



BETTER WORK

Better Work Training Courses

December 2010



FACTORY TRAINING

1. Single Issues

1.1. Workplace Cooperation

Description:	This training will improve factory management and workers understanding of dialogue based problem solving
Content:	<ul style="list-style-type: none"> • Importance of good communication <ul style="list-style-type: none"> ○ Prevents disputes ○ Resolves problems quickly ○ Improves working conditions ○ Improves productivity ○ Builds trust • Effective forms of workplace communication <ul style="list-style-type: none"> ○ Information sharing ○ Two-way communication ○ Joint decision making • Dispute resolution procedures <ul style="list-style-type: none"> ○ Arbitration council • Grievance procedures • Collective Bargaining Agreements (CBA) <ul style="list-style-type: none"> ○ Freedom of Association
Format:	Classroom; discussions, presentations, role plays, sharing experiences
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none"> • Increased understanding of the importance of workplace cooperation • Ability to identify issues in their factory
Target participants:	<ul style="list-style-type: none"> • Managers • Union Worker representatives
Class size:	Maximum 25 participants
Duration:	2 days
Languages:	English, Khmer, Mandarin, Vietnamese, Arabic, French, Spanish
Delivered by:	Better Work (BW) training staff or BW training partners

1.2. Quality

Description:	This training will improve workers and managers understanding of quality in the factory and the importance of it
Content:	<ul style="list-style-type: none"> • Definitions of quality and its importance • Quality in the enterprise <ul style="list-style-type: none"> ○ Management responsibility ○ Worker responsibility • Inspections and audits • Production line and quality management <ul style="list-style-type: none"> ○ Materials handling ○ Raw materials and finished goods storage ○ Stock control • Quality manual
Format:	Classroom; discussions, presentations, role plays, sharing experiences
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none"> • Understanding of the importance of improved quality • Ability to design improvement checklists in their factories
Target participants:	<ul style="list-style-type: none"> • Quality Managers • Quality Control Staff • Productivity Managers
Class size:	Maximum 25 participants
Duration:	2 days
Languages:	English, Khmer, Mandarin, Vietnamese, Arabic, French, Spanish
Delivered by:	BW Training Staff or BW Training Partners

1.3. Productivity

Description:	This training introduces the concept of productivity, how to measure it (KPIs), and ways to increase it
Content:	<ul style="list-style-type: none"> • Defining productivity and its importance • Productivity challenges <ul style="list-style-type: none"> ○ Measuring and increasing productivity • Wage systems • Productivity training <ul style="list-style-type: none"> ○ Developing people skills ○ Training skills transfer ○ Improving productivity through various methods • Workplace organization <ul style="list-style-type: none"> ○ Workstation design
Format:	Classroom; discussions, presentations, role plays, sharing experiences
Learning outcomes:	<p>At the end of this course, participants will have:</p> <ul style="list-style-type: none"> • Ability to describe the meaning of productivity and how it contributes to the sustainable success of an enterprise in the garment sector • Ability to use techniques and tools to improve productivity • Ability to measure basic elements of productivity • Ability to draw up a priority plan of action aiming to increase productivity in various sections of their enterprise
Target participants:	<ul style="list-style-type: none"> • Production Managers • Quality Control Staff • Maintenance Staff • Factory Managers
Class size:	Maximum 25 participants
Duration:	2 days
Languages:	English, Khmer, Mandarin, Vietnamese, Arabic, French, Spanish
Delivered by:	BW Training Staff or BW Training Partners

1.4. Human Resources Management (HRM) and Working Conditions

Description:	This training focuses on the integration of a good Human Resource Management system to ensure better work conditions
Content:	<ul style="list-style-type: none"> • Definition of Human Resources Management • Hiring <ul style="list-style-type: none"> ○ Workforce flexibility ○ Recruitment, selection, induction • Organizational culture <ul style="list-style-type: none"> ○ Harassment and discrimination ○ Labour relations and discipline ○ Maternity leave • Rewards and compensation structure
Format:	Classroom; discussions, presentations, role plays, sharing experiences
Learning outcomes:	<p>At the end of this course, participants will have:</p> <ul style="list-style-type: none"> • Understanding of the importance a HRM system approach • Understanding that inducting workers is essential in order to maintain a skilled workforce • Ability to evaluate factory priorities and draft action plans
Target participants:	<ul style="list-style-type: none"> • Human Resource Managers • Personnel Managers • Management Representatives • Union Representatives
Class size:	Maximum 25 participants
Duration:	2 days
Languages:	English, Khmer, Mandarin, Vietnamese, Arabic, French, Spanish
Delivered by:	BW Training Staff or BW Training Partners

1.5. Occupational Safety and Health (OSH)

Description:	This training emphasizes a preventive approach to improve conditions of health and safety inside factories
Content:	<ul style="list-style-type: none"> • General Workplace Conditions • Systems approach to creating an OSH policy • Role of OSH committees • Specific issues in the workplace <ul style="list-style-type: none"> ○ Temperature/ventilation ○ Noise ○ Lightning ○ Chemical hazards ○ Machine guards ○ Fire and electrical safety • Checklist and risk mapping
Format:	Classroom; discussions, presentations, role plays, sharing experiences
Learning outcomes:	<p>At the end of this course, participants will have:</p> <ul style="list-style-type: none"> • Understanding of OSH issues and their importance in enterprise improvement • Ability to identify issues of concern and apply remediation techniques
Target participants:	<ul style="list-style-type: none"> • Management with OSH responsibilities • Factory Unions • Worker Representatives
Class size:	Maximum 25 participants
Duration:	2 days
Languages:	English, Khmer, Mandarin, Vietnamese, Arabic, French, Spanish
Delivered by:	BW Training Staff or BW Training Partners

1.6. Negotiation Skills

Description:	This training course enables participants to learn negotiation techniques to solve issues between stakeholders
Content:	<ul style="list-style-type: none"> • Effective negotiations • Types of negotiators • Dealing with, and working through negative emotions and situations • Negotiation procedure and steps • Practice
Format:	Classroom, discussions, presentations, role plays, sharing experiences
Learning outcomes:	<p>At the end of this course, participants will have:</p> <ul style="list-style-type: none"> • Ability to explain the benefits of effective negotiations • Ability to describe an assertive negotiator • Ability to explain how to deal with negative emotions • Ability to develop an appropriate strategy for different types of negotiations <p>Will be able to:</p> <ul style="list-style-type: none"> • Explain five stages of negotiation • Practice negotiation skills
Target participants:	<ul style="list-style-type: none"> • Factory Owners • Factory Managers • Human Resource Managers • Supervisors • Worker Representatives
Class size	Maximum 25 participants
Duration:	2 days
Languages:	English, Vietnamese
Delivered by:	BW Training Staff or BW Training Partners

1.7. First Aid

Description:	This hands-on training course explains the individual components of first aid in the workplace
Content:	<ul style="list-style-type: none">• Control bleeding• Wounds• Poison• Unconsciousness• Broken bones• Body hygiene• Other first aid issues specific to treating injuries in garment factories
Format:	Presentations and theoretical exercises with extensive opportunities for practice
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none">• Understanding of first aid• Ability to provide first aid in the workspace
Target participants:	<ul style="list-style-type: none">• Workers• Supervisors• Union Representatives with first aid responsibilities
Class size	Maximum 25 participants
Duration:	2 days
Languages:	English and Khmer
Delivered by:	BW Training Staff or BW Training Partners

1.8. Socially Responsible Transitioning

Description:	This training course focuses on socially responsible HR practices to address workforce reduction
Content:	<ul style="list-style-type: none">• What is socially responsible transitioning?• Roles of key actors• Effective process for managing retrenchment• Distribution of handbook (guidelines) to participants
Format:	Classroom; presentations, group work, case studies
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none">• Ability to define and explain socially responsible transitioning its roles, key factor and benefits• Ability to describe four steps to effectively manage retrenchment
Target participants:	<ul style="list-style-type: none">• Factory Owners• Factory Managers• Human Resources Managers
Class Size	Maximum 25 participants
Duration:	½ day
Languages:	English and Vietnamese
Delivered by:	BW Training Staff or BW Training Partners

1.9. Gender Awareness

Description:	This training course provides a basic appreciation of gender awareness within the enterprise and the local culture
Content:	<ul style="list-style-type: none"> • Defining gender • Gender equality and gender discrimination • Gender roles • Promoting gender awareness in enterprises
Format:	Classroom; discussion, presentations, role plays, case studies, sharing experiences
Learning outcomes:	<p>At the end of this course, participants will:</p> <ul style="list-style-type: none"> • Learn the key gender concepts • Appreciate the importance of promoting gender equality in the workplace • Have the ability to better define their roles in the process
Target participants:	<ul style="list-style-type: none"> • Managers- particularly senior managers and administrative/HR personnel • Union Leaders • Worker Representatives • Shop Stewards
Class size:	Maximum 25 participants
Duration:	1 day
Languages:	English and Khmer
Delivered by:	BW Training Staff or BW Training Partners

2. Supervisory Skills Training

Description:	This training course enables participants to gain valuable leadership and management skills to further enhance dialogue between the company and its employees
Content:	<ul style="list-style-type: none"> • How to be a professional supervisor • Building good relationships • Influencing skills • Managing people • Videotaped practice
Format:	<ul style="list-style-type: none"> • Interactive methods (case studies, open discussions, storytelling, presentations) • Organized in two-day courses, usually with a week interval in between, allowing participants to put their newly acquired skills into practice • The second block is two days of training where participants share what they have practiced
Learning outcomes:	<p>At the end of this course, participants will have:</p> <ul style="list-style-type: none"> • Better understanding of a manager's or supervisor's roles and responsibilities • Motivation to create and enhance effective interpersonal relations • Tools to discipline workers professionally • Effective methods in delegating work and ensuring it is completed on time • Tools to achieve performance improvements through appropriate staff orientation • Improved communication skills between supervisors and staff • Ability to use appropriate leadership style and demonstrate authority in a positive way
Target participants:	Supervisors and Managers
Class size:	Maximum 25 participants
Duration:	4 days, split into 2 x 2 day courses
Languages:	English, Khmer, Mandarin, Vietnamese, French
Delivered by:	BW Training Staff or BW Training Partners

3. Workers' Rights and Responsibilities Training

Description:	This training course aims at increasing workers understanding of their rights and responsibilities at work by using videos and comic books as interactive learning tools
Content:	The content of the videos and comic books include: <ul style="list-style-type: none"> • Grievance handling • Dispute resolution (giving management a chance to fix the problem first) and legal strikes • Stealing • Occupational Safety and Health (OSH) • Underage workers • Working mothers and breast feeding • Life skills- adjusting from rural to urban lifestyles • Overtime- managing working time effectively
Format:	<ul style="list-style-type: none"> • The course usually takes place during lunchtime in the canteen (or other areas) at the factory • Visual aids (videos and comic books) • Each video is approximately 25-30 minutes • Each course takes about an hour including a fun Q&A session after the film showing • Factories can choose the subjects according to their specific needs
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none"> • Knowledge about their rights and responsibilities • Ability to link each episode to the situation at their factories • Ideas on how to enhance workplace cooperation
Target participants:	Factory workers
Class Size	No limit
Duration:	1h
Languages:	English, Khmer, Vietnamese
Delivered by:	BW Training Staff

PARTNER TRAINING

1. Training of Trainers (ToT)

*All training courses can be given to EAs and other staff members when applicable

1.1 Generic ToT

Description:	This course aims to provide an overview of teaching methods, leadership and practical facilitation skills
Content:	<ul style="list-style-type: none">• The Better Work program and the role of the trainer• Better Work participants and training methodologies• Training delivery competencies• Demonstration and assessment of training delivery skills
Format:	<ul style="list-style-type: none">• Skills coaching• Demonstrations, group discussions, role-plays
Learning outcomes:	At the end of this course, participants will have: <ul style="list-style-type: none">• Solid understanding of learning needs and learning styles• Enhanced training and coaching skills
Target participants:	<ul style="list-style-type: none">• Better Work's trainers and BW training partners
Class size	Maximum 25 participants
Duration:	3 days
Languages:	English
Delivered by:	BWG Training Team
Certification/test:	Open

1.2 ToT for Mixed-level Learner Class

Description:	This course focuses on advanced facilitation and mediation skills. Participants will learn how to facilitate dialogue between different parties and how to engage mixed-level learners in team building exercises
Content:	<ul style="list-style-type: none"> • Difficult situations that can occur in a mixed-level class and the causes • Managing a mixed level class
Format:	<ul style="list-style-type: none"> • Identify and document scenarios • Discussions, brain storming and role-plays
Learning outcomes:	<p>At the end of this course, participants will be able to:</p> <ul style="list-style-type: none"> • Facilitate and mediate mixed level learner class • Recognise some of the difficult situations • Demonstrate how to manage a mixed level class
Target participants:	<ul style="list-style-type: none"> • Better Work's trainers and BW training partners
Class size	Maximum 25 participants
Duration:	1 day
Languages:	English
Delivered by:	BWG Training Team
Certification/test:	Open

Coming in Winter/Spring 2011

Induction Training Package

Description: This training will improve the induction processes in factories and can ultimately help to reduce potential industrial disputes, improve understanding and communication between management and workers and promote higher productivity for the enterprise.

Format: Interactive classroom training with an animated video. The whole trainers kit : session plans, slides, activities and participants work book, video and comic books

The training will consist of nine key issues all in line with the Better Work assessment tool and International Labour Standards as well as national labour laws. These include:

1. Introduction and International Labour Standards

General Working Conditions:

2. Contracts and Human Resources
3. Compensation
4. Working Time
5. Occupational Safety and Health

Fundamental Rights:

6. Child Labour
7. Discrimination
8. Freedom of Association and Collective Bargaining
9. Forced Labour

Target Participants: HR manager and staff that conduct induct for workers in garment factories

This program includes 2 training days, with several delivery options:

- 2 one-day sessions with one-week break between sessions
- 2 consecutive days

Human Resource Management: Making the most of people and their skills

Description: This training program is for Human resources managers and officers at garment factories, to build up knowledge and skills on human resources management, and for them to be able to improve human resources practices and avoid non compliance issues in factories.

Format: Classroom; discussions, presentations, role plays, sharing experiences

In particular, after finishing this training program, you will be able to:

- Identify the challenges in managing human resources in Jordanian garment factories
- Describe the elements of good HR management and the benefit of having a good HR management.
- List the key components of HR practice
- Identify key processes needed to implement these HR components.
- Practice some key skills that are important to implement these HR components.
- Explain basic legal requirements related to the implementation of these HR components.

Target Participants: HR managers and staff

Duration: 5 days