

Training Courses Guide

2020-2021



ema
training



TRAINING COURSES

Our training has been developed on the fundamental basis of compliance with workplace laws.

The principal objectives of our training courses are to teach business owners, leaders, managers and practitioners practical skills and knowledge, which can then be applied with confidence upon their return to the workplace.

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ABOUT EMA CONSULTING

EMA Consulting was established in 1997 and provides consulting services, training and products to employers across all states and territories of Australia. Our clients vary from small sole traders and partnerships through to some of Australia's largest employers and employer associations in both the public and private sectors.

We act exclusively for employers in respect to their needs and obligations arising from industrial relations and associated laws and practices.

In addition to the above services EMA Consulting partners with Buzz-ER PTY LTD to provide employee relations expertise for the cloud based products and services delivered under The Accountable Leader brand.

WORKPLACE TRAINING

EMA Consulting provides training on various topics including:

- Employee Management, including organisations with EMS
- Absenteeism Management
- Harassment and Diversity in the Workplace
- Industrial Relations for Managers (general)

In addition we provide customised training courses and workshops to suit our clients' needs.

The principle objectives of our training courses are for attendees to obtain usable skills and knowledge which can be applied upon their return to the workplace, whilst achieving the necessary compliance with workplace laws.

Where appropriate our training is accompanied by additional resources to assist attendees when drawing on the skills and knowledge obtained during training.

Online Training

In addition to 'face-to-face' class room training, EMA Consulting offers online training.

Our online training is delivered using GoToTraining® and is engaging, practical and focussed on achieving understanding and compliance. The courses incorporate interactive case studies and assessments that are dynamically generated to verify participant understanding.



All training courses undertaken at our training facility are conducted in compliance with our Covid Safe Plan.



NICK MELLOW

Manager, Training Services

As Manager - Training Services, Nick is responsible for managing the delivery of EMA Consulting's training and learning commitments to our clients, and also managing the training delivery for our partner, The Accountable Leader. Nick's professional but laid back training delivery style helps attendees feel comfortable challenging existing misconceptions about managing employees and building relationships. Nick is able to apply his knowledge and experience in a straightforward manner to provide clients with practical and effective solutions.

Nick brings with him a with broad experience in human resource management, more specifically in the areas of industrial relations, safety and risk management. He has held various HR roles across a diverse range of industry sectors including retail, agriculture and manufacturing. Nick has formal qualifications in Human Resources, Business and Safety Management.



SHAYNE BAKEWELL

Principal Consultant

Shayne's main focus lies in assisting clients in the areas of representation/ advocacy in various industrial tribunals, negotiation and dispute management. Shayne has a passion and particular strength in assisting high level management in strategic planning for Industrial and Employee Relations. His ability to think outside the square and understand a client's business ensures he leads his clients seamlessly through what would otherwise be stressful situations.

Shayne is also heavily involved in the development and delivery of our Training Courses. With his passion for upskilling clients whilst also making the courses relevant and engaging for the attendee, Shayne is often in high demand as a trainer for both EMA Consulting and Buzz-ER courses.

Shayne has a Bachelor of Commerce (Accounting) and a Masters in Industrial Relations. Prior to starting the company in 1997, Shayne held a senior position at the South Australian Employers Chamber of Commerce and Industry and also various senior industrial relations positions within Ansett.



RICHARD LEQUESNE

Principal Consultant

Richard is a Principal Consultant at EMA Consulting, with broad experience in human resource management, more specifically in the areas of Industrial Relations and risk management.

Richard has held various senior HR management roles over 25 years across a diverse range of industry sectors including banking, facility services, health and disability services. Richard has a significant track record of building collaborative client relationships and leading the negotiation of agreements, tenders and contracts. He is able to apply his knowledge and experience in a straightforward manner to provide clients with practical and effective solutions.

Richard has formal qualifications in Business and Management, majoring in Human Resources and Industrial Relations.

INVESTIGATION AND DISCIPLINARY MANAGEMENT

Foundation Course



FULL DAY TRAINING COURSE.



AVAILABLE FACE-TO-FACE OR ONLINE.



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$4,100

Catering available at EMA consulting for an additional \$600.

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

OVERVIEW

Workplace investigations can be a difficult and time consuming process, and is an area where many organisations are needlessly exposed to risk. This course dispels the myths surrounding workplace investigations and managing employees whilst providing attendees with the skills and knowledge to manage day-to-day performance and behaviour issues with confidence.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- Managing poor performance.
- Managing misconduct and serious and wilful misconduct.
- Understanding the legal principles of, and minimising the risk of successful claims for, unfair dismissal, adverse action, stress, discrimination and workplace bullying, in the context of employee management.
- Conducting investigations, managing complainants and taking witness statements.
- Preparing allegations and conducting/managing disciplinary meetings.
- Counsellings, warnings and terminations.
- How to assess evidence critically; and
- Identifying effective systems, tools & documentation for making employee management more effective.
- Using EMSpro cloud based tools to manage the above.

WHO SHOULD PARTICIPATE?

This course caters for organisations that subscribe to EMSpro and has been specifically developed for Managers and Supervisors who are required within their day-to-day duties to manage employees.

No prior experience or knowledge of employee management is required. However, this course can be attended by anyone who wants to improve their ability to manage performance and behaviour issues.

COURSE CONTENT

The Legal Framework affecting Employee Management

Fair Work Act 2009 Or relevant State industrial legislation where applicable	<ul style="list-style-type: none"> • Unfair Dismissal • Adverse Action • Unlawful Dismissal
Workers Compensation Legislation	<ul style="list-style-type: none"> • Stress/Anxiety based claims • Serious and Wilful Misconduct
Occupational/Work Health and Safety Legislation	<ul style="list-style-type: none"> • Workplace Bullying/Inappropriate Behaviour
EEO and Discrimination Legislation	

Best Practice Process

The Application of MyEms	Recognising Performance and Conduct Issues	
	Preliminary Investigations and Outcomes	<ul style="list-style-type: none"> • Record-keeping • Best-practice process • Witness Statements • Assessing the Information • Determining Preliminary Outcome • Counselling & Improvement Plans • Suspension – When and How
	Formal Disciplinary Process	<ul style="list-style-type: none"> • Preparing Allegations • Conducting a Disciplinary Interview and Further Investigations if applicable • Making Decisions • Assessing Evidence • When is Termination or a warning available

Additional Content

	<ul style="list-style-type: none"> • Case Studies for the Practical Application of Course Content • Employee Management Myths • Common Mistakes
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INVESTIGATION AND DISCIPLINARY MANAGEMENT Refresher Course



**FULL DAY
TRAINING COURSE.**



**AVAILABLE
FACE-TO-FACE OR
ONLINE.**



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$4,100

Catering available at EMA consulting for an additional **\$600**.

NOTE: prices quoted are excluding GST and subject to change without notice.

OVERVIEW

This customised IDM course follows the same content as the Foundation Course, but includes options for choosing a case study using EMSpro.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- Managing poor performance.
- Managing misconduct and serious and wilful misconduct.
- Understanding the legal principles of, and minimising the risk of successful claims for, unfair dismissal, adverse action, stress, discrimination and workplace bullying, in the context of employee management.
- Conducting investigations, managing complainants and taking witness statements.
- Preparing allegations and conducting/managing disciplinary meetings.
- Counsellings, warnings and terminations.
- How to assess evidence critically; and
- Using EMSpro tools & documentation to make employee management more effective.

WHO SHOULD PARTICIPATE?

This course caters for organisations (with or without EMS) that have completed the IDM Foundation Course, and has been specifically developed for Managers and Supervisors who are required within their day-to-day duties to manage employees.

No prior experience or knowledge of employee management is required. However, this course can be attended by anyone who wants to improve their ability to manage performance and behaviour issues.

CHOOSE YOUR CASE STUDY

There are five case study options for you to choose from in the Refresher Course.

Performance based case study

The case studies used in this version of the course focus on an employee's performance in their role, and how EMSpro is used to investigate, counsel, set plans, warn or even terminate an employee's employment on the basis of unsatisfactory performance.

Misconduct case study

The case studies used in this version of the course focus on an employee's behaviour or conduct at the workplace, and how EMSpro is used to investigate, counsel, warn or even terminate an employee's employment on the basis of their conduct or behaviour.

Bullying case study

The case studies used in this version of the course focus on a complaint of bullying at the workplace, and how EMSpro is used to investigate, counsel, warn or even terminate an employee's employment on the basis of bullying.

Employee absenteeism case study

The case studies used in this version of the course focus on the issues arising from an employee's absenteeism from the workplace, and how EMSpro is used to investigate, counsel, warn or even terminate an employee's employment where issues concerning absenteeism arise.

NOTE: it is highly recommended that attendees have attended EMA's Managing Absenteeism course before attending this course. Please check with EMA on how these courses can be combined over a two day period.

Develops client specific case study

The case studies used in this version of the course will be designed from scratch by our team of Industrial Relations experts using information supplied by the client. Using the agreed client based case study scenario(s) and materials, we see how EMSpro is used to investigate, counsel, warn or even terminate an employee's employment on the information and scenario specifically requested by you.

NOTE: additional fee applies, quote available upon application.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

DIFFICULT CONVERSATIONS

Training Course



FULL DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$4,100

Catering included at EMA consulting at no additional cost.

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

OVERVIEW

Poorly conducted disciplinary meetings exposes the organisation to legal risks and in doing so destroys relationships with employees. This program builds upon the knowledge gained from EMSpro's Investigation and Disciplinary Management course, ensuring that Managers and Supervisors are well equipped to effectively conduct disciplinary meetings.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- Having difficult conversations.
- Running effective counselling meetings.
- Reviewing performance improvement plans.
- Suspending employees (serious and wilful misconduct).
- Conducting effective response meetings.
- Knowing what to do and the way forward when a warning is given.

WHO SHOULD PARTICIPATE?

This course caters for Managers and Supervisors who are required within their day-to-day duties to manage employees.

PRE-REQUISITE TRAINING

Investigation and Disciplinary Management (IDM) course.

COURSE CONTENT

Difficult Conversations

This topic enables participants to define difficult conversations and identify when they are likely to occur. Participants are also introduced to EMA's pathway to building effective relationships via the Genuine Conversations model. Difficult Conversation Reference Points are then set, which ensure that the environment created when engaging in difficult conversations is conducive towards seeking improvements in conduct and or performance.

Counselling

This topic revisits counselling, the situations under which counselling should occur and the role of improvements plans. The purpose of counselling is then explored which provides participants with the necessary insights to be able to conduct effective counselling sessions.

Learnings are then put into practice via exposure to several roleplay exercises which enable participants to sharpen their counselling skills within a safe environment.

Suspending Employees

This topic provides participants with the necessary knowledge and practical to ensure that participants are able conduct effective suspension meetings.

Response Meetings

This topic revisits the legal risk and related process associated with running effective response meetings. The primary aim of response meetings is then workshopped which sets the scene for further roleplay exercises, where participants are provide with an opportunity to hone their skillsets.

When a warning is given

This topic ensures that participants understand the importance of conducting effective outcome meetings.

ABSENTEEISM MANAGEMENT Training Course



FULL DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$4,100

Catering available at EMA consulting for an additional **\$600**.

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

OVERVIEW

This training course will focus on the day-to-day absenteeism issues that arise in the workplace. Attendees will be provided with an understanding of the relevant laws governing absenteeism management, along with the best practice processes for assessing and managing the different types of absences that can occur with employees and then be presented with a number of case studies to apply their knowledge to.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- Applying the correct processes of absence investigation and management.
- Identifying effective systems and tools for capturing data and reporting effectively on absenteeism and the management of absenteeism.
- Assessing different categories of absences;
- Preparing a best practice policy in line with the relevant laws.

COURSE CONTENT

- Long-term illnesses
- Frustration of employment
- Excessive absences
- Fraudulent claims for leave
- Patterns to absences
- Late attendances
- Notification issues
- Medical certificates.

WHO SHOULD PARTICIPATE?

This course caters for Managers and Supervisors who are required within their day-to-day duties to manage employees.

No prior experience or knowledge of employee management is required. However, this course can be attended by anyone who wants to improve their ability to manage performance and behaviour issues.

BULLYING & HARASSMENT AWARENESS Training Course



90 MINUTE
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$720

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

OVERVIEW

Workplace bullying, harassment and unreasonable behaviour can have devastating consequences on victims, teams and workplaces. The culture of any organisation is shaped by the worst behaviours that managers are prepared to accept. Our Bullying and Harassment Awareness training provides the necessary information for all attendees to easily understand the seriousness of this type of behaviour, their respective obligations and the consequences of non-compliance.

PROVIDES KNOWLEDGE & UNDERSTANDING IN:

- What behaviours are tolerated or ignored within your workplace?;
- Are any of these behaviours unlawful?;
- At what point does behaviour become unlawful?;
- If unlawful/reasonable behaviour occurs, when and how should employees and managers intervene?;
- Is your organisation doing everything reasonably practicable to ensure that its culture does not give rise to bullying and harassment risks?;
- The importance of modelling the right behaviours.

COURSE CONTENT

- The effects of harassment
- Why people harass
- Legal obligations (employees and managers)
- Social media and out of hours conduct
- Sexual harassment
- Racial harassment
- Bullying
- What is not bullying
- Investigations
- Vicarious liability
- Policy: Purpose and content.

WHO SHOULD PARTICIPATE?

This course provides essential information for all employees.

UNDERSTANDING THE FAIR WORK ACT Training Course



CONTACT OFFICER Training Course



FULL DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA
Consulting Training
Facility, or at client
premises:

\$4,100

Catering available at
EMA consulting for
an additional **\$600**.

*NOTE: prices quoted are
excluding GST and subject
to change without notice.*

OVERVIEW

Industrial Relations is more technical and complex than ever. In some areas even employers who make innocent mistakes are suffering significant penalties. This course provides participants with a broad understanding of key sections of the Fair Work Act 2009.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- The Common Law Contract of Employment
- National Employment Standards
- Continuous service
- Awards
- Enterprise Agreements
- Dismissal and discipline
- Restructure and redundancy
- Workplace Bullying and Stop Bullying Orders
- Union Right of entry
- Industrial Action
- General Protections (Adverse Action)
- Transfer of business

WHO SHOULD PARTICIPATE?

This course is designed for operational managers and HR professionals. It will provide the confidence you need in the key aspects of the national industrial relations system and the Fair Work Act 2009.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**



FULL DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA
Consulting Training
Facility, or at client
premises:

\$4,100

Catering available at
EMA consulting for
an additional **\$600**.

*NOTE: prices quoted are
excluding GST and subject
to change without notice.*

OVERVIEW

Considering the importance of EEO, work health and safety ("WHS") legislation and the existing penalties for breaching these laws, no organisation can afford to be exposed to the risks posed by bullying and harassment.

Contact Officers are an integral part of any rational business approach to managing the risks posed by inappropriate and unlawful behaviour in the workplace. Contact Officers are often the initial point of contact for a complaint.

PROVIDES KNOWLEDGE & UNDERSTANDING IN:

Unlawful Behaviour

- Legislative Framework
- Discrimination
- Harassment
- Workplace Bullying

The role of a Contact Officer

- The Role of a Contact Officer
- Functions of a Contact Officer
- Key Considerations
- Important Skills
- Active Listening
- Assessment of Complaints
- Tips and Techniques

Practical Exercises

- Case Studies
- Self-Assessment Questions

WHO SHOULD PARTICIPATE?

For appointed contact officers.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

CONTACT OFFICER Refresher Course



HALF DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$2,050

Catering available at EMA consulting at no additional cost.

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

OVERVIEW

Considering the importance of EEO, work health and safety (“WHS”) legislation and the existing penalties for breaching these laws, no organisation can afford to be exposed to the risks posed by bullying and harassment.

Contact Officers are an integral part of any rational business approach to managing the risks posed by inappropriate and unlawful behaviour in the workplace. Contact Officers are often the initial point of contact for a complaint.

A competent Contact Officer is a solid asset to any business.

PROVIDES KNOWLEDGE & UNDERSTANDING IN:

- Summarised refresher of:
 - Legislative Framework
 - Discrimination
 - Harassment
 - Workplace Bullying
- Focus on using case studies
- Reflection on learning whilst being a Contact Officer

WHO SHOULD PARTICIPATE?

This course caters for Managers and Supervisors who are required within their day-to-day duties to manage employees.

No prior experience or knowledge of employee management is required. However, this course can be attended by anyone who wants to improve their ability to manage performance and behaviour issues.

SUPERVISION ESSENTIALS Training Course



FULL DAY
TRAINING COURSE.



AVAILABLE
FACE-TO-FACE OR
ONLINE.



LOCATION & COST:

Available at EMA Consulting Training Facility, or at client premises:

\$4,100

Catering available at EMA consulting for an additional \$600.

NOTE: prices quoted are excluding GST and subject to change without notice.

MAXIMUM NUMBER OF ATTENDEES:

Face-to-face: **24**

Online: **24**

OVERVIEW

This course is ideally suited to the new team leader, supervisor or manager - who is managing a team of employees for the first time.

The course covers the essential requirements when making the transition to a leadership position.

PROVIDES KNOWLEDGE & PRACTICAL SKILLS IN:

- Role and Responsibilities of a Supervisor
- Qualities and Skills of a Supervisor
- Common Pitfalls and Strategies
- The Key to Effective Interactions
- Giving Effective Feedback
- Managing Poor Performance
- Enforcing Workplace Policies
- Reasonable Management Action
- Dealing with Difficult Workers
- Coaching and Mentoring
- Setting SMART Performance Goals
- Delegating and Tasking Effectively
- Conducting Meetings

WHO SHOULD PARTICIPATE?

This course caters for Managers and Supervisors who are required within their day-to-day duties to manage employees. No prior experience or knowledge of employee management is required.

