

<b>Name of Policy</b>	<b>Frontline Management Program Policy</b>	
<b>Description of Policy</b>	<i>This policy describes the philosophy behind ACU supporting staff to undertake the Business – Frontline Management Program as well as the process of calling for and selecting applicants and awarding scholarships.</i>	
<input type="checkbox"/> New Policy	<input checked="" type="checkbox"/> Revision	
<b>Description of Revision</b>		

**Human Resources Directorate**

<b>Policy and Revision Number</b>	
<b>Original Effective Date</b>	
<b>Review Due Date</b>	
<b>Revision Effective Date</b>	
<b>Senate Approval Date</b>	
<b>Vice Chancellor's Approval Date</b>	06 March 2008

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## **1. Background Information**

ACU has identified that the ongoing development and maintenance of effective management and leadership competencies needs to be given significant priority. As well as skills in their educational, professional and administrative competencies, staff who are already in or who aspire to supervisory and management roles, need skills in management and leadership.

The aim of providing opportunities for general staff to undertake an ACU supported management program is to ensure that the University has appropriately trained and qualified general staff to achieve the ACU Strategic Plan.

## **2. Policy Statement**

The University encourages the personal development of leadership and management competencies by providing the opportunity for staff to undertake the Business – Frontline Management Program. The training is supported by ACU in the form of a scholarship.

## **3. Policy Purpose**

This policy outlines the content of the Business – Frontline Management Program, eligibility requirements and procedures involved when applying for an ACU Scholarship.

## **4. Application of Policy**

### **4.1 Eligibility**

The program is aimed primarily at general staff supervisors, assistant supervisors and team leaders who are continuing full-time or fixed-term staff of greater than two years duration and who:

1. supervise others, give direction and lead teams;
2. have responsibility for the work of others;
3. are involved in decision-making and use their discretion and judgement to achieve outcomes; and,
4. apply skills and knowledge to a variety of workplace situations.
5. Applicants must have the full support of their nominated supervisor to undertake the program.

Applicants must also agree to complete the Certificate IV within 18 months of commencing study.

### **4.2 ACU Support for Staff**

The level of support offered by ACU to various categories of staff is shown in the table below:

	1. Undertake full Cert IV in FLMP	2. Undertake some units only
A: Existing General Staff Supervisors	<ul style="list-style-type: none"> <li>up to 10 full scholarships a year covering full cost of undertaking the FLMP (1);</li> <li>study time provisions available, no additional financial assistance.</li> </ul>	Self-funded study supported by study time and financial assistance as per the Study Support Policy ( <i>own work unit may be willing to support course of study by part funding</i> ).
B: Other General Staff (non-supervisors)	Self-funded study supported by study time and financial assistance as per Study Support Policy.	Self-funded supported by study time and financial assistance as per the Study Support Policy.

(1) Includes payment of full fees plus a book allowance to the value of \$150 per program (paid on provision of receipts).

It is anticipated that undertaking any course of study will be identified in the individual staff member's Performance Learning Development Plan.

#### 4.3 Content of the Frontline Management Program (FLMP)

The Frontline Management Program is a nationally recognised qualification (Certificate IV) designed for developing and improving the competencies of frontline managers and supervisors. It is offered through a variety of national training providers including Universities, TAFE's and other recognised training providers.

The key elements of such a management program are:

- i. the focus on workplace learning;
- ii. the link to Business Goals;
- iii. a focus on developing eleven management competencies at the base work level – these must be demonstrated and assessed;
- iv. recognition of prior learning, either formal or on-the-job;
- v. flexible delivery and
- vi. a stepping stone for further studies.

The basic program contains eleven (11) key competencies that describe what high performing frontline managers need to be able to do. Some of the units are compulsory while others are elective. An example of the units is shown below. (Note: the actual units of this Program may change from time to time and may differ slightly between providers).

Compulsory Core Units	Elective Units
Develop Work Priorities	Lead Work Teams
Show Leadership in the Workplace	Workplace Information Systems
Manage Effective Workplace Relations	Customer Service
Implement an Operational Plan	Continuous Improvement
Monitor a Safe Workplace	Change and Innovation
	Workplace Learning

#### 4.4 Service Provider Selection

ACU will select a service provider through which successful staff will undertake the Frontline Management Program. All recipients of an ACU Scholarship must complete the FLMP through the nominated provider to be eligible.

ACU will select the service provider based on the following criteria:

- (a) a single provider who can offer suitable FLMP opportunities across all States and Territories in which ACU operates;
- (b) a modular approach where staff can undertake the entire FLMP to Certificate IV level or undertake fewer units to achieve a Diploma or other qualification;
- (c) national recognition of qualifications;
- (d) a self-paced learning method of delivery;
- (e) flexibility in relation to the time period in which to complete the FLMP (i.e. greater than 12 months);
- (f) recognition of prior learning.

## **5. Procedures**

### **5.1 Call for Applications**

In August each year, applications will be called from eligible staff to apply for a Scholarship to undertake the Frontline Management Program commencing in the following year. Applications must be on the relevant Scholarship Application Form.

Applicants must complete Part A of the Scholarship Application form and have their Nominated Supervisor complete Part B. Only application forms that have been fully completed and supported by the applicant's nominated supervisor will be considered.

### **5.2 Scholarship Selection**

Where fewer than ten (10) applications are received, the applications will be considered by the Director, Human Resources. In the event that more than ten applications are received, a selection panel will be formed to consider all applications on the eligibility of applicants (see Section 4.1) and the merits of the application. The selection panel will be representative of those areas employing general staff.

### **5.3 Service Provider Requirements**

ACU Staff who are successful in being selected to receive a Scholarship to undertake the Frontline Management Program must also satisfy the entrance requirements of the nominated service provider. If they are unable to do so, the Scholarship will not be awarded.

## **6. Policy Review**

The University will develop a process for reviewing the effectiveness of the Frontline Management Program application process established by this Policy. Where applicable, the review will take account of necessary changes to other relevant University policies and procedures as well as changes to the requirements of the Certificate IV and the service provider. To assist such considerations, a staff member wishing to suggest improvements to the Frontline Management Training Policy and Procedures is invited to forward their suggestions to the Director, Human Resources.

## **7. Further Assistance**

Any staff member who requires assistance in understanding the Frontline Management Program Policy and Procedures should first consult their nominated supervisor. Should further advice be needed, they should contact the Manager, Learning and Development.