



# EMA Consulting Training Courses



## **Training Courses.**

Our training has been developed on the fundamental basis of compliance with workplace laws and is delivered by Industrial Relations experts, EMA Consulting.

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.

## Contents

## Page

|   |    |
|---|----|
| About EMA Consulting                              | 3  |
| Our Trainers                                      | 4  |
| <b>IDM Training Courses</b>                       |    |
| - Foundation IDM Course                           | 6  |
| - Customised IDM Course                           | 8  |
| <b>Face-to-Face Training Courses</b>              |    |
| - Absenteeism Management                          | 10 |
| - Bullying & Harassment Training                  | 11 |
| - Understanding the Fair Work Act                 | 12 |
| - Contact Officer Training                        | 13 |
| - Contact Officer Refresher Training              | 14 |
| - Supervision Essentials                          | 15 |
| <b>Webinar Courses (online training)</b>          |    |
| - IDM Training                                    | 16 |
| - Bullying & Harassment Training<br>for employees | 17 |
| - Contractor v Employee                           | 18 |
| - Absenteeism Series                              | 19 |

## **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, Work Health and Safety (WHS) and associated laws.

## **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)
- Work Health and Safety legislation

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.

### **Webinars - 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.

## OUR TRAINERS



### **Shayne Bakewell**

*Principal Consultant | Director | Trainer*

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 has a Bachelor of Commerce (Accounting) and Masters Degree 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.



### **Nick Mellow**

*Senior Consultant | Trainer*

Nick is a Senior Consultant at EMA Consulting, with broad experience in human resource management, more specifically in the areas of industrial relations, safety and risk management.

Nick has held various HR roles across a diverse range of industry sectors including retail, agriculture and manufacturing. With a focus on training Nick is able to apply his knowledge and experience in a straightforward manner to provide clients with practical and effective solutions.

Nick has formal qualifications in Human Resource, Business and Safety Management and has recently completed an MBA with AIM Business School.

# IDM COURSES

## Investigation and Disciplinary Management



Full day training course.



Mandatory for EMSpro users in the first year.



Training delivered by IR specialists, EMA Consulting.

### 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.

### LOCATION & COST

EMA Consulting Training Facility, fully catered:

- \$4,700
- EMSpro Plus Subscribers: \$3,700\*

On site at client premises:

- \$3,700
- EMSpro Plus Subscribers: \$2,700\*

NB: prices quoted are ex GST and subject to change without notice.

\* EMSpro Plus subscribers have access to discounted training as per their subscription agreement.

### FOUNDATION IDM COURSE

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.

#### Provide knowledge and 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

**NOTE: EMSpro Plus subscribers have access to free full-day training session(s) (quantity governed by their subscription agreement) within the first twelve subscription months, and free full-day training session(s) (quantity governed by their subscription agreement) per each twelve months of their subscription period after that.**

**TO BOOK OR ENROL IN ONE OF OUR TRAINING COURSES, PLEASE EMAIL**

**[Pina.Perre@emaconsulting.com.au](mailto:Pina.Perre@emaconsulting.com.au)**

## IDM FOUNDATION COURSE CONTENT

| The Legal Framework affecting Employee Management |  |   |
|---|--|---|
|   | <p><i>Fair Work Act 2009</i><br/>Or relevant State industrial legislation where applicable</p> | <ul style="list-style-type: none"> <li>• Unfair Dismissal</li> <li>• Adverse Action</li> <li>• Unlawful Dismissal</li> </ul>  |
|   | Workers Compensation Legislation   | <ul style="list-style-type: none"> <li>• Stress/Anxiety based claims</li> <li>• Serious and Wilful Misconduct</li> </ul>  |
|   | Occupational/Work Health and Safety Legislation  | <ul style="list-style-type: none"> <li>• Workplace Bullying/Inappropriate Behaviour</li> </ul>  |
|   | EEO and Discrimination Legislation   |   |
| Best Practice Process                             |  |   |
| THE APPLICATION OF EMS <sup>pt0</sup>             | Recognising Performance and Conduct Issues   |   |
|   | Preliminary Investigations and Outcomes  | <ul style="list-style-type: none"> <li>• Record-keeping</li> <li>• Best-practice process</li> <li>• Witness Statements</li> <li>• Assessing the Information</li> <li>• Determining Preliminary Outcome</li> <li>• Counselling &amp; Improvement Plans</li> <li>• Suspension – When and How</li> </ul> |
|   | Formal Disciplinary Process  | <ul style="list-style-type: none"> <li>• Preparing Allegations</li> <li>• Conducting a Disciplinary Interview and Further Investigations if applicable</li> <li>• Making Decisions</li> <li>• Assessing Evidence</li> <li>• When is Termination or a warning available</li> </ul>                     |
| Additional Content                                |  |   |
|   |  | <ul style="list-style-type: none"> <li>• Case Studies for the Practical Application of Course Content</li> <li>• Employee Management Myths</li> <li>• Common Mistakes</li> </ul>  |

# IDM COURSES

## Investigation and Disciplinary Management



Full or half day training course.



Developed for EMSpro users in the 2nd+ subscription years.



Training delivered by IR specialists, EMA Consulting.

### 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.

### LOCATION & COST

#### EMA Consulting Training Facility,

##### Full day catered:

- \$4,700

- EMSpro Plus Subscribers: \$3,700\*

##### Half day catered:

- \$2,350

- EMSpro Plus Subscribers: \$1,850\*

#### On-site at client premises,

##### Full day:

- \$3,700

- EMSpro Plus Subscribers: \$2,700\*

##### Half day:

- \$1,850

- EMSpro Plus Subscribers: \$1,350\*

NB: prices quoted are ex GST and subject to change without notice.

### REFRESHER IDM COURSE

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

#### Provide knowledge and practical skills in using EMSpro:

- 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.

**The second year IDM course can be taken as either a full day or half day refresher course. Half day course focuses exclusively on the case study.**

**NOTE: EMSpro Plus subscribers have access to free full-day training session(s) (quantity governed by their subscription agreement) within the first twelve subscription months, and free full-day training session(s) (quantity governed by their subscription agreement) per each twelve months of their subscription period after that.**

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## **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.

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### **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.

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### **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.

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### **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.

*NB: 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.*

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### **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.

*NB: additional fee applies, quote available upon application*

# TRAINING COURSES

## Face-to-face training



**Full day  
training course.**



**Training delivered  
by IR specialists,  
EMA Consulting.**

### 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.

### LOCATION & COST

**EMA Consulting Training Facility,  
fully catered:**

- \$4,700

- *EMSpro Plus Subscribers: \$3,700\**

**On site at client premises:**

- \$3,700

- *EMSpro Plus Subscribers: \$2,700\**

*NB: prices quoted are ex GST and subject to change without notice.*

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## ABSENTEEISM MANAGEMENT

Do you know how to manage it?

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.

### Objectives:

We will provide attendees with knowledge and practical skills in:

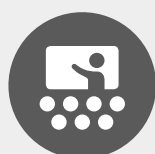
- applying the correct processes of absence investigation and management
- identifying effective systems and tools for capturing data and reporting effectively on absenteeism and the management of absenteeism
- assessing different categories of absences;
- preparing a best practice policy in line with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

### Absenteeism issues included in the course:

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



**90 minute  
training course.**



**Training delivered  
by IR specialists,  
EMA Consulting.**

### WHO SHOULD PARTICIPATE?

This course is essential information for all employees and workers.

### COST

**EMA Consulting Training Facility,  
fully catered OR on-site at client  
premises:**

- \$600\*

*NB: prices quoted are ex GST and subject to  
change without notice.*

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## BULLYING & HARASSMENT TRAINING

Is your organisation doing everything reasonably practicable to manage the risk of harassment in the workplace?

Can you prove your employees understand what is and what is not harassment?

In addition to other laws, workplace safety laws place a strict obligation on businesses, officers, workers and other persons to ensure the health and safety of persons in the workplace. As we all know harassment (including workplace bullying) poses a serious risk in the workplace including death. It is essential that all duty holders can establish that have complied with their duty in relation to preventing and managing the risks associated with this unacceptable behaviour. A critical element of that duty for an employer is education and ensuring all workers understand their obligations, including the obligation to report.

This course provides the necessary information for all attendees to easily understand the seriousness of this type of behaviour, their respective obligations in respect of it and consequences of non-compliance.

### Course content:

- Effects of harassment
  - On victims
  - On others
  - On the employer
- Why do people harass
- Various forms of harassment
  - Workplace Bullying
  - Racial Harassment
  - Sexual Harassment
  - What isn't harassment
- Social media and out of hours conduct
- Laws governing harassment
- Workers obligations in relation to harassment
- Costs related to harassment
- Vicarious liability and defences
- Case Studies

# TRAINING COURSES

## Face-to-face training



Full day  
training course.



Training delivered  
by IR specialists,  
EMA Consulting.

### 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.

### LOCATION & COST

**EMA Consulting Training Facility,  
fully catered:**

- \$4,700
- *EMSpro Plus Subscribers: \$3,700\**

**On site at client premises:**

- \$3,700
- *EMSpro Plus Subscribers: \$2,700\**

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## UNDERSTANDING THE FAIR WORK ACT

Industrial relations is a now critical business issue, with potential significant impact. It is no longer a “soft skill”.

### Can you answer these questions?

How do we know which award applies - and what if we get it wrong?

What rules apply if I want to restructure my business, or part of my business?

What are the special risks when we take over another business?  
What do we do if a union wants to come on site?

Exactly what is “adverse action” and how do we avoid massive penalties?

Can workers claim bullying as an excuse?

Industrial Relations is more technical and complex than ever. In some areas, even employers who make innocent mistakes are suffering significant penalties. Even though you probably understand many aspects, do you feel there are gaps in your knowledge?

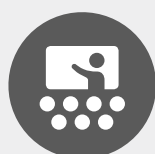
Don't let unions and your employees explain their version of the rules - build your understanding first.

### Course content:

- 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



**Full day training course.**



**Training delivered by IR specialists, EMA Consulting.**



**Handbook with notes included**

### WHO SHOULD PARTICIPATE?

For appointed Contact Officers.

### LOCATION & COST

**EMA Consulting Training Facility, fully catered:**

- \$4,700

- EMSpro Plus Subscribers: \$3,700\*

**On site at client premises:**

- \$3,700

- EMSpro Plus Subscribers: \$2,700\*

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## CONTACT OFFICER TRAINING

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.

### Handbook:

This handbook will assist trained Contact Offices to recall the critical aspects of this training course and provide a valuable and consistent approach to handling the challenges faced by Contact Officers.

### Course content:

#### 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

# TRAINING COURSES

## Face-to-face training



**Half day  
training course.**



**Training delivered  
by IR specialists,  
EMA Consulting.**

### 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.

### LOCATION & COST

**EMA Consulting Training Facility,  
fully catered:**

- \$2,350
- EMSpro Plus Subscribers: \$1,850

**On-site at client premises:**

- \$1,850
- EMSpro Plus Subscribers: \$1,350

*NB: prices quoted are ex GST and subject to change without notice.*

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## CONTACT OFFICER REFRESHER TRAINING

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.

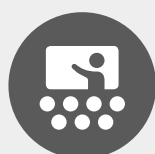
A competent Contact Officer is a solid asset to any business.

### Course content:

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



**Full day training course.**



**Training delivered by IR specialists, EMA Consulting.**

### 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.

### LOCATION & COST

**EMA Consulting Training Facility, fully catered:**

- \$4,700

- EMSpro Plus Subscribers: \$3,700\*

**On site at client premises:**

- \$3,700

- EMSpro Plus Subscribers: \$2,700\*

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## SUPERVISION ESSENTIALS

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.

### Course content:

- 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

# WEBINAR COURSES

## Online Training



**45 minute  
training course.**



**Training delivered  
by IR specialists,  
EMA Consulting.**



**Q&A at end of  
each webinar.**



**Ideal for EMSpro users  
who have attended the  
full day IDM course.**

### WHO SHOULD PARTICIPATE?

All managers (with or without EMS) who may have missed our full day face-to-face IDM course, or, people who have attended, but want a refresher on certain aspects of the course.

### COST (per person)

- \$39

- EMSpro Plus Subscribers: Free\*

*NB: prices quoted are ex GST and subject to change without notice.*

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.

*\* governed by their individual EMSpro subscription agreement.*

## INVESTIGATION AND DISCIPLINARY MANAGEMENT TRAINING

The Investigation and Disciplinary Management (IDM) webinar series allows access to short webinars on specific areas of the IDM training package.

### Modules (10 in series):

- The Law – Unfair Dismissal Pt 1
- The Law – Unfair Dismissal Pt 2
- The Law – General Protections
- The Law - Bullying and Stress Claims
- Investigation Processes – Prelim Investigation
- Investigation Processes – Prelim Outcome and Suspension
- Investigation Processes – Preparing Allegations
- Investigation Processes – Employee Responses and Further Investigations
- Investigation Processes – Assessing Evidence and determining Outcome Pt 1
- Investigation Processes – Assessing Evidence and determining Outcome Pt 2

**TO BOOK OR ENROL IN ONE OF OUR  
TRAINING COURSES, PLEASE EMAIL**

**[Pina.Perre@emaconsulting.com.au](mailto:Pina.Perre@emaconsulting.com.au)**





**45 minute training course.**



**Training delivered by IR specialists, EMA Consulting.**



**Certificate of understanding at end of webinar.**

### WHO SHOULD PARTICIPATE?

All employees who have never attended one of our face-to-face Bullying & Harassment sessions, or, people who have attended, but want a refresher on certain aspects of the course

### COST (per person)

- \$39

*NB: prices quoted are ex GST and subject to change without notice.*

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.

## BULLYING & HARASSMENT TRAINING FOR EMPLOYEES

Is your organisation doing everything reasonably practicable to manage the risk of harassment in the workplace?

Can your employees really identify Harassment and do they understand their obligations?

Get your employees trained with our webinar, and upon successful completion they receive a certificate of understanding.

### Course Content :

- Effects of Harassment
  - On victims
  - On others
  - On the employer
- Why do people harass?
- Various forms of harassment
  - Workplace Bullying
  - Racial Harassment
  - Sexual Harassment
  - What isn't harassment
- Social media and out of hours conduct
- Laws governing harassment
- Workers obligations in relation to harassment
- Costs related to harassment
- Vicarious liability and defences

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# WEBINAR COURSES

## Online Training



**45 minute  
training course.**



**Training delivered  
by IR specialists,  
EMA Consulting.**



**Q&A at end of  
webinar.**

### WHO SHOULD PARTICIPATE?

All employers that require a comprehensive understanding of the key concepts relating to the general protections sham contracting provisions.

### COST (per person)

- \$39

- EMSpro Plus Subscribers: Free\*

*NB: prices quoted are ex GST and subject to change without notice.*

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.

### CONTRACTOR V EMPLOYEE

This webinar will look at the difference between a contract of service' and 'contract for services' and explore the key principles employers should be aware of before engaging a contractor.

This webinar is designed to assist employers to understand key concepts relating to the general protections sham contracting provisions. This webinar applies to both national system employers and non-national system (local and State government) employers.

#### This includes:

- Sham contracting provisions of the Fair Work Act 2009
- Costs and penalties for sham contracting
- Various common law tests used to determine whether a person is a 'contractor' or an 'employee'
- Notable case precedent decisions

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TRAINING COURSES, PLEASE EMAIL**

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*\* governed by their individual EMSpro  
subscription agreement.*



**45 minute training course.**



**Training delivered by IR specialists, EMA Consulting.**



**Certificate of understanding at end of webinar.**

### WHO SHOULD PARTICIPATE?

All managers (with or without EMS) who may have missed our full day face-to-face IDM course, or, people who have attended, but want a refresher on certain aspects of the course.

### COST (per person)

- \$39

- *EMSpro Plus Subscribers: Free\**

*NB: prices quoted are ex GST and subject to change without notice.*

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.

## ABSENTEEISM SERIES

This training course will focus on the day-to-day absenteeism issues that arise in the workplace, and 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.

There is a short assessment at the end of each webinar, if successfully completed, participants will receive a certificate of understanding for each topic (module) of the series.

### Modules (8 in series):

- The Law Understanding Entitlements & Obligations - Personal Leave Description
- The Law Understanding Entitlements & Obligations - Compassionate Leave & Temporary Absences Categorising Absences
- Foundations for Absenteeism Management - Policy, Education & Reporting
- Management Processes & Flowcharts Pt 1
- Management Processes & Flowcharts Pt 2
- Absenteeism Investigations
- Absenteeism Investigations – Informal
- Absenteeism Investigations – Formal

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