learn:

- Tips and trick in the selection process
- The value of creating culture
- Benefits and limitations of Personality testing
- The importance of successful on-boarding
- How to increase Employee Engagement

RECRUITING & RETAINING THE BEST TALENT

Competitive advantage and business results depend more than ever on recruiting, engaging and retaining the best talent – people who are highly effective at both leadership and technical skills. But how do leaders make that happen?

Successful talent management requires a sustained, three-pronged effort to recruit, engage and retain the best talent available. This training programme is designed to explore the critical elements in talent management.

BUILDING EMOTIONAL INTELLIGENCE

Being emotionally aware is a skill many persons struggle to develop, as there are several aspects of our own personalities of which we may be unaware. However, if one can achieve this awareness, managing the varying personalities, conflicts and stresses within the organization will be an easier process.

During this workshop specific emphasis will be placed on recognizing the importance of being emotionally intelligent, as well as the benefits to be derived from being emotionally in tune not only to yourself, but those around you.

Participants Will Learn:

- Discuss its importance within the organization
- List the benefits of being more emotionally in tune to yourself and your staff
- Understand your goals, intentions, responses and behaviour
- Understand others and their feelings
- Use EI in your personal motivation
- Use EI in conflict resolution

Participants Will Learn:

- How to understand a Collective Agreement
- How to utilise a Code of Discipline
- The correct procedures for disciplining employees
- Your role and the role of the other parties in the Unionized Environment
- Definition of a grievance and why the grievance procedure is important

MANAGING IN A TRADE UNION ENVIRONMENT

Managers within a Trade Union environment are often hesitant when interacting with employees because of uncertainty on how to interpret governing documents as well as when and how matters should be handled within the workplace. This workshop will delve into three main areas, which Managers who operate in a unionised environment must be comfortable with: Collective Agreements, Discipline and Grievances.

WRITE ON TARGET

Written communication skills form an essential element in the toolkit of employees, whether managers, supervisors or team members. While many persons know what information must be included in the various documents required for business; including reports, disciplinary letters and general correspondence, they very often struggle to construct these critical documents.

The session is designed to provide participants with tools to increase their proficiency in writing documents with a focus on clarity and conciseness.

Interactive presentations and worked examples will be used to give participants the knowledge and skills they need. Topic specific material and resources will also be provided.

Participants Will Learn:

- The Style Guide and its purpose
- Common grammar and punctuation pitfalls
- Review of difficult words and phrases
- Passive vs. Active voice
- Sentence construction

Participants Will Learn:

- International protocol
- Titles and forms of address
- Order of Precedence
- Gifts and ceremonies
- Management of VIP hospitality

GLOBAL PS & QS

This workshop is designed to be an information source for international business etiquette, manners, and cross cultural communication.

As global business continues to expand and bring everyone closer, the critical element of a successful business outcome may be the appreciation and respect for regional, country, and cultural differences - known as cultural diversity and requiring good intercultural communication.

WRITING SKILLS FOR MANAGING PEOPLE

The modern industrial relations landscape along with impending legislation have reinforced the need to maintain proper human resource documentation and records. Unfortunately many employers feel ill-equipped to prepare essential documents and are unsure of what should and should not be included. Errors or omissions in important documents can result in negative consequences for the firm, however close adherence to proven formats can allow the practitioner to quickly bring their written communications to a competent level.

Participants Will Learn:

- Develop essential personnel management documents
- Clearly communicate workplace policies and procedures
- Properly document and communicate decisions and requests related to disciplinary matters to employees and other interested parties
- Effectively communicate for Industrial Relations management

Participants Will Learn:

- Define and appreciate the different communication styles
- Observe and identify the verbal and non-verbal cues
- Develop essential personnel management documents
- Communicate workplace policies and procedures
- Analyse the impact of emotions while communicating
- Identify their personal communication style

THE ART OF COMMUNICATION

Effective communication is integral in getting the best from your team. Both verbal and written communication must be utilised within the business environment and unfortunately many employers feel ill-equipped to handle difficult conversations.

Ineffective communication can result in negative consequences for the firm, however close adherence to proven formats can allow the practitioner to quickly bring their communications skills to a competent level.