FICSA

Federation of International
Civil Servants' Associations

Training Catalogue

Introduction

This catalogue summarizes and informs the FICSA membership of the training courses provided by trainers who have been approved by the Executive Committee. Coordination with the trainers must go through and be dealt with by the FICSA Secretariat. Regarding attendance, participants should bear in mind that their staff association/union or administration is responsible for all travel-related expenses, including requests for visas and trainers' fees when appropriate.

Hosting a training event

FICSA members wishing to host a training event should contact the FICSA Secretariat to ensure the availability of trainers. The host organization is responsible for all associated costs, including travel-related expenses, DSA and honorarium if applicable for the trainer (Please contact FICSA Secretariat). A FICSA Training Fund is available, subject to the guidelines.

Registration and certificates

Announcement and registration forms will be prepared and sent by the FICSA secretariat. Upon the request of the host organization, seats may be made available for participants from other FICSA member organizations. A participation fee may be charged by the host organization.

Upon completion of the course, participants should receive their course certificate by email.

Training delivery options

Trainings may be offered fully virtual, physical only, or you can choose between the two. Take note of the icons used below:

Virtual/online:

In-person/on-site:

Exemption for Workshops on General Salary Methodologies – in-person sessions only

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Local salary survey methodologies I and II

In-person training workshop

Language	English, French or Spanish
Target group	Staff participating in or supporting the Local Salary Survey Committee (LSSC) or the salary survey process.
Duration	3 days
Number of participants	**Min** 15 – **Max** 30
Costs	DSA and travel costs for the trainer.

Workshop details:

- A detailed overview of the ICSC methodology.
- Principles for setting the salaries.
- Understanding the respective roles and responsibilities of the participants in the salary survey process.
- Basic concepts related to the system of job evaluation and job classification.
- The 4 phases of the survey.
- Exclusion of comparators.
- Changes in the methodology.

Course Outline

- The UN common system.
- The Flemming Principle.
- An overview of salary survey methodology.
- Roles and responsibilities of the participants in the salary survey process.
- Preparation phase
- Data-collection phase.
- Data-analysis phase.
- Salary scale construction phase.
- Interim adjustment procedure.

Local salary survey methodologies I and II*

CONSULTANCY

*depending on the availability of the consultant

In-person technical assistance/consultancy missions to the LSSC

Language	English, French or Spanish
Target group	LSSC Chair, Vice-Chair or core members.
Duration	3 to 5 days
Number of participants	**Min** 1 – **Max** 20
Costs	Honorarium, plus DSA and travel costs for the consultant.

The consultant will:

- Hold a briefing session (entry meeting) on critical elements of the Salary survey methodology.
- Train the LSSC and other key staff members involved in the exercise through practical sessions.
- Define the preparatory steps.
- Analyse available documentation, including the previous comprehensive and interim salary survey results and reports.
- Review existing and potential comparators as per the shortlist prepared by LSSC and provide advice on the best comparators to be selected for the comprehensive salary survey.
- Support the LSSC in finalising the questionnaire to be used in the data collection phase and organising job benchmarks.
- Advise on the job matching exercise and provide LSSC with tips on how to increase comparability of functions between UN jobs and all selected comparators.
- Review and analyse the collected data, such as salary data, other elements of remuneration and other social security provisions by taking into account the salary scales in use with a regional focus.
- Conduct a debriefing session with the LSSC Chair, UN Resident Coordinator or UN Country Team, as appropriate.

This workshop will cover:

- A detailed overview of the ICSC methodology.
- Principles for setting the salaries.
- Understanding the respective roles and responsibilities of the participants in the salary survey process.
- Basic concepts related to the system of job evaluation and job classification.
- The 4 phases of the survey.
- Exclusion of comparators.
- Changes in the methodology.

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Cost of living/place to place surveys*

CONSULTANCY

*depending on the availability of the consultant

In-person technical assistance/consultancy missions to the Local Survey Committee (LSC)

Language	English, French
Target group	LSC Chair, survey participants.
Duration	3 to 5 days at the duty station, plus 2 to 3 days in New York.
Number of participants	**Min** 1 – **Max** 20-30 per briefing over multiple sessions.
Costs	Honorarium, plus DSA and travel costs for the consultant.

The consultant will:

- Provide a detailed overview of the ICSC methodology for Post Adjustment and Operational Rules.
- Brief the Local Survey Committee (LSC) Chair and Members on their role, the activities, best practices in the selection of outlets based on correct specifications and preparing an effective Survey Coordinator's Report.
- Brief all participating staff on the expenditure data collection.
- Brief the LSC on the proper selection of outlets based on specifications.
- Assist LSC in selecting and briefing a pricing agent.
- Act as an independent observer in to price collection.
- Review the data analysis by the ICSC in New York to ensure correct treatment of data / outliers as per methodology (price matching, expenditure weights, housing component etc.)

Training on legal frameworks and fundamental principles for staff representatives

Online only

Language	English
Target group	All staff representatives, Members of Staff Association Executive Committee.
Duration	1.5 hours with presentation, break and interactive session: 45-minute presentation + 15 minutes Q&A session **(Lunch time seminar).**
Number of participants	No minimum or maximum number of participants (where the online platform is provided by the Staff).
Costs	Honorarium upon request.

Workshop details:

- 45-minute presentation + 15 minutes question and answer session (**Lunch time seminar**).
- Book your session **at least 2 weeks in advance** to allow tailoring of the presentation to the organization.

This workshop will cover:

- Legal frameworks and fundamental principles.
- Recent developments in case law.
- Practical tips for staff representatives.
- Q&A sessions.
- Scenario questions to test your understanding.

Topics[1]:

Our topics are based on what we consider to be recurring issues in international organizations. This list is not exhaustive and we are happy to provide training on any other topics that are relevant and topical for your organization.

1. ***Case law digest:*** reviewing recent developments from leading international tribunals or reviewing leadings cases on general principles of international administrative law.
2. ***How to do a case assessment:*** administrative appeals, disciplinary cases and harassment cases (can be presented together or as separate sessions).
3. ***Deep dive into harassment and sexual harassment.***
4. ***Due process in investigations.***
5. ***Restructuring*** – what to expect and potential legal claims.
6. ***From start to finish:*** different types of contracts and how they can end.
7. ***How to file claims*** with the Advisory Board on Compensation Claims (ABCC).
8. ***Fundamental employment rights*** and how this affects entitlements.
9. ***Informal resolution:*** what, when, why and how.
10. ***Tips on legal drafting at the internal stage and for the ILOAT NOTE***: Staff Associations can choose one or more topics.

There is an option for the length of the training (45 minutes or 1.5 hours) and the pricing is based on the number of training sessions requested.

[1] *Staff Associations can choose one or more topics.*

Appeals Training Workshop: Employment Disputes in International Organizations Subscribing to the Jurisdiction of the ILO Administrative Tribunal – To Appeal or Not To Appeal – Legal Rights and Remedies?

Online or In-person

Language	English
Target group	All staff representatives
Duration	1 day (9-12; 13:30-17) or 2 days for face-to-face
Number of participants	**Min** 10-15 – **Max** 15-25
Costs	**Online**: Consultant's fee (+ VAT if applicable). **In-person**: Consultant's fees, plus flight, DSA and terminals for workshops outside Vienna.

Requirements:
Online: Zoom / Microsoft Teams.

This workshop will cover:

- Enhancing the knowledge, expertise and confidence of staff representatives in assisting with staff appeals.
- Identifying and understanding substantive and procedural rights; strong and weak appeal cases.
- Writing effective appeals and understanding possible remedies.

Workshop details:

Course Outline

- Detailed analysis of internal appeal procedures, requirements and strategies.
- Detailed analysis of the ILOAT appeal procedures, requirements and strategies.
- Legal principles and law applied to various administrative decisions, non-renewal, termination, abolition of post, disciplinary, and others.
- Identifying strong and weak appeal cases, including possible remedies and relief.
- Practical exercises based on actual employment disputes.

Appeals Training Workshop: Employment Disputes in the United Nations Justice System – What are my rights and remedies?

Online or In-person

Language	English
Target group	All staff representatives
Duration	1 day (9-12; 13:30-17) or 2 days for face-to-face
Number of participants	**Min** 10-15 – **Max** 15-25
Costs	**Online**: Consultant's fee (+ VAT if applicable). **In-person**: Consultant's fees, plus flight, DSA and terminals for workshops outside Vienna.

Requirements:

Online: Zoom / Microsoft Teams.

This workshop will cover:

- Enhancing the knowledge, expertise and confidence of staff representatives in using the appeal process in the UN Justice System.
- Identifying and understanding relevant substantive and procedural rights.
- Writing effective appeals and understanding possible remedies.

Workshop details:

Course Outline

- Introduction/available resources (OSLA, OAJ, Ombudsman).
- Statute.
- Jurisdiction.
- Rules of Procedure (management evaluation, deadlines, discovery, interlocutory Appeals).
- Remedies.
- Case Law/Judgments of the UNAT.
- Practical exercises based on actual employment disputes .

An introduction to human resources management in international organizations of the UN system

Online or In-person

Language	English, French
Target group	All staff representatives – Staff involved in HR issues.
Number of participants	**Min** 5 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Brief historical perspective and relevance.
- Fundamental principles.
- Key definitions, clarifications.
- The notion of rule: Composition; Organization; understanding; interpretation tools.
- A "good" staff representative? Ideas and discussion.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration 1 full day or 2 half days of 3.5 hours each, within the shortest possible time between the 2 sessions; Plan 2 weeks in advance to allow tailoring of the presentation to the Organization.	**Duration** 1 full day or 2 consecutives half days of 3.5 hours each. **Requirements:** ▪ A data projector with suitable sound system ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

WHY THIS COURSE?

Staff representatives are expected to be able to review and provide with an answer on almost any HR issue:

- HR told me this, what do you think?"
- What is the rule, which rule applies?"
- We have always done it this way, but is this correct?"

While very often, knowledge of human resources management within an organization emanates from:

- Long standing "self-training" in the Organization/System
- Discussions with HR and non-HR colleagues, "Corridor" definitions
- Historically acquired convictions, ideas, cultural perceptions, political orientations

Is this enough as a knowledge base?
Can there be something else to know about HR management in my organization?

COURSE OUTLINE

Everybody in the organization "has an idea" about HR

Realizing that having an idea, is not having the – right - knowledge

Long standing practices and acquired ideas vs. knowledge-based approach

Understanding how HR management is built on a number of principles and operating models, and realizing how they are often partially or erroneously known

Staff representatives need specialized competencies to perform their functions

Acknowledging that HR management is a profession, which cannot be apprehended without specific learning

International organizations operate on a stand-alone legal framework

Discovering how HR management in international organizations fundamentally differs from HR management in national/private environments.

OUTCOMES:

Staff representatives are equipped with HR fundamental knowledge so as to:

- Enhance their competencies and skills, for their role, and their professional profile
- Offer a knowledge-based service to the population represented
- Improve the quality and efficiency of their interaction with HR and senior management
- Increase their credibility, effectiveness and respect
- Support the organization's mandate delivery

Understanding the role of a staff representative

Online or In-person

Language	English
Target group	All staff representatives.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- The role of the staff association.
- The role and responsibilities of the staff rep.
- Taking an active part in the staff association.
- Building the staff association.
- Handling workplace problems.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16 The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Welcome and course overview.
- Presentation and discussion: Why have a staff association?
- Presentation and discussion: Why have staff representatives?
- Presentation and discussion: What should staff representatives do/not do?
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- What support and facilities do staff representatives need?
- Being a member led staff association.
- How the staff association works?
- Building wider links.
- What would you do?

Webinar 2 (120 minutes)

- Presentation and discussion: Skills and attributes needed by staff representatives
- Presentation and discussion: What would you do? Solutions.

In-person

Course Outline

Introduction
- Practice interviewing, listening note-taking skills.

Your staff association/union in the workplace
- The relevance of staff associations/ unions today.

The job of the staff representative
- Identify main jobs of a staff representative and skills needed.

Facilities and support you need
- Identify the facilities needed to be effective.

Organizing in the workplace
- Develop a workplace profile.

Involving members
- Identify practical ideas for getting members involved.

Staff association/union structures
- Understand staff association/union structures and wider links.

What would you do?
- Practice tackling a member's problem.

Principles of Job classification for Staff Representatives

Online or In-person

Language	English, French, Spanish
Target group	Any staff interested in Job Classification.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding the ICSC Job Classification principles.
- The principal objectives of Job Classification.
- Understanding Job Design, Job Analysis and Job Classification.
- The Classification System.

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration ½ day across 4 days.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Workshop details:

Course Outline

What is job classification?

- Definition.
- Job Design and its impact on classification.

- Components: Job analysis and Job evaluation (hands-on exercises on Job Design).
- New Master Standard (NMS) and Grade Level Descriptors (GLD).

Why do we do it?

- To ensure the application of the principle: equal pay for work of equal value.
- To reflect changes in the focus of work.
- To ground competencies development and sustain performance appraisal.
- To facilitate Job matching exercises for salary surveys.
- To sustain restructurings and individual re-gradings.

Webinar 2 (120 minutes)

- Use of the classification system.
- Hands-on exercises on classification.

Professional officer

Online or In-person

Language	English
Target group	Senior staff representatives with "Leadership" responsibilities.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Identifying key stakeholders and to manage their expectations
- Understanding leadership styles and skills
- Considering team status and development opportunities (with links into succession planning)
- Considering staff association/union information systems and strategic communication strategies
- Considering time management skills and prioritization techniques

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16. The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Presentation and discussion: Your role managing demands.
- Presentation and discussion: Leadership styles.
- Presentation and discussion: Building and sustaining teams.
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- Building and sustaining teams.
- Information needs.
- Delegation.

Webinar 2 (120 minutes)

- Presentation and discussion: Strategy and tactics.
- Presentation and discussion: Development plans.

In-person

Course Outline

Your role – Managing demands?

- Range of recipients of their service.
- Demands and expectations of key groups.
- Skills needed to meet demands and expectations.

Leadership styles

- Review leadership styles.
- Evaluate their leadership style.

Building and sustaining teams

- Identify current team status.
- Consider team development opportunities.

Information needs

- Consider individual and organizational information needs.
- Think about resource implications.
- Prepare to develop a personal communications strategy.

Prioritization

Delegation

- Consider how to delegate.
- Identify maintenance and development tasks.
- Identify issues in delegation.
- Consider responses to resistance.

Strategy

- Strategic planning models.
- The effect of democracy on strategic planning.
- How to plan for success.

Development plans

- Consider their personal skills and knowledge development needs.
- Consider the development needs to their teams.
- Prepare initial development plans.

Negotiating skills

Online or In-person

Language	English
Target group	Senior staff representatives involved in negotiating with management.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- The relationship between management and staff associations/unions.
- An introduction to negotiating skills.
- Building effective negotiating teams.
- The language used in negotiations.
- Bargaining strategies.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16. The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Presentation and discussion: Management/staff association/union relationship.
- Presentation and discussion: Negotiation skills
- Presentation and discussion: Negotiating teams.
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- Negotiating language.
- Working together.
- Influences on collective bargaining.

Webinar 2 (120 minutes)

- Presentation and discussion: Strategy and tactics.
- Presentation and discussion: Action planning.

In-person

Course Outline

Management/staff association/union relationship

- Understand the relationship between management and staff association/union.

Negotiation skills

- Skills needed to negotiate effectively.

Negotiating teams

- The roles within a negotiating team.

Negotiating language

- Explore the difference between what is said and what is meant.
- How to keep negotiations moving.

Working together

- Practical guidelines for procedures and behaviours used in meetings.

Influences on collective bargaining

- Identify external influences on collective bargaining positions.

Strategy

- Develop a bargaining strategy.

Action planning

- Develop priorities for individual reps and for the staff association/union.

Introduction to workplace mediation

Online or In-person

Language	English
Target group	Any staff interested in Job Classification.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- What is mediation – how it applies in the workplace?
- An introduction to the principles and processes of workplace mediation.
- How to establish the boundaries of workplace mediation.
- An introduction to mediation skills.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 8.	**Duration** 1 day **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online	In-person
Course Outline **Webinar 1 (120 minutes)** ▪ Presentation and discussion:	**Course Outline** **Management/staff association/union relationship** ▪ Role of workplace mediation ▪ Understand mediation in the workplace

Role of workplace mediation.

- Presentation and discussion: Principles and processes.
- Presentation and discussion: Managing boundaries and setting goals.

Webinar 2 (120 minutes)

- Presentation and discussion: Strategies to building solutions.
- Presentation and discussion: Concluding mediation.

- Identify when mediation may be appropriate

Principles and processes

- Understand the key steps in the mediation process
- Identify the 'ground rules' for effective mediation

Managing boundaries and setting goals

- Understand how to establish the limits of the mediation
- Understand goal setting in mediation

Strategies to building solutions

- Identify skills and qualities of effective mediators
- Understand how to help people to identify solutions

Concluding mediation

- Understand building agreements
- Reflective practice and mediators.

Bullying & harassment

Online or In-person

Language	English
Target group	All staff representatives.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding workplace bullying and harassment
- Identifying the role of the staff association/ union in supporting members in the workplace
- Identifying approaches and solutions to tackling bullying and harassment

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16. The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Presentation and discussion:
  What are bullying and harassment?
- Presentation and discussion:
  Equality and bullying and harassment.
- Presentation and discussion:
  Bullying and harassment and the law.
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- The effects of bullying and harassment.
- Identifying the scale of the problem.
- Developing and improving policies on Bullying & Harassment.

Webinar 2 (120 minutes)

- Presentation and discussion:
  Advising members
- Presentation and discussion:
  What Staff Associations/Unions can do.

In-person

Course Outline

What is bullying and harassment?

- Understand what is meant by bullying and harassment at work
- Recognize the signs of bullying and harassment in the workplace

Equality and bullying and harassment

- Understand the people most at risk of bullying and harassment
- Consider equalities strands and bullying and harassment

The effects of bullying and harassment

- Consequences of bullying and harassment on individuals
- Consequences of bullying and harassment on the organization

Bullying and harassment and the law

- Legal implications of bullying and harassment
- Rules, regulations and codes of conduct

- Identifying the scale of the problem
- Consider methods for identifying the extent of the problem in their workplace
- Identify sources of information

Advising members

- Identify how to support members who witness or report bullying and harassment
- Develop information gathering and representation skills

Developing and improving policies on Bullying & Harassment

- Assess the contents of policies
- Identify key elements of a policy

What Staff Associations/Unions can do

- Identify key actions for Staff Associations/Union
- Develop an action plan for addressing bullying and harassment issues in their workplace.

Introduction to workplace health & safety for staff representatives

Online or In-person

Language	English
Target group	All staff representatives.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding the role of staff representatives in workplace health and safety.
- Developing the skills needed to organize and assist members around health and safety issues.
- Understanding key concepts in occupational health and safety.
- Developing knowledge about key health and safety topics/areas.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16. The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	Duration 2 days Requirements: ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	Cost: Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Presentation and discussion:
  The staff representative's role in health and safety
- Presentation and discussion:
  Principles of hazard identification and risk assessment
- Presentation and discussion:
  Organizing around health and safety
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- Mental health wellbeing.
- Dignity at work.
- Workplace safety.

Webinar 2 (120 minutes)

- Presentation and discussion:
  Investigating accidents and incidents.
- Presentation and discussion:
  Taking up health and safety problems.

In-person

Course Outline

The staff representative's role in health and safety

- Understand the role of the staff representative in health and safety.
- Understand the approach of the staff association/union to health and safety.

Principles of hazard identification and risk assessment

- Understand hazard identification.
- Understand the principles behind risk assessment.
- Consider the hierarchy of control.

Organizing around health and safety

- Consider how to involve members
- Develop an organizing approach to health and safety.
- Identify methods for raising awareness on health and safety issues.

Mental health wellbeing

- Understand stress in the workplace
- Develop knowledge on mental health issues
- Identify support available on mental health and wellbeing.

Dignity at work

- Understand dignity at work concepts
- Identify approaches to bullying and harassment issues.

Workplace safety

- Think about members' safety
- Apply principles of risk assessment to field-based risks.
- Identify guidance available on specific issues e.g. gender/sexual orientation linked violence.

Investigating accidents and incidents

- Understand the principles of accident/incident investigation.
- Understand underlying and root causes.

Taking up health and safety problems

- Identify ways of tackling health and safety issues.
- Consider routes for raising issues with management.
- Identify potential solutions.

Mental Health

Online or In-person

Language	English
Target group	All staff representatives.
Number of participants	**Min** 15 – **Max** 25
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding mental health and common mental ill health conditions.
- Workplace policies supporting mental health.
- Diversity and mental health.
- Mental ill health and sickness absence procedures.
- Work-related stress.
- Organisational change and mental health.
- Organising and supporting members on mental health issues.
- Maintaining your own mental health well-being.

Workshop details:

Online: Zoom / Microsoft Teams and Moodle	In-person
Duration Guided learning hours equivalency – 16. The course will be delivered through a blended learning model. The blended learning will comprise of tutor-led webinars and tutor directed/supported online learning activities on a collaborative online learning platform. Completion of all webinars and all online activities is necessary for achievement.	**Duration** 2 days **Requirements:** ▪ A data projector with suitable sound system. ▪ Wi-Fi. ▪ Flip-charts. ▪ Paper/pens, stationery.
Cost: Consultant's fee.	**Cost:** Consultant's fees, plus flight, DSA and terminals.

Online

Course Outline

Webinar 1 (120 minutes)

- Presentation and discussion: Understanding mental health and common mental ill health conditions.
- Presentation and discussion: Workplace policies supporting mental health.
- Presentation and discussion: Diversity and mental health.
- Introduction to online learning platform.

Moodle School online learning platform (guided learning equivalency - 12 hours)

- Diversity and mental health.
- Mental ill health and sickness absence procedures.
- Work-related stress.

Webinar 2 (120 minutes)

- Presentation and discussion: Organisational change and mental health.
- Presentation and discussion: Organising and supporting members on mental health issues.
- Presentation and discussion: Maintaining your own mental health well-being.

In-person

Course Outline

Understanding mental health and common mental ill health conditions

- To develop an understanding of mental health and common mental health problems.
- Workplace policies supporting mental health.
- To consider employer policies on mental health.
- To clarify areas for development/improvement in employer policies.

Diversity and mental health

- To consider how diversity issues affect mental health.
- To consider cultural views of mental health
- Mental ill health and sickness absence procedures.
- To consider current procedures around sickness absence.
- To consider Staff Health Insurance (SHI) and mental health.

Work-related stress

- To understand the causes and consequences of work-related stress.
- Organisational change and mental health.
- To consider the impact of organisational change on mental health.
- To consider implications of short term contracts and contract renewal on mental health.

Organising and supporting members on mental health issues

- To consider the staff association role in supporting members on mental health issues.
- To consider organising and campaigning in the workplace on mental health issues.

Maintaining your own mental health well-being

- To consider the impact the role of being a staff representative has on mental health wellbeing.
- To consider approaches to maintaining mental health wellbeing.

Negotiating in Performance Appraisals

In-person

Language	English
Target group	All staff representatives.
Duration	2 days
Number of participants	**Min** 15 – **Max** 25
Costs	Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding workplace performance review procedures.
- Understanding a members' motivations.
- How to analyse a case.
- Preparation and presentation of an appraisal case.
- Strategic use of appraisal cases by Staff Associations.

Workshop details:

Course Outline

Understanding your policy and procedures

- To understand workplace procedures.
- To identify stages in the process.

Preparing for and meeting your member

- To understand motivations.
- To identify issues and concerns.

Analysing cases

- To identify strengths and weaknesses in a case.
- To understand the appraisal process and competencies.

Preparing for and meeting management

- To identify management's likely responses.
- To prepare a preliminary case approach.

Improving representation

- To identify best practice in representing members.
- To develop common approaches and arguments.

Preparing and presenting cases

- To prepare and present a case.
- To practice responding in a case.

Staff Association Agenda and action planning

- To prioritise action after a case.
- To understand strategic use of appraisal cases.

Public speaking

In-person

Language	English
Target group	Target group: Senior representatives with “Leadership” responsibilities.
Duration	2 days
Number of participants	**Min** 15 – **Max** 25
Costs	Consultant’s fees, plus flight, DSA and terminals.

This workshop will cover:

- Developing confidence when speaking to groups.
- Practicing techniques for managing pre-speech nerves.
- Preparing presentations for members on workplace topics.
- Influencing and informing your constituents.

Workshop details:

Course Outline

Introductions

- Practice interviewing, listening, note taking and presentation skills.

Nerves and public speaking

- Identify causes and symptoms of nerves.
- Develop strategies and techniques that can help overcome nerves.

Public speaking styles

- Identify different speaking styles.
- Consider styles and occasions.
- Consider their own speaking style.

Influencing and informing your constituents

- Identify the purpose of public speaking from a staff association/union perspective.
- Consider phraseology in speeches.

Speech writing

- Practice structuring and writing a speech.
- Use techniques that will help get your message across.

Making a speech

- Practice making a formal speech.
- Reflect on your own and peer speeches.

Representing in grievance cases

In-person

Language	English
Target group	All staff representatives.
Duration	2 days
Number of participants	**Min** 15 – **Max** 25
Costs	Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding workplace procedures.
- Identifying best practices.
- Understanding the investigation process.
- Developing a strategic approach.

Workshop details:

Course Outline

Understanding your procedures

- Understand workplace procedures.
- Identify stages in the process.

Analyzing cases

- Identify strengths and weaknesses in a case.
- Understand the investigation process.

Preparing for and meeting management

- Identify management's likely responses.
- Prepare the case 'bundle'.
- Prepare a preliminary case approach.

Improving representation in grievance cases

- Identify best practice in representing members.
- Develop common approaches and arguments.

Preparing and presenting cases

- Prepare and present a grievance case.
- Practice responding in grievance cases.

Staff association/union agenda and action planning

- Prioritize action after a grievance case.
- Understand strategic use of grievance cases.

Leading on Occupational Safety & Health

In-person

Language	English
Target group	Health and safety representatives .
Duration	3 days
Number of participants	**Min** 15 – **Max** 25
Costs	Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding the role of the health and safety committee.
- Developing a model of health and safety management.
- Risk profiling and assessment techniques.
- Understanding health and safety standards.
- Communicating effectively.

Workshop details:

Course Outline

Principles of occupational health and safety

- Understand the principles that underpin effective approaches to occupational health and safety.

Understanding plan, do, check, act

- Understand and apply a model of health and safety management which balances a systematic and a behavioural approach.
- Explore effective arrangements for health and safety organizational processes.

Risk profiling

- Understand the importance of risk profiling to the organization.
- Techniques for identifying the nature and level of the risks; the likelihood of adverse effects and potential consequences; concepts of control hierarchy.

Occupational health and safety standards

- Consider how to benchmark occupational health and safety arrangements.
- Establish organizational standards.

Leading and managing for health and safety

- Consider the role of leadership in maintaining agreed standards.
- Consider the role of the health and safety committee.
- Consider the role of the staff association/union.

Dignity at work

- Understand dignity at work concepts
- Identify approaches to bullying and harassment issues.

Inspecting the workplace and involving staff

- Identify effective methods for carrying out systematic inspections of workplaces.
- Identify the role of inspections in audit/monitoring systems.
- Consider approaches to develop partnerships on health and safety.

Mental health wellbeing

- Understand stress in the workplace.
- Develop knowledge on mental health issues
- Identify support available on mental health and wellbeing.

Implementing controls

- Understand the principles of hierarchy of controls.
- Consider technical, procedural and behavioural control measures.
- Consider the role of health surveillance.

Investigating accidents and incidents

- Understand the principles of accident/incident investigation.
- Understand underlying and root causes.

Communicating effectively

- Understand the necessity of effective communication to control health and safety risks.
- Explore organizational roles in a health and safety communication strategy.
- Consider the strategic role of the health and safety committee.

Campaigning in the workplace

In-person

Language	English
Target group	Senior representatives with "Leadership" responsibilities.
Duration	2 days
Number of participants	**Min** 15 – **Max** 25
Costs	Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Understanding the importance of workplace campaigning within industrial relations.
- Understanding member involvement in the staff association/union.
- Recognizing the key features of organizing a campaign.
- Planning and organizing campaign.

Workshop details:

Course Outline

Consider how campaigns are initiated

What kind of campaign?

- Identify the influences on campaign options.
- Consider your campaign options.
- Consider implications for your organization.

Audiences

- Understand the importance of knowing your target audience.
- Consider other audiences.
- Understand direct and indirect messages
- Identify member involvement and engagement.

Choosing your communication medium

- Identify the range of communication methods available.
- Consider the pros and cons of the methods.

Developing your message

- Practice preparing a targeted campaign message.
- Consider adapting the core message for different audiences.

Planning your campaign

- Draft an outline plan for a campaign.
- Think through how you will evaluate its progress and success.
- Consider how to actively involve members.

Preparing your copy

- Practice writing good 'news' copy.
- Consider good 'publishing' guidelines.

Leading Your Multi-Cultural Team During a Pandemic

Online only

Language	English
Target group	Managers.
Duration	8 x 90-minute sessions over 4 days.
Number of participants	**Min** 6 – **Max** 14
Costs	Consultant's fees (+ VAT if applicable).

Requirements:

Access to ZOOM/MS Teams

This workshop will cover:

- How to maintain authority, encourage accountability, and keep your team motivated.
- How to create and strengthen your team culture by identifying shared values.
- How to use coaching as a management tool using the GROW model.

Workshop details:

Course Outline

- Transformation from manager to leader during times of extreme change.
- Managing your team at a distance.
- Using coaching to inspire, encourage and motivate.
- Using coaching to improve performance and promote constructive feedback.
  - Putting the GROW model into action.
  - Goal setting.
  - Reality - the current situation.
  - Your options.
  - Way forward – taking action.
- Insights into managing the well-being of your team.
- This is an interactive workshop including discussion and coaching role play exercises.

NOTE: If you are currently receiving treatment with a psychologist, psychiatrist, counsellor or similar, please confirm with them that you intend to take part in this workshop before you register

Working under pressure: emotional intelligence in the workplace

Online only

Language	English
Target group	All staff
Duration	4 x 90-minute sessions over 2 days.
Number of participants	**Min** 6 – **Max** 14
Costs	Consultant's fees (+ VAT if applicable).

Requirements:

Access to ZOOM/MS Teams

This workshop will cover:

- What is emotional intelligence?
- Why reactive behaviour can destroy your team?
- How to break negative patterns and replace them with constructive responses.
- How to use emotional intelligence to build strong working relationships in a multi-cultural environment.

Workshop details:

Course Outline

- The history of emotional intelligence and why it's critical to your wellbeing.
- Understand how your emotions drive your behaviour under pressure.
- Identify your stress triggers so that you can better manage your response to stress and pressure.
- Discover how to challenge your assumptions and judgements about others.
- How to manage blame, fear and other negative situations at work.
- Dealing with the imposter syndrome.
- Examine social evolution versus the UN system hierarchy and find out what needs to change.
- Starting a different type of conversation with your colleagues.
- An introduction to coaching using the GROW model.
- Discover some simple tools to help you feel better.
- Create a 30-day plan to create the changes you want.
- **This is an interactive workshop including discussion and role play exercises.**

A strategy for successful organizational change

Online only

Language	English
Target group	All staff
Duration	4 x 90-minute sessions over 2 days.
Number of participants	**Min** 6 – **Max** 14
Costs	Consultant's fees (+ VAT if applicable).

Requirements:

Access to ZOOM/MS Teams

This workshop will cover:

- Change in the context of your organization.
- How changes in leadership affect you.
- Tools and processes that allow strategic planning.
- Maintaining trust with others in times of change.

Workshop details:

Course Outline

- Examine and understand the culture and personality of an (your) international organization.
- Explore how the rapid development of technology demands that we move away from the traditional approach to managing change.
- Discover why change isn't the issue, rather your response to the change.
- How to successfully introduce change.
- Staying engaged during a transition.
- Look at how changes to policies and processes can be aligned with a multi-cultural and multi-national organizational/internal culture.
- How to avoid the most common pitfalls when working through change.
- Develop tools and strategies for successful change.
- **This is an interactive workshop including discussion and role play exercises.**

Career Development in the UN System

Online only

Language	English
Target group	All staff
Duration	4 x 90-minute sessions over 2 days.
Number of participants	**Min** 6 – **Max** 14
Costs	Consultant's fees (+ VAT if applicable).

Requirements:
Access to ZOOM/MS Teams

This workshop will cover:

- How to successfully manage your career.
- Marketing yourself on paper.
- The 10 questions you must be able to answer at interview.
- Video interviews.

Workshop details:

Course Outline

- The three biggest mistakes that people make.
- What are hiring managers looking for and are you qualified.
- How to write an application form that will get you noticed with two simple changes.
- Writing a letter of motivation: length, structure and style.
- Learn how to prepare for your next job interview (even if you don't know when it will be) so that you can talk about yourself with confidence.
- Discover why you already know all the answers to competency-based interview questions.
- Taking the stress out of a video (Sonru) interview.
- How to safely use social media to promote your personal brand and network for new opportunities.
- **This is an interactive workshop including discussion and role play exercises.**

Managing Difficult Conversations

Online only

Language	English
Target group	Staff Reps
Duration	4 x 90-minute sessions over 2 days.
Number of participants	**Min** 6 – **Max** 14
Costs	Consultant's fees (+ VAT if applicable).

Requirements:
Access to ZOOM/MS Teams

This workshop will cover:

- How to manage the expectations of those you represent.
- Working with toxic co-workers and worse.
- Keeping recruitment processes and career development transparent and fair.

Workshop details:

Course Outline

- Establishing your own boundaries and setting the parameters of your personal responsibility.
- Why providing advice isn't always the best option.
- How to talk to a colleague about harassment and/or bullying.
- The definitions of ethical and professional behavior.
- Matching the human dimension to organizational policies and politics.
- Managing toxic co-workers.
- How to say 'no'.
- How to help a colleague stop being a victim.
- Career development in the UN system.

- **This is an interactive workshop including discussion and role play exercises.**

Coaching for Video Interview

Online only

Language	English
Target group	All staff
Duration	Each session will last 30-minutes (A total of 10 appointments can be arranged on one day)
Number of participants	Individual
Costs	Consultant's fees (+ VAT if applicable).

Requirements:
Access to ZOOM/MS Teams

This workshop will cover:

- One-to-One Coaching.
- How to reduce the overwhelm of speaking to the camera.
- How to speak about yourself with confidence.

Workshop details:

Course Outline

- Learn the art of storytelling to connect with the hiring panel (even if they're not there).
- Practical tips and advice on getting the technical bit right.
- How to speak to the camera (and not the ceiling or desk).
- Pre-workshop homework with the ten most-frequently asked interview questions.

The United Nations Joint Staff Pension Fund (UNJSPB)

Online or In-person

Language	English
Target group	All staff representatives
Duration	1/2 day or 1 days for face-to-face
Number of participants	**Min** N/A – **Max** N/A
Costs	**Online**: Consultant's fee. **In-person**: Consultant's fees, plus flight, DSA and terminals.

This workshop will cover:

- Structure of the UNJSPF.
- Participation in the UNJSPF.
- Available benefits from the UNJSPF

Workshop details:

Course Outline

Introduction

Governance of the UNJSPF

- Pension Board
- Staff Pension Committees

Entrance into the Fund

- Validation rules
- Restoration rules
- Pensionable remuneration

A look at the benefits payable

- Calculate benefits
- Local Track benefits