



A **RUBICOR** COMPANY

## Certificate IV in Frontline Management (BSB40807)

### Public Program 2010

**Contact:**

Lily Maras  
Senior Organisational Development Consultant  
Locher & Associates Pty Ltd  
80 Richmond Road  
KESWICK SA 5035  
Ph: 08 8201 1133 Fax: 08 8201 1153  
ABN: 41 096 051 375  
Email: [lilym@locher.com.au](mailto:lilym@locher.com.au)

[www.locher.com.au](http://www.locher.com.au)



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## IMPORTANT DISCLAIMER

The information and recommendations contained in this report have necessarily been based upon certain assumptions and judgments. The assumptions are that:

- all information given to Locher Human Resources by you is accurate, current and complete;
- all information compiled from materials of Government Agencies, commercial, or professional organisations are accurate, current and presented in an unbiased manner; and

## PURPOSE AND CONFIDENTIALITY

This document is prepared solely for the use of **Client** for assessment of Locher & Associates (*herein referred to as Locher*) as a provider of human resource consulting services. This document is not to be used for any other purpose and is not to be copied or transmitted in any way except in connection with the stated purpose. It is not for publication, distribution or sighting by anyone other than the officers of **Client** for the express purpose and is to be held confidential always. The rates stated within this document are valid for a 12-month period from the commencement of the contract unless otherwise agreed by both parties or impacted by legislative changes.

# 1. Organisation Profile



Following 20 years in human resource consulting Christine Locher, an industry leader in her field, founded Australian owned Locher & Associates Pty Ltd in 2001 – see [www.locher.com.au](http://www.locher.com.au). Since this time the company has attained Quality accreditation to AS/NZS ISO 9001:2000 standard and enjoys the enviable reputation of servicing many leading private and public sector organisations. With national and international associations through its parent company, the Rubicor Group, Locher provides leading edge temporary and permanent recruitment and organisational development solutions.

Locher has a specialisation within the Rubicor Group in the field of organisational development with state of art tailored executive leadership and coaching capabilities. Locher is a national Registered Training Organisation (RTO) offering accredited career pathways to private and public sector staff. With extensive on line capability for all levels of assessment, Locher offers the latest in technology to provide clients with management reporting capability, candidate database management and time and attendance recording.

The organisation's philosophy is based on a proven ability to enhance the productivity and quality of organisations, corporations and government authorities by helping them locate, retain and develop the most effective and efficient people.

Since May, 2005 Locher has been a subsidiary of Rubicor Group Ltd, a national Human Resources consulting company which operates across a broad range of industry sectors and at all levels within the recruitment industry. Group CEO is Jane Beaumont, a former Managing Director and Board appointee for Spherion/Ross Human Directions.

Specifically, Rubicor is a multi-branded, decentralised Group which has businesses located in Sydney, Melbourne, Brisbane, Adelaide, Perth, Canberra, New Zealand and Singapore. The group operates in the areas of Executive Search and Advertised Recruitment in both permanent and temporary/contracting as well as providing specialist expertise in Organisational Development.

Industry sectors and disciplines covered by the company include banking, financial services, accounting, business support, resources, agribusiness, manufacturing, engineering, energy, information technology, government and health.

The operating entities within Rubicor are characterised by being "best-in-class" in their particular specialist areas and Locher retains its individual culture, operating procedures, and leadership team.

## LOCHER VISION STATEMENT

*"We take pride in offering excellent integrated best practice human resource and management solutions.*

*We are characterised by our authentic desire to genuinely partner with our clients.*

*At Locher we listen, we care, we respect, we challenge, both internally and externally."*

## 2. Certificate IV in Frontline Management Program

### CREATING ORGANISATIONAL SUCCESS THROUGH PEOPLE

Locher is delighted to present the Certificate IV in Frontline Management program. This program embraces the key management functions of Human Resources, Finance, People and Business Management then combines these tasks with an attitude-shift regarding how to achieve these tasks through others. The program takes participants on a journey from individual awareness to interpersonal and task effectiveness through having a positive impact on all organisational members.

### PROGRAM OBJECTIVE

The Frontline Manager is instrumental in an organisation's efforts to achieve strategic objectives. The Certificate IV in Frontline Management is designed to build management and leadership capacity in Frontline Managers, Team Leaders, Supervisors and those responsible for managing or supervising employees on a day-to-day basis. The Certificate IV in Frontline Management develops capabilities in building and maintaining effective team environments, planning, organising and prioritising, high-level business communication, self-management and developing confidence as a manager in order to have a greater impact on the overall business and ability to influence. The program also develops participants' ability to effectively problem-solve in a constantly changing environment and to take responsibility and accountability within their role and the organisation.

### KEY ACTIVITIES

- > Completion of a Frontline Management *Hogan's Assessment* providing an accurate picture of participants' strengths and development opportunities.
- > A half day debrief session with an experienced and qualified Hogan assessment facilitator to assist participants in developing and interpreting the individual report and a personal development plan based on their leadership development needs.

### GROUP AND ONE-ON-ONE LEARNING

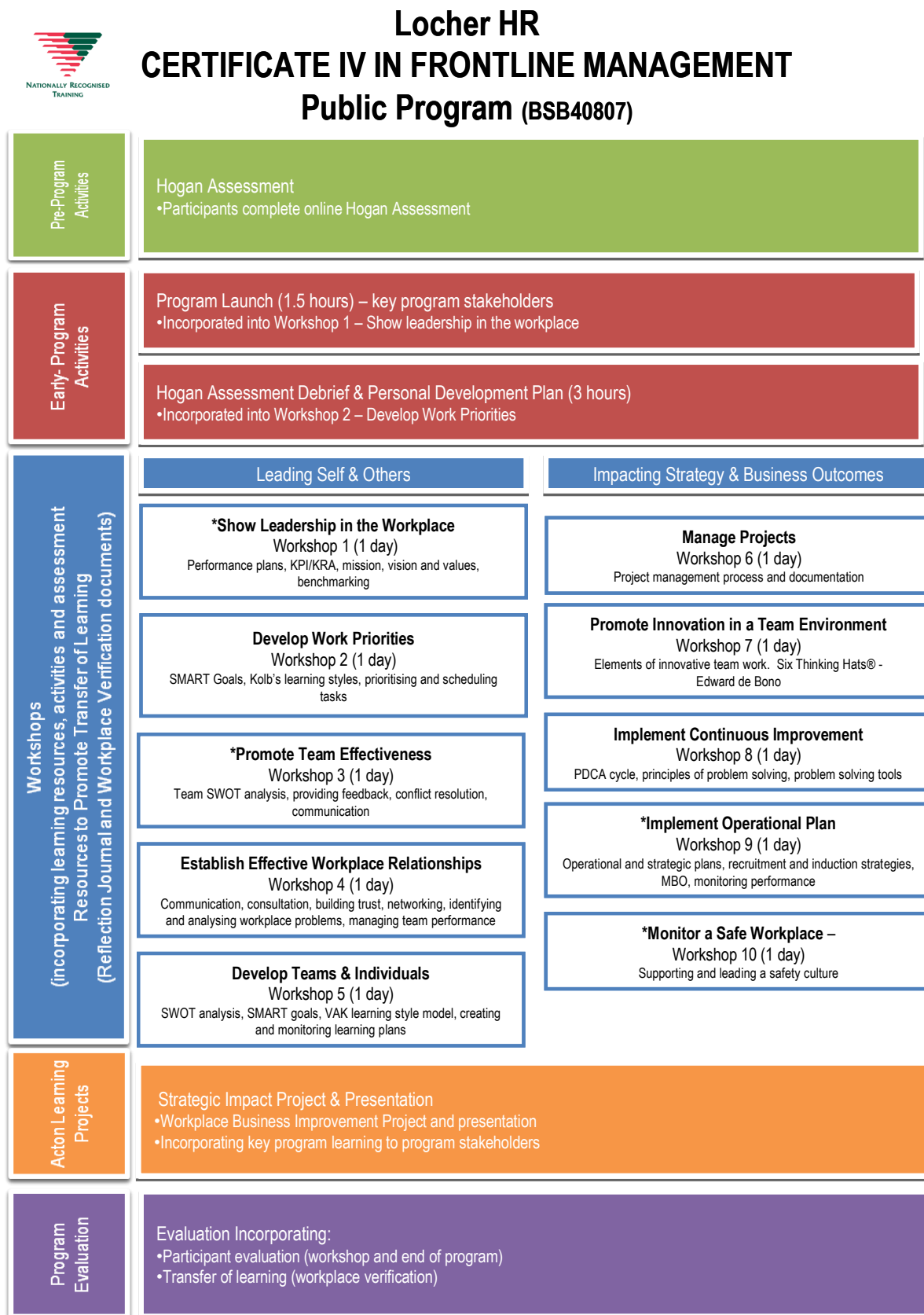
- > Participation in an action learning project and accreditation activities that will improve the work environment, including a business improvement activity resulting in implementing actions for organisational growth or change.
- > Management coaching to support program learning's (Optional).

### OUTCOMES

This program will provide participants with the ability to:

- > Develop behaviours that enable stronger operational management capability;
- > Generate greater engagement between manager and employees;
- > Understand how leadership capability can impact on the organisation;
- > Promote a culture that encourages continuous improvement;
- > Take greater accountability for achieving strategic objectives for the organisation; and
- > Behavioural change – an opportunity to challenge behaviours that limit management career progression.

### 3. Program Model



## 4. Program Overview

It is critical that the learning methodology addresses both the competencies and provides value back to the organisation. We propose an innovative model to ensure a cross section of adult learning techniques are applied which will ensure there is strong behavioural development and change amongst the participants of the Certificate IV Frontline Management program. The program will incorporate a range of creative tools to inspire, challenge and support management growth amongst the participants.

Integrated competency development is a suggested format for learning and assessment of the competencies. This format will engage you to allow for dissemination of information and knowledge and facilitate the process of workplace application. A culmination of activities will integrate the formal and informal processes of learning. The suggested methodologies include workshops, projects, project coaching, project presentation and workplace verification and assessment.

### HOGAN'S LEADERSHIP ASSESSMENT

The Hogan Assessment survey is completed online by participants of the Frontline Management program prior to the commencement of the program. The results are then debriefed using an accredited and experienced facilitator in the Hogan Assessment tool. The feedback will form part of the second workshop for the program which will enable participants to interpret their own individual report. A Personal Development Plan will then be prepared by the participant based on the areas identified in their report that require focus and development.

The Personal Development Plan will be referred to throughout the program.

The Hogan Assessment surveys covers three dimensions being the bright side, what an individual displays when all is going well, the dark side, what an individual displays when things are not going well and the inside, what the key personal drivers of the individual are.

#### ***Hogan Personality Inventory Survey – Career Builder (The Bright Side)***

The Primary Scale for the HPI includes:

- > **Adjustment:** confidence, self-esteem and composure under pressure.
- > **Ambition:** initiative, competitiveness, and leadership potential.
- > **Sociability:** extraversion, gregariousness, and a need for social interaction
- > **Interpersonal Sensitivity:** warmth, charm, and the ability to maintain relationships.
- > **Prudence:** responsibility, self-control, and conscientiousness.
- > **Inquisitive:** imagination, curiosity, and creative potential.
- > **Learning Approach:** the degree to which a person is achievement-oriented and stays up-to-date on business and technical matters.

#### ***Hogan Development Survey – Interpretive (The Dark Side)***

The HDS was developed with three goals in mind:

- > To aid personal development by identifying behaviour patterns that might need attention;
- > To evaluate how a person will perform as part of a team and to allow him/her to avoid tendencies that may annoy other team members; and

- > To be used in conjunction with a measure of normal personality (Hogan Personality Inventory) and a measure of values (Motives, Values, Preferences Inventory) to provide an in-depth picture of a person's overall strengths and shortcomings. This picture is essential for developing a strategic career plan.

The Hogan Development Survey (HDS) assesses eleven patterns of interpersonal behaviour that are most often seen during time of stress and heavy work loads. These behaviours may impede the development of strong working relationships with others, hinder productivity, or limit overall career potential. However, if they are recognised a person can be coached to compensate for them.

- > **Excitable:** Moody, hard to please, and a tendency to have unstable interpersonal relations.
- > **Sceptical:** Cynical, mistrustful, and a tendency to be pugnacious.
- > **Cautious:** Unassertive, sensitive, and fearful of making mistakes.
- > **Reserved:** Introverted and tending to lack awareness of, or interest in, the feelings of others.
- > **Leisurely:** Overtly calm and cooperative, but with a tendency to be privately irritable, resentful, stubborn and uncooperative.
- > **Bold:** Unusually self-confident and tending to have feelings of entitlement and inflated views of competency and worth.
- > **Mischievous:** Socially skilled, carefree, enjoy taking risks, testing the limits and needing excitement.
- > **Colourful:** Socially self-confident, expect to be linked, with a tendency to be talkative, impulsive and sensation seeking.

### ***Hogan Motives, Values and Preferences Inventory – Career Compass (The Inside)***

The MVPI is used to evaluate the compatibility of staff members based on their motives to ensure that everyone is striving toward the same goal. The motives, values, Preferences Inventory (MVPI) reveals a person's core values. It identifies what a person wants to do rather than what a person may do in certain situations. These values are assessed on 10 motive scales:

- > **Aesthetic:** Motives are associated with an interest in art, literature, music, the humanities, and a lifestyle guided by culture, good taste and attractive surroundings.
- > **Affiliation:** Motives are associated with a desire for and enjoyment of social interaction.
- > **Altruistic:** Motives involve concerns about the welfare of others, especially the less fortunate, a desire to help them, and to contribute to the development of a better society.
- > **Commercial:** Motives reflect an interest in business and business-related matters such as accounting, marketing, management, and finances.
- > **Hedonistic:** Motives produce an orientation for fun, pleasure, and enjoyment.
- > **Power:** Motives are associated with a desire for success, accomplishment, status, competition, and control.
- > **Recognition:** Motives reflect responsiveness to attention, approval, praise and a need to be recognized.
- > **Scientific:** Motives are associated with a desire for knowledge, an enthusiasm for new and advanced technologies, and a curiosity about how things work.
- > **Security:** Motives reflect a desire for certainty, predictability, order, and control in ones life
- > **Tradition:** Motives are typically expressed in terms of a dedication to ritual, history, spirituality, and old-fashioned values.

## NATIONALLY ACCREDITED MODULES

### > **Show Leadership in the Workplace BSBMGT401A**

This unit describes the performance outcomes, skills and knowledge required to work with team and individuals, their standard or conduct and the initiative they take in influencing others. At this level, work will normally be carried out within routine and non routine methods and procedures which require the exercise of some discretion and judgement.

### > **Develop Work Priorities BSBWOR404A**

This unit describes the performance outcomes, skills and knowledge required to plan one's own work schedules, to monitor and to obtain feedback on work performance and development. It also addresses the requirement to take responsibility for one's own career planning and professional development.

### > **Promote Team Effectiveness BSBWOR402A**

This unit describes the performance outcomes, skills and knowledge required to advise on, carry out and evaluate customer service strategies, including the design of improvement strategies based on feedback.

### > **Establish Effective Workplace Relationships BSBWOR401A**

This unit describes the performance outcomes, skills and knowledge required to collect, analyse and communicate information and to use that information to develop and maintain effective working relationships and networks, with particular regard to communication and representation.

### > **Develop Teams & Individuals BSBLED401A**

This unit describes the performance outcomes, skills and knowledge required to determine individual and team development needs and to facilitate the development of the workgroup. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

### > **Manage Projects BSBPMG501A**

This unit describes the performance outcomes, skills and knowledge required to manage a straightforward project or a section of a larger project.

### > **Promote Innovation in a Team Environment BSBINN301A**

This unit describes the performance outcomes, skills and knowledge required to be an effective and proactive member of an innovative team.

### > **Implement Continuous Improvement BSBMGT403A**

This unit describes the performance outcomes, skills and knowledge required to implement the organisation's continuous improvement systems and processes. Particular emphasis is on using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance and identifying opportunities for further improvements.

> **Implement Operational Plan BSBMGT402A**

This unit describes the performance outcomes, skills and knowledge required to implement operation plan by monitoring and adjusting operation performance, producing short term plans for the departments/sections, planning and acquiring resources and providing reports on performance as required.

> **Monitor a Safe Workplace BSBOHS407A**

This unit describes the performance outcomes, skills and knowledge required to implement and monitor the organisation's occupational health and safety policies, procedures and programs in the relevant work area to meet legislative requirements.

## LEARNING AND ASSESSMENT STRATEGY

We propose an innovative model to ensure a cross section of adult learning and assessment techniques are applied through the program. This will ensure there is strong behavioural development and change amongst the participants. The program will incorporate a range of creative tools to inspire, challenge and support management growth amongst the participants.

The learning strategy addresses both the competencies and the organisational requirements or nuances that have been identified in the Hogans assessment. It is critical that both of these are integrated into the learning strategy. A culmination of activities will integrate the formal and informal processes of learning.

Locher has adopted Integrated Competency development as the format for assessment of the competencies. We believe this format engages participants, allows for dissemination of information and knowledge and facilitates the process of workplace application. Locher believes that a culmination of activities will integrate the formal and informal processes of learning and will ensure appropriate meaningful activities are developed to ensure the participants and the organisation receive value out of the workshops.

The suggested methodologies for the application activities could include case study analysis, small group presentations, solving workplace problems, role-plays, practical observations, work based projects and oral assessment. Each unit will have a series of activities which will take place within the training environment.

## LEARNING & ASSESSMENT SUPPORT ACTIVITIES

Determining competency achieved is the individual piece associated for accredited programs. It is critical that each person demonstrates the level of competence required for the performance criteria's in order for Locher to issue either the Statement of Attainment or the Qualification. **Some individuals may require extra assistance** to achieve competency and the following mechanisms are provided by Locher when this assistance is required.

### **Catch Up Sessions – Missed Workshops**

The Learning and Assessment Strategy for the Certificate IV in Frontline Management is heavily underpinned by the facilitated workshops. All units of the program have activities within the workshop that contribute towards assessment for the unit of competency.

In the case that individuals miss sessions due to holidays or illness a make up session can be coordinated. The intent of the make up session is to provide the learner with the content and context for the day as well as the opportunity to participate in the assessable activities.

### ***Facilitated catch up session***

In most instances a make up session for a maximum of 3 participants can be conducted in a 2-3 hour period. This session will be conducted by the program facilitator and will cover the learning and assessment activities that were conducted during the full day workshop. In most instances the participant will be required to complete additional assessment activities that were not covered in the catch up session and these to the facilitator at an agreed date for assessment.

The fee for a facilitated catch up session is \$495.00 per 3 hours.

### ***Online catch up session***

The Certificate IV in Frontline Management core units and a selection of elective units are available for participants to complete an online/blended catch up session if they are unable to attend a workshop during the program. A maximum of one catch up session can only be completed using this learning and assessment strategy per participant during the course of the program. The participant will be required to complete a variety of online activities and assessment and further learning and assessment activities from the Learner Guide for the unit of competency they are undertaking. All assessment activities need to be submitted to the facilitator at an agreed date for assessment.

The fee for an online catch up session is \$195.00.

## 5. Fee Structure

Certificate IV in Frontline Management will be completed over the 11 month period with the attendance of class room workshops and including non-contact time. Completion of the full Certificate includes the following:

**Includes:**

- > Hogan's Assessment and Development Report
- > Personal Development Plan
- > Workshops Clusters:
  - *Leading Self & Others (5 units)*
  - *Impacting Strategy & Business Outcomes (5 units)*
- > Program Materials and Resources
- > Workplace Verification
- > Assessment and Accreditation
- > Workshop Evaluations
- > Project Presentations
- > Issuance of Certificate

**Total Fee \$4,300.00**

*\*Government incentives of up to \$4,000 may apply for the Certificate IV Frontline Management qualification, dependant on eligibility criteria.*