Training Programme

A Sustainable Approach to Enterprise Improvement
Better Work Vietnam is supported through the International Labour Organization (ILO) and the International Finance Corporation (IFC) by the following key development partners (in alphabetical order):

- Australia (Department of Foreign Affairs and Trade)
- Denmark (Ministry of Foreign Affairs)
- European Commission
- Netherlands (Ministry of Foreign Affairs)
- Switzerland (State Secretariat for Economic Affairs, SECO)

Contact information:
Better Work Vietnam Office
Ho Chi Minh City
Centre Point Building
Unit 104, 1st Floor, 106 Nguyen Van Troi St,
Phu Nhuan District, Ho Chi Minh City

Hanoi
Handi Resco Building
12th Floor, Tower B, 521 Kim Ma, Hanoi City

Tel: (84-28) 73 050 363 - Fax: (84-28) 399 77877
Email: vn.training@betterwork.org
https://betterwork.org/where-we-work/vietnam/
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A Suitable Approach to Enterprise Improvement

Better Work Vietnam Program (BWV) is a non-profit and development program. Our vision is to support factories to support their workers, empower women leaders and promote business growth. As one of the three program services, the BWV training program that covers 20 training topics in the areas of industrial relations, labor law, gender and discrimination, safety and health to business efficiency aims to provide factories with different training needs.

With extensive experience in factories in Vietnam and building on best practices from around the world, the training program is designed based on the participatory approach that gives participants many opportunities to be active in the training and learn by doing. By end of the training, participants can be able to apply directly what they learn into practices at factories.

The training program is designed in consideration of the gender approach strategy for all services of the program and other gender issues that are facing by factories. By building on this approach, the training program will help factories to create the good and healthy working environment for all and foster better worker-management relations in factories.

Targeting different participants, including top managers, middle managers, supervisors and workers who work in different sections of factories, the training program supports factories to build up the good and strong human resource work forces. By taking the specific training, factory participants can be able to develop their strong knowledge and skills of the subject areas including soft and management skills and practical technical knowledge.

Together with the assessment and advisory services, the training will support factories to develop their ownership to resolve their issues. It is important for factories to continue to grow and expand in the comparative business environment.

We offer different training conditions, including public training, in-factory training, virtual training and e-learning that are delivered by leading trainers who have a strong and practical experience in the garment industry as well as advanced training and facilitation techniques. Thus, taking the training participants also develop training and facilitation skills that they can use to deliver their own training for others at factories.

Our training resources are well designed and continuously upgraded, following the renovation of the garment industry and the law atmosphere of Vietnam and worldwide. The resources are comprised of different kinds of materials and well presented for different target participants. Being the center of our training, participants will enjoy what they learn and experience in the training classroom.
Module 1: Rights and responsibilities of Trade Union and Management in Industrial Relations – 2 days

Part of a three part series providing a roadmap to better Industrial Relations (IR), this first introductory module offers factory participants the chance to deepen their knowledge and obtain practical tools necessary to start transforming the IR culture and everyday practice in their factory.

Learners in this course will be encouraged to reflect upon current IR practices in Vietnam and explore ways in which these can be improved by applying tools and techniques linked to four key principles: representation, communication, trust building and good faith negotiation. At the end of the course, worker and management representatives should be better equipped to represent their respective constituencies effectively and work collaboratively with one-another to resolve both interest and rights-based issues in the workplace.

Target Participants are trade union leaders, worker representatives, staff with negotiation duties, management representatives, and heads of department, factory managers, and PICC members.

I am very satisfied with the 8 criteria of an effective grievance procedure. As you may know, it is available in all factories, but it is not really effective, especially the criteria “Easy to access” and “Knowing the next steps” at my factory are not clear to workers. We found the training content to be very practical, which can be adapted and applied to our daily activities.

(Thai Ha Garment Factory)

Module 2: Grievance Mechanisms - 2 days

This intermediate module on Industrial Relations aims to enable management, workers, and trade union representatives at enterprise level to recognize the importance of developing a systematic approach toward conflict resolutions in the enterprise.

Participants will know how to investigate and resolve grievances at the lowest possible level in the enterprise, evaluate current enterprise level grievance mechanism and identify performance gaps for system improvement and identify root causes of industrial disputes and understand procedures for disputes under Vietnamese law.

Target Participants are trade union leaders, worker representatives, staff with negotiation duties, management representatives, and heads of department, factory managers, and PICC members.

Module 3: Introduction to Collective Bargaining Agreements – 2 days

Building on Modules 1 and 2, this final module in the IR series is designed to promote better understanding of the role of collective bargaining in securing lasting improvements to working conditions and workplace relations and help key factory personnel develop the skills required to drive effective bargaining processes in their factories.

By the end of the course, learners will have a clearer understanding of how to identify bargaining priorities and approach bipartite negotiations in good faith. They will also gain new insights into effective negotiation skills and tactics, and understand how they fit together into a due process for finalizing and ratifying a high quality collective bargaining agreement.

Target Participants are trade union leaders, worker representatives, staff with negotiation duties, management representatives, and heads of department, factory managers, and PICC members.
We had an opportunity to practice listening skills and questioning when taking the course “Negotiation skills”. We were very impressed of the training materials that Better Work Vietnam developed for the course. Thanks to that we can learn and apply right away in our daily work at factories and in our life as well.

(Participant, Hai Duong 2)

Positive conflicts can lead to high performance. I was impressed by “The Best Alternative for a Non-Agreement (BATNA)”, a win-win solution.

(Participant, Hai Duong 2)

Negotiation and Cooperation

Negotiation Skills - 2 days

Constructive and good faith negotiation are not just an essential prerequisite to industrial harmony, but also a key foundation on which workplace conditions and productivity can rise together.

By taking this course, participants will learn how to prevent and overcome workplace disputes through effective negotiation and conflict resolution techniques. Participants will be guided through practical exercises which will demonstrate the role and value of negotiation in reaching mutually acceptable resolution of conflicts in day-to-day factory settings.

The course covers key sessions on how-and in what form-conflicts and disputes can arise, as well as their root causes, before exploring how proven negotiation techniques can bring win-win solutions for parties in conflict. Throughout the course, learners will interact with practical and relevant case studies from the industry for discussion and role play.

Target Participants are trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments and PICC members.

Workplace Cooperation and Communications - 1 day

Effective workplace cooperation is essential in ensuring harmonious relations between workers and management and a productive environment for business to prosper.

By taking this course, participants will both enhance their understanding of the core principles of effective workplace cooperation (the what, the why and the how), and gain new tools and approaches that they can apply to improve relations among workers and between workers and management. With a focus on developing essential communication skills as the backbone of effective cooperation, the course will explore the various communication styles used in the modern garment factory, and examine how to overcome common misunderstandings and barriers in communication and develop a systematic approaches to workplace cooperation.

Target participants are trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments and PICC members.
Training for Bipartite Committee

Training for Bipartite Committee (PICC) - 1 day

It is very important for factories joining the Better Work Vietnam program to establish a Performance Improvement Consultative Committee (PICC). The PICC, which is comprised of representatives of trade union and factory management, will contribute to the improvement of working conditions and join the social dialogues to resolve issues of factories’ industrial relations.

Participants who are selected as the PICC members of their factories taking this course will learn about the Better Work Vietnam program with its main services and approach. They will know about the roles and responsibilities of trade union and management representatives as the PICC members.

By taking this course, participants will know about the communication channels at factories and make the best use of these channels for the improvement of the factories. They will also know how to resolve issues and methods of conducting effective PICC meetings from beginning to the end.

Target Participants are grassroots trade union representatives, compliant officers/managers, middle managers, and PICC members.
Management and Supervisory Skills

Supervisory Skills Training - 3 days

The most popular Better Work course, SST training is specially designed for production managers and supervisors who supervise the production workforce.

Independent research has found that where supervisors are trained by Better Work, production lines are as much as 22% more productive, as workers reach production targets more quickly.

This training will give current and aspiring supervisors the tools they need to transform the workplace through improved supervision of and communication with workers. At the end of the course, participants will be more knowledgeable and adept at performing their supervision duties in areas such as motivating the workforce, maintaining discipline, delegating tasks and providing constructive feedback.

Target Participants are line leaders, supervisors and production managers.

Supervisory Skills Training (Training of Trainers) - 2 days

This course blends core materials from the standard SST course with essential training tools and techniques so that participants can become SST trainers for other supervisors in their own factories. This course is highly recommended for factories who want to develop the internal capacity to deliver their own SST training.

Target participants are line leaders, supervisors and production managers. It is recommended that participants have prior knowledge of the Supervisory Skills Training course who have previously attended Better Work training on Supervisory Skills for Supervisors.

Summary findings on Better Work’s direct impact on firm performance

+22% Productivity through Supervisory Skills Training

Management Skills for Middle Managers - 2 days

Often serving as the link between senior management and the production workforce, middle managers play a vital role in ensuring smooth communication flows and building a positive, productive and safe working environment for all.

This course will help factories to boost the confidence and effectiveness of middle managers through practical instruction and guidance - both for their own personal development and for their role as mentors and managers. Areas covered include management styles and techniques, effective communication in a managerial position, coaching skills, and managing conflict.

Target Participants are factory managers, heads of departments, management representatives, and trade union leaders, and PICC members (management side).

Summary findings on Better Work’s direct impact on firm performance

Turnover, injury rates, unbalanced lines through Supervisory Skills Training

New Worker Inductions (Training of Trainers) - 2 days

Quality induction training is the first and most important element in preparing new workers for their new role and enabling them to integrate quickly and smoothly in the workplace.

By helping workers to prepare for their new working environment, factories are also building a more productive and committed workforce for the long term. This training provides guidance and tools on the essential elements of an effective induction training programme, which will enable factories to help improve team integration, reduce worker turnover rates and prevent workplace conflicts.

The course will equip participants with knowledge and skills of how to define appropriate training methodologies and identify suitable facilitation skills for worker induction training.

Target Participants are human resource managers/staff, compliance officers, and staff in charge of the training of factories.

This Management skills for Middle Managers course made me think deeply about my roles and responsibilities to our workers at our factory.

(Manager, Hansae Tien Giang)
Gender and Discrimination

Preventing Sexual Harassment - 1 day

With some one in five women experiencing some forms of sexual harassment in their daily life, there is a critical need for greater awareness and education to help eliminate it, especially in female-dominated industries like garment manufacturing.

This specially designed course aims to help participants to recognize there are different forms of sexual harassment in the workplace, understand why sexual harassment is prevalent in garment factories, its impacts on the working environment and especially the factory’s productivity. Taking the training also helps participants to develop strategies to address and prevent sexual harassment, steps to deal with cases of sexual harassment at factories.

Target Participants are supervisors, human resource managers/staff, compliance officers, production managers, and PICC members.

Preventing Sexual Harassment (Training of Trainers) - 2 days

This course blends the core materials from the standard Sexual Harassment Prevention course with the essential training tools and facilitation techniques so that participants can be able to deliver the similar trainings for other participants at their factories.

Taking this special course, participants will have good opportunities to practice facilitation training of the sexual harassment prevention and receive the training resources designed by Better Work Vietnam so they can be able to conduct trainings at factories.

This course is suitable for any participants who have already attended the public course on “Sexual harassment prevention” provided by Better Work Vietnam.

Target participants are those who have already attended the 1-day Sexual Harassment Prevention training with Better Work Vietnam. This course is especially useful for human resource managers/staff, middle managers, trade union representatives, and staff in charge of training of the factory.
Occupational Safety and Health

Occupational Safety and Health (OSH) – 2 days

Ensuring a safe workplace is critically important for all factories, not just to ensure compliance with national laws and international labour standards, but also to ensure a safe and productive workplace for their workers.

Occupational Safety and Health is the single biggest area of non-compliance in the garment industry in Vietnam. Almost 90 percent of factories have failings in terms of emergency preparedness, while more than 8 in 10 garment factories do not have an adequate OSH management system.

This course will enable factories to develop responses to these challenges by applying root cause analysis and integrated prevention measures to a range of OSH hazards, including worker protection, chemical handling, machinery use, and fire and electrical safety. The course will also provide important guidance and updates on the revised Work Safety Law and its relevant decrees and instructions for the garment industry.

Target Participants are factory unions, worker representatives, and management and staff with OSH responsibilities.

I like this OSH course very much. The trainer is enthusiastic and provides many good materials, visual aids and practical examples during the training.

(Staff in charge of Health, Safety and Environment, My Viet)
Business Efficiency

Productivity - 2 days

Boosting labour productivity is a key goal of many business, and one that is particularly important in labour intensive industries where cost and production pressures are often acute.

This specially designed course will give managers and other factory personnel a clear overview of productivity in the garment sector context, how it is measured and what practical measures can be taken in the workplace to enhance it. By taking this course, participants will be able to identify their own productivity challenges, and identify ways to develop workforce skills and workplace methods and organization to enable (greater) productivity gains.

Target Participants are productivity managers, quality control staff, maintenance staff, and factory managers.

Quality Management - 2 days

Improving production quality and promoting a culture of quality assurance is one of the major determining factors of business success in the garment industry, particularly for firms exporting to globally renowned clothing brands and retailers.

This course aims to support the development of robust quality management systems. In addition to defining the role and importance of quality in the factor (including key quality objectives and the roles and responsibilities of management and workers in the process), participants will be coached on how best to establish quality-oriented policies and systems-based approaches to quality, including those pertaining to inspection and audit, product care and quality management, stock control and quality manuals.

Target Participants are quality managers, quality control staff, and productivity managers.

Introduction to 5S - 1 day

First formalized in Japanese factories in the 1970s, 5S has become a globally recognized methodology for workplace organization and improvement in the manufacturing sector.

In Vietnam, 5S has emerged at the forefront of business efforts to improve productivity and competitiveness; although in practice many garment firms continue to apply it in full. This introductory 5S training course is designed to assist factories in setting up the key systems and processes required to implement 5S effectively.

The 5S - Sustain, Sort, Straighten, Shine, and Standardize - approach will help factories to identify, reduce and eliminate waste, enhance operational effectiveness, and improve the working environment.

Target Participants are productivity managers/staff, quality control staff, factory managers, and maintenance staff.

“Taking part the Productivity course with Better Work Vietnam, I see all participants were very active to discuss and share our experience of management and productivity improvements. We were like the old colleagues working in the same factory. We did not compete with one another. We shared our experience and learning from each other. We even made a Zalo group to continue to communicate our experiences.”

(Manager, Pearl Garment)
Compensation and Benefits

Compensation and Benefits (Introductory) – 1 day

Ensuring accurate and efficient systems for paying compensation and benefits are vitally important in garment factories, where workforces often number into the thousands and where legal requirements for leave, overtime and social security are complex.

This popular course provides participants with important knowledge of the roles and importance of an effective payment system, together with a range of industry-relevant techniques to apply when developing one. By the end of the course participants will have the skills and know-how to establish base salaries, bonus schemes and benefit policies, as well as review factory Compensation and Benefits practices, to identify challenges and to design a suitable improvement plan to make the system work more effectively in their factory.

Target Participants are human resource managers, personnel managers, management representatives, factory level union representatives.

Compensation and Benefits (Advanced) – 1 day

Building on the introductory Compensation and Benefits (C&Bs) course, this advanced course offers participants an insightful knowledge of the C&Bs system at factories. While the introductory course mainly provides the legal knowledge of the C&Bs system, this course gives case studies of major challenges in the factory C&B and the guidance for participants to resolve those challenges. We also bring in discussions on the background of and the principles for setting the wage scale, salary components and benefit packages so that to leverage worker and business performance. By end of the course, participants are expected to know how to process daily and monthly payroll as well as to resolve chronic shortcomings in the C&Bs system at their factories.

Target Participants are human resource managers, personnel managers, management representatives, factory level union representatives. It is recommended that participants have prior knowledge of the basic C&Bs course that is delivered by Better Work Vietnam.

“Thanks a lot, Better Work Vietnam. The Compensation and Benefits course is very useful and I can apply what I learned into my daily work right away.”

(HR Staff, TDT Investment and Development JSC)
Lack of understanding of the labour law is one of the leading causes of non-compliance in the garment industry, as well as a significant barrier to both productivity and improved working conditions on the factory floor.

This training course helps shed light on some of the most problematic aspects of the labour law for garment manufacturers, and provides a range of instruction and real life insight on how to understand and apply the law more effectively and ensure both compliance and good labour standards.

Issues such as contracts, working hours, and payments are covered by the course, together with all the latest updates on new decrees and circulars and what they mean for businesses in the industry.

Target Participants are factory owners, factory managers, human resource staff/managers and union representatives.
Factories joining Better Work Vietnam Program (BWV) will receive the program services that help to increase and sustain their business competitiveness. During the service cycle year, besides the assessment and the advisory services, the individual factories will also receive the 15-training day allowance for the public training with BWV. Factories will also have many choices for the registration of in-factory training.

To support factories to make their best use of the 15-training day allowance, starting from 2020, BWV will provide factories with different training packages. These packages allow both new and current factories to select the right courses, according to their specific training needs.

The training packages are developed based on our solid understanding of factories’ issues of non-compliance and what training factories should take to improve their non-compliance points.

Factories can also select other options such as taking all courses of one training topic if they would want to go in depth and have the strong and comprehensive application. For example: Taking the training topic of Industrial Relations, factories can register 3 modules of this topic, including “Rights and Responsibilities for Trade Union and Management in Industry Relations”, “Grievance Mechanism”, and “Introduction to CBAs”, ...

Factories are recommended to discuss with your BWV enterprise advisors to select the training module.

The training packages are recommended to be taken in sequences. After completing the 1st training package, factories can consider to take the next training package, the 2nd package, etc.

Factories can register the courses that are recommended for each training package with BWV via the STAR.

Factories should also select the right participants for the right courses of each training package.

All staff of factories should have opportunities to take the training. BWV highly recommends more top managers and workers to take the training.

Factories are recommended to be responsible for the implementation of the training package.

Factories can seek for the consultation from BWV training team via email address vn.training@betterwork.org for the selection of the training package.

For information on the course outlines, calendars and training program booklet, please find information at: https://betterwork.org/wherewework/vietnam
Training
Package 1

This first training package is highly recommended for new factories. The training topics cover the basic and essential courses from the first module of the Industrial Relations training program to other basic courses, Compensation and Benefits (basic), Training for PICC, etc.

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<th>No</th>
<th>Training courses</th>
<th>No. of days</th>
<th>Target participants</th>
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<tbody>
<tr>
<td>1</td>
<td>Industrial Relations – Module 1: Rights and responsibilities of TU and Management</td>
<td>2</td>
<td>Trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments, factory managers, PICC members</td>
</tr>
<tr>
<td>2</td>
<td>Compensation and Benefits – Basic</td>
<td>1</td>
<td>Human resource managers, personnel managers, management representatives, factory level union representatives</td>
</tr>
<tr>
<td>3</td>
<td>New Worker Induction – ToT</td>
<td>2</td>
<td>Human resource managers/staff, staff in charge of training, compliance officers</td>
</tr>
<tr>
<td>4</td>
<td>Training for PICC</td>
<td>1</td>
<td>PICC members, management representatives</td>
</tr>
<tr>
<td>5</td>
<td>Labor Law for the Garment Industry</td>
<td>1</td>
<td>Human resource managers, personnel managers, management representatives, factory level union representatives</td>
</tr>
<tr>
<td>6</td>
<td>Introduction to 5S</td>
<td>1</td>
<td>Production managers/staff, quality control staff, factory managers, maintenance staff, staff in charge of 5S</td>
</tr>
<tr>
<td>7</td>
<td>Productivity</td>
<td>2</td>
<td>Production managers, quality control staff, factory managers</td>
</tr>
</tbody>
</table>

Thanks a lot, Better Work Vietnam. The Compensation and Benefits course is very useful and I can apply what I learned into my daily work right away.

(HR Staff, TDT Investment and Development JSC)
Training Package 2

Factories that join BWV more than 2 years can consider to take Training Package 2. This training package helps to build up the human resource of the factories, especially their leadership and management skills. Being with BWV program, factories have been making the positive progress of their compliance. Thus, it is an opportunity to look at the issues of genders and sexual harassment prevention. The course on Grievance Mechanism will also support factories to handle well conflicts and other social dialogue issues.

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<th>Target participants</th>
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<tbody>
<tr>
<td>1</td>
<td>Industrial Relations - Module 2: Grievance Mechanisms</td>
<td>2</td>
<td>Trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments, factory managers, PICC management</td>
</tr>
<tr>
<td>2</td>
<td>Compensation and Benefits - Advanced</td>
<td>1</td>
<td>Human resource managers, personnel managers, management representatives, factory level union representatives</td>
</tr>
<tr>
<td>3</td>
<td>Supervisory Skills for Supervisors</td>
<td>3</td>
<td>Line leaders, supervisors and production managers</td>
</tr>
<tr>
<td>4</td>
<td>Management skills for middle managers</td>
<td>2</td>
<td>Factory managers, heads of departments, management, trade union leaders, PICC members</td>
</tr>
<tr>
<td>5</td>
<td>Workplace Cooperation &amp; Communication</td>
<td>1</td>
<td>Trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments, PICC members</td>
</tr>
<tr>
<td>6</td>
<td>Occupational Safety and Health</td>
<td>2</td>
<td>Factory unions, worker representatives, management and staff with OSH responsibilities</td>
</tr>
<tr>
<td>7</td>
<td>Sexual harassment prevention</td>
<td>1</td>
<td>Human resource management/staff, compliance officers, PICC members</td>
</tr>
</tbody>
</table>

Training Package 3

This training package is a good choice for factories that have been with BWV up to 4 years. The advanced courses and ToT courses of the package will assist factories with their high demands of the human development and the business goals. Factories can be able to deliver the training after taking the ToT courses. Taking the advanced courses, factories can also be able to meet their comprehensive production plan.

<table>
<thead>
<tr>
<th>No</th>
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<th>No. of days</th>
<th>Target participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Industrial Relations - Module 3: Introduction to Collective Bargaining Agreements</td>
<td>2</td>
<td>Trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments, factory managers, especially staff in charge of CBAs</td>
</tr>
<tr>
<td>2</td>
<td>Compensation and Benefits - Advanced</td>
<td>1</td>
<td>Human resource managers, personnel managers, management representatives, factory level union representatives</td>
</tr>
<tr>
<td>3</td>
<td>Negotiation skills</td>
<td>2</td>
<td>Trade union leaders, worker representatives, staff with negotiation duties, management representatives, heads of departments, PICC members</td>
</tr>
<tr>
<td>4</td>
<td>Supervisory Skills for Supervisors - ToT</td>
<td>2</td>
<td>Staff in charge of training of factories, participants who have completed the SST training with BWV</td>
</tr>
<tr>
<td>5</td>
<td>Sexual Harassment Prevention – ToT</td>
<td>2</td>
<td>Staff in charge of training of factories, participants who have already completed the Sexual harassment training with BWV</td>
</tr>
<tr>
<td>6</td>
<td>Labor Law for the Garment Industry – Advanced (not available yet)</td>
<td>1</td>
<td>Factory owners, factory managers, human resource managers</td>
</tr>
<tr>
<td>7</td>
<td>Occupational Safety and Health – Advanced (not available yet)</td>
<td>2</td>
<td>Managers/staff in charge of OSH at factories</td>
</tr>
</tbody>
</table>
Better Work Vietnam
Training in 2019

125
Training Courses

3,099
participants
(71% women & 29% men)

90
Public Courses

220
factories used their 15-training day allowance

35
In-factory Courses

83%
participants considered the training “Excellent”

216
Training Days

67%
participants considered the training “Very useful”

+22%
Productivity through Supervisory Skills Training with Better Work Vietnam
Better Work Vietnam is supported through the International Labour Organization (ILO) and the International Finance Corporation (IFC) by the following key development partners (in alphabetical order):