

frontline management institute

performance and leadership development



Participant Handbook

Training Policies

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Welcome to the Frontline Management Institute

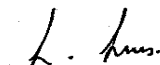
The Frontline Management Institute is committed to providing high quality, competency based, training courses which are relevant to industry, government and individual needs. **fmi**'s aim is to help organisations and individuals achieve success through improving the performance of people and developing the effectiveness of business systems.

Within our client's organisation, **fmi**'s focus on the development of a project means that the client experiences valuable direct input through our services. We also maintain links with industry and other tertiary institutions and the community, and recognise the importance of offering quality training.

In accordance with our philosophy, the Frontline Management Institute delivers nationally recognised training and assessment packages in pursuit of our strategic goal. As a minimum, we offer services that are:

- Highly qualified trainers
- Training delivered to meet our customers needs as appropriate and feasible
- Flexibility in modes of delivery and methods of assessment
- Reflective of change and innovation within the industry and community

Please let this Handbook be a handy source for your day-to-day activities at the Frontline Management Institute. If you are in any doubt about any aspect of this Handbook or its content, please seek clarification from the fmi team.



Larry Lucas
Director

Courses

The Frontline Management Institute is one of Australia's leading training providers, specialising in the development of Frontline Managers.

We are a Registered Training Organisation (RTO) recognised by both State and Commonwealth Governments to deliver specific Diploma and Certificate Courses in management. As an RTO we are committed to meeting the NVR Standards.

With a range of flexible learning and assessment options we aim to develop Frontline Managers who will help lead their organisation's success.

The Frontline Management Institute can develop and deliver specific courses designed to meet an individual's or organisation's unique requirements.

We also offer nationally recognised courses which are listed below.

Introduction to Leadership - Key Management Skill Set
BSB40807 Certificate IV in Frontline Management
BSB51107 Diploma of Management

We have a range of training options ranging from standard face-to-face delivery to our highly successful e-learning and e-assessment approach. Participants can learn at their own pace, in any order they choose and can be based anywhere in the world thanks to the electronic transmission of both learning and assessment materials. We give individual feedback on all assessments, which are based on application in the workplace. For further information on individual courses please contact the Frontline Management Institute.

Student Selection Criteria

All participants are entitled to, and will be given equal consideration when applying for courses offered by the Frontline Management Institute.

To participate in the Key Management Skill Set, Certificate IV or Diploma of Management it is essential that you be currently employed in a situation that will enable you to perform the work-based assessment tasks. For further information please contact the fmi team.

Application & Enrolment

All participants are asked to complete the fmi Application for Qualification form. This form lists a number of qualifications and different payment options.

Upon successful application, participants must then formally enrol with the Frontline Management Institute prior to the commencement of any courses offered, by completing and submitting an enrolment form via email, fax, post or in person.

Assessment Procedures

All courses and components of courses will be assessed against the competency standards or the assessment criteria set out for that course.

Qualifications or Credentials cannot be purchased, and payment for any course does not guarantee that the student will achieve the competencies required or receive the qualification or credential. Competency Assessment results can be Competent (C) or Competency Not yet Demonstrated (CND). Additional grading may be used on selected programs.

If the student receives a 'CND' grade they will be briefed as to where they need to improve in order to achieve competency, and given another opportunity to undergo the assessment. This opportunity may involve repeating part of the course. A student who still cannot demonstrate competency will be counselled and advised of options. This may include further training and/or assessment for which a fee may be payable.

All assessment must meet the criteria of being authentic, sufficient, valid and current.

Full details of assessments are provided in fmi Program Introductions and in fmi Assessment Guides.

Access and Equity

It is the policy of the Frontline Management Institute to provide equal opportunity (EO) for all participants regardless of sex, pregnancy, race, marital status, homosexuality, age, family responsibilities, disabilities, transgender choices, political conviction, association or religious belief. This is a requirement of all our people including course participants. Participants must ensure they are not party to discrimination or harassment while engaged in activities through the Frontline Management Institute.

Equal opportunity provides a framework that facilitates the participation of any person on the basis of merit alone.

Where you feel that there has been a breach of this policy, you should report that breach to the Director, immediately.

Relevant Australian Legislation

At Federal Level the following or later legislation or amendments:

The Racial Discrimination Act 1975

The Sex Discrimination Act 1984

The Human Rights and Equal Opportunity Act 1986

The Affirmative Action (Equal Employment Opportunity for Women) Act 1986; and

The Disability Discrimination Act 1992

The Privacy Act 2004

At the State level the following or later legislation or amendments:

The Anti-Discrimination Act 1977 NSW

All offer protection for your rights in the learning environment.

Access to this Legislation is available online from government websites.

Affirmative Action

Affirmative Action attempts to specifically redress the disadvantages experienced by certain groups as a result of law or regulation, stereotyping, and societal attitudes. These groups include women, Aboriginal and Torres Strait Islander people, people with a disability, and people from non-English speaking backgrounds. Members of these groups may not have had equal access to job opportunities or education for reasons such as past discrimination and prejudice and different educational experiences. The Frontline Management Institute will not discriminate on these grounds whatsoever.

Learner Support Assistance

We want our participants to succeed in their learning. If participants are having difficulties learning we will provide the following types of learner support assistance as appropriate and subject to financial viability.

- Participants are encouraged to discuss with their trainers any problems or issues they may have in learning.
- The trainer will try to identify together with the participant what issues the participant may face in learning difficulty and what appropriate assistance might be given. As appropriate the trainer will discuss this with National Client Manager or Coordinator.
- An appropriate range of assistance will be provided to the participant depending on the nature of the issue identified and our available resources. Such assistance may include as appropriate:
 - Explanations of parts of the learning that have not been understood
 - References to further support material that may help students e.g. self paced English language learning guides
 - Guidance on study methods that may help improve learning
 - Flexibility in the delivering of training in terms of timing
 - Enlarged text handouts if appropriate in the case of visual issues
 - Positioning of student in class if appropriate for requirements of visual (sight) or auditory (hearing) disability so that student is closer to teacher
 - Admittance to class of a support person for a student with a disability affecting learning e.g. where student has someone to sign language for them or read for them
 - Audio aids may include tape recordings for people with visual impairment
 - Visual aids may include large type handouts for people with visual impairment
 - Information to participant about training providers such as TAFE if specialist help is needed to overcome learning difficulties

At all times we will encourage participants with learning problems in a positive way.

Participants are requested to discuss any learning difficulties they may have with their trainer, who is there to help them.

Non English Speaking Background (NESB) Participants

NESB participants require that we change the delivery style and pace of the training and assessment to suit their needs. Where NESB participants within an organisational client require assistance we will inform the organisation of the identified need.

Visual, Hearing and Physical Impairment

Participants who have a visual, hearing and / or a physical impairment create a need to modify the design and delivery of the training. In the case of visual impairment, the use of overhead transparencies (OHTs) require an adaptation, e.g. handing out photocopies, and a personalised approach, to ensure the participants do not feel left out or alienated at any time during the course. Participants with visual and hearing impairments are accommodated with seating location, arrangements and verbal articulation and pace modifications. Physical impairments are accommodated as appropriate through appropriate access or assistance.

Literacy and Numeracy Issues

Participants with limited literacy and numeracy skills may be accommodated and personally assisted according to their skill level. Personalised tuition may be made available to ensure that for these participants the learning outcomes are met.

Recognition Processes and Mutual Recognition: Other Registered Training Organisations (RTO's)

The Frontline Management Institute will recognise qualifications issued by other RTO's as part of its mutual recognition obligations and Recognition of Prior Learning and Assessment policy outlined below.

Recognition of Prior Learning (RPL)

Participants may bring evidence of industry-relevant credentialed training and education to the Frontline Management Institute. Our obligation is to check and confirm that such training/education was provided by an RTO.

RTO's such as the Frontline Management Institute cannot ignore the often rich but non-credentialed life experiences, competencies and skills that student participants also bring with them. Accordingly, it is necessary to incorporate the assessment and recognition of such prior learning into the overall design of our courses.

Assessment of Prior Learning

Before training, participants are advised of their rights to apply for RPL. Participants may apply by completing a standard RPL application form, which can be sent upon request. RPL will be charged at the set fee – please see our Public Course Calendar.

Where considered appropriate, traditional assessment methods including written examinations may be employed. However the Frontline Management Institute also advocates the use of alternative approaches including work-based projects, open-response items, realistic simulation and other more comprehensive forms of participant demonstration.

Above all, we will ensure that the following procedure and process forms the core of any RPL assessment. Our assessment materials and our assessment delivery must:

- Clearly identify the purpose of the assessment for the participant
- Determine the knowledge and skills to be measured
- Select assessment strategies that best measure that knowledge and those skills
- Investigate the quality of the assessment to be implemented
- Make sure that planned assessment is feasible to implement

Recognition of the participants' prior learning is granted according to the following principles:

1. credit is awarded only for demonstrated competency
2. credit is awarded only for prior learning which is comparable in content and standard with the education/training course or module for which recognition is sought; and
3. application for recognition must include a detailed description of the learning upon which the claim is based, and identify the specific courses or modules for which exemption or accreditation is sought.

A description of the different types of recognition can be found below.

Type of Recognition	Description	Required Documentation
Credit Transfer	You have previously studied the same subject and have been assessed as competent.	Certified copies of the certificate and transcript of the competency units that you have received for the previous study.
Recognition of Prior Learning	You have previously studied a unit or units of competency that cover the same areas of competency and have been assessed as competent.	Certified copies of the certificate and transcript of the competency units that you have received for the previous study. An overview of the subject(s) previously studied. A brief description of your current role to demonstrate you are keeping the competencies up to date.
Recognition of Current Competency	You have extensive experience in the unit of competency as a result of your current or a previous role you have held.	Completion of fmi's competency questions guide for the unit. This will require attachments of two workplace documents as additional evidence. The Assessment guide must also be signed off by your workplace mentor/manager.

Participant Feedback and Evaluation

Use of participant feedback and evaluation is carried out on a regular and systematic basis to make appropriate and cost effective improvements.

Evaluation is carried out using the best and most effective and cost-effective means for the course and the project.

After every training course or module

For all training courses or modules a written Participant Evaluation form is given to participants. A summary of feedback is made within 5 working days by the fmi Client Program Manager and given to the Course Director either verbally or in writing.

By carrying this out during each Module, we gain formative as well as summative evaluation feedback.

For corporate programs, end of Program Feedback allows participants to give extensive feedback on the delivery and content of the course overall. A summary report and analysis is then created with suggestions for improvement for future training.

Changes and improvements are made by Course Director and Client Program Manager based on their findings.

On completion of every Recognition process

Participants are asked to give spoken feedback on the process.

Occupational Health and Safety

Commitment

Our organisation is committed to maintaining health and safety in all its operations.

Legislation

Copies of relevant Legislation are kept on file and are available to all staff/contractors upon request.

Safety Committee

A safety committee has been appointed by the Director of the Frontline Management Institute.

The Safety Committee will carry out quarterly inspections of the site for hazard identification and workplace safety assessment. Details of the inspection findings and recommendations are to be recorded and forwarded onto Director.

The Safety Committee is also responsible for reviewing accidents and near miss statistics and must report these incidents as part of the hazard identification process.

The Safety Committee is to advise the Director on OH&S training strategy and is to make recommendations as appropriate for promoting, maintaining and improving the OH&S strategies for the Frontline Management Institute.

Fire Evacuation Policy

At the beginning of each training course you will be given instruction regarding fire exits and procedures. In the event of a fire or a threatening situation, proceed towards the exit point or use the fire stair (whichever is applicable). Take only your handbag or bag – LEAVE AS QUICKLY AS POSSIBLE.

Follow the routes for exiting as indicated by signs and guided by the fmi team members.

Do not return to the building until the 'all clear' is given.

Sexual Harassment

The Frontline Management Institute is committed to ensuring that its environment is free from sexual harassment. Sexual harassment will not be tolerated under any circumstances, and disciplinary action will be taken against any staff member/contractor, client or participant who breaches this policy. Sexual harassment in employment and training is illegal under the *Anti-Discrimination Act NSW 1977* and the *Sex Discrimination Act 1984*. Some forms of sexual harassment may constitute a criminal offence (e.g. indecent exposure, sexual harassment, stalking).

Sexual Harassment

Sexual harassment is any unwanted, unwelcome or uninvited behaviour of a sexual nature, which makes a person feel humiliated, intimidated or offended. Sexual harassment can occur between men and women; women and other women; and men and other men.

Some examples of sexual harassment include but are not limited to:

- Uninvited touching, kisses or embraces
- Smutty jokes or comments
- Displays of sexually graphic material
- Repeated invitations to go out, especially after repeated refusals

Offensive phone calls, letters or emails

Complaints of Sexual Harassment

All complaints are to be directed to the Director or the National Client Manager. All complaints of sexual harassment will be treated seriously, investigated promptly, impartially and confidentially and in accordance with the principles of natural justice.

Complaints and Grievances

At the Frontline Management Institute we aim to foster good relationships, however we do recognise that occasionally situations arise that may cause you to feel aggrieved.

What is a grievance?

A grievance can be about anything done, or not done, by management, trainers, assessors, office staff or participants which you feel affects you unfairly or unjustly. A grievance can also be about discrimination, harassment, or any other contract related decision or behaviour, which you think is unfair, unjust or upsetting.

What is a complaint?

A complaint can be about anything that you feel unhappy about. It is important that you notify the Frontline Management Institute of any complaint you have against the Institute or anyone that is a part of the Institute.

The purpose of this policy is to advise you on the best way to deal with a grievance and explain what will happen if you make a formal complaint.

Handling a grievance

All client complaints, grievances and appeals must be dealt with in a constructive and timely manner.

All formal complaints and grievances will be treated with the utmost confidentiality and dealt with in a constructive and timely manner.

Firstly, you may wish to speak to the Client Services Manager about your grievance. He/she will explain your options, and a decision as to the best way to handle the situation will be decided.

If you wish to make a formal complaint, this can be done by putting the complaint in writing and reporting to the Client Services Manager. The written complaint should contain a description of the incident(s), decision(s), behaviour(s) in question, the time and date of the incident(s) etc, the name of any witnesses, your signature, and a date of the complaint.

Investigating the Complaint

Once a formal complaint is made, the matter will be investigated by the Client Services Manager and/or the Coordinator. If either of these are implicated in the complaint then the Director or Director's nominee will conduct the investigation.

The investigator will then interview you, any witnesses and the person against whom the complaint is made. You and the person against whom the complaint is made may have a support person with you when the interview is being conducted.

If the complaint is substantiated, the appropriate action will be taken (see below). If the complaint is unsubstantiated, you will be given an explanation as to why that finding was made.

If the complaint is found to have been completely fabricated, appropriate action may be taken against you.

Outcome of the complaint

If the investigation reveals that your complaint is a valid one, a number of actions may be taken, depending on the nature of the complaint. The person against whom the complaint is made may be required to give you a written apology, he/she may be given a written warning, counselling, transfer, demotion, or be dismissed.

If the investigation is inconclusive, i.e. the complaint cannot be proved due to lack of evidence, the Institute may nevertheless take a number of actions. These may include counselling, training, monitoring behaviour of all staff. If the complaint is found to have been completely fabricated, appropriate action may be taken against you, including counselling, a written apology to the person complained about, an official warning, or expulsion from the Institute depending on the seriousness of the allegations.

The outcomes of any formal complaints will be documented and a copy given to the complainant and the person of whom the complaint is made.

Other alternatives

If you are not satisfied with the way in which your grievance was handled you may take it to an outside agency, such as the Human Rights & Equal Opportunity Commission or the Anti-Discrimination Board.

Disciplinary Procedures

Where the Director has serious concerns about a participant's performance or conduct the Director or the Director's nominee will explain to the participant how their conduct or performance does not to appear to be meeting standards. Participants will be counselled on this as appropriate and be given an opportunity to discuss their conduct and future actions.

Privacy

Upon enrolment, corporate and/or government funded participants agree that their organisation and/or government funding bodies may be provided with information regarding the participant's progress and results. No other information shall be provided to any other persons or organisations without the participant's express approval.

Conclusion

We hope that you find your association with the Frontline Management Institute to be a fulfilling and rewarding one. For any further information please don't hesitate to contact fmi

Contact fmi

For further information please contact fmi:

Phone:

+61 9660 0199

Email:

fmi@frontlinemanagementinstitute.com.au

Post:

Frontline Management Institute
459 Harris St
Ultimo NSW 2007
Australia