

cert IV

in frontline management BSB40807



NSW Vocational
Education & Training
Accreditation Board



NATIONALLY RECOGNISED
TRAINING



frontline management institute
performance and leadership development

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The frontline management institute

The Certificate IV in Frontline Management BSB40807 is an accredited recognised qualification awarded by the Frontline Management Institute.

The Frontline Management Institute (fmi) is an accredited Registered Training Organisation, meeting strict internationally recognised quality control standards for training and assessment. We specialise in workplace based training, management development and team development for organisations. Our courses and our trainers receive consistently high scores in feedback collected from clients.

fmi's emphasis is on learning through effective action in the workplace. Since 1998 fmi has worked in partnership with clients to ensure that the client's culture and values are reflected as an integral part of the training. We also commonly use Mentors within the client organisation to strengthen the learning and to ensure that it meets the organisation's specific requirements.

fmi clients include Bovis Lend Lease, BOC Gases, Boral, Bluescope Steel, Transfield, ING, Veolia, ADI, Powerlink, Hewlett-Packard, Aldi, Credit Suisse, Bunnings, NRMA, NSW Health, MYOB, BT Financial Group, Kennards, IBM, Serono, WorkCover NSW, Pickles Auctioneers, Skandia, Hoyts, J C Decaux, Weyerhaeuser, Commonwealth Bank, Qantas, Macquarie Bank, Allianz Australia, Fairfax and Wizard Home Loans. fmi deliver programs both in Australia and overseas to countries including New Zealand, UK, Eire, Tanzania, Russia and China.

fmi

fmi is a Division of Network One Communications, which is a specialist training and management development organisation with extensive experience since 1986 in developing training for specific organisations and needs, such as designing the highly successful training for the 15,000 volunteers in the Sydney Olympic Games.

Network One's clients include many global and large organisations such as Pfizer, AMCOR, Westpac, Tubemakers, Schweppes, Cottees, ORICA, NEC, Kellogg, CAPRAL, Commonwealth Bank, Johnson & Johnson and James Hardie.



What makes fmi **unique?**



We are results orientated

Frontline Managers who take part in our specially designed program are guided to carry out significant workplace projects that demonstrate actual performance improvements

We involve you and your team

At fmi we strive to deliver Management Development Programs that involve your people at all levels. We work with you to make sure that all the key stakeholders in your program are involved as much as is possible and practical

We are specialists

We are specialists in management development and have a great deal of experience in working with clients in Australia and overseas. We continually research the latest management methodologies and incorporate them into our programs

We offer unlimited options

There are no limits to what we can design and deliver for you

We provide unmatched tailoring

To ensure as much relevance for the participants as possible, all of our corporate programs are tailored to suit our client's specific needs. Certainly there are recognised Competency Standards to support the program, but fmi programs make sure they are there to support and not dominate the program

We provide measurable results

fmi participants achieve measurable results that they, their direct managers and senior managers in the organisation can see will benefit both the participants and the organisation

We ensure a strong Return on Investment (ROI)

The Frontline Management Institute has designed its programs to allow a direct measurement of return on investment (ROI). All program projects have a dollar value for improvement that the project has attributed towards. This dollar value is signed off by a mentor and direct line manager

We are extremely flexible

At fmi we work with clients to explore every possible option to ensure true value from our programs. We are able to provide flexible delivery options, flexible support options and flexible assessment options

Our Facilitators

fmi's facilitators are some of the most talented management trainers working in Australia today. Our amazing facilitators bring into the training room with them the combined experience of scores of other leading client organisations.



Program Overview

Frontline Managers have a significant role in the leadership in their organisation. In increasingly competitive and fast changing times Frontline Managers have a major responsibility to ensure that teams deliver quality services and products. The purpose of this powerful and challenging program is to develop, through learning and practical workplace practice, recognised competencies for frontline and other managers.

The fmi Certificate IV in Frontline Management Program covers 10 units of management competency in areas such as managing work priorities, people management, team effectiveness, operational plans, information systems, customer service management, work safety, continuous improvement, and workplace learning.

Who this qualification is useful for

This qualification is useful for:

- Frontline Managers
- Team Leaders
- Supervisors

For this qualification people must be in a role where they can demonstrate responsibility for team or business unit performance. They should be fairly self-directed and autonomous, working under broad guidance

Program Outcomes

This Program aims to help participants to:

- Develop the specified range of competencies required for Frontline Managers operating at an advanced level
- Demonstrate application of competencies through workplace examples
- Deliver quantifiable improvements for their organisation through Strategic Workplace Improvement Projects
- Evaluate own ongoing professional development needs and take ownership for self development
- Take responsibility for managing self and team to meet challenges of the workplace

Program Overview continued

Program Duration

fmi generally recommends participants take 12 to 24 months to complete this qualification. The program can be completed sooner depending on experience and recognition of prior learning. The maximum duration is 36 months.

Program Assessment

This qualification is competency based and is gained by providing evidence of competency. Participants must be assessed to gain the qualifications. Participants carry out assessment projects, which create real benefits for the organisation. They work with a Mentor from their own organisation who guides them. fmi provides Assessment Guides. All assessment is submitted by email

Program Benefits

This is an excellent course and both participants and organisations gain significant benefits from it including:

- Enhanced management skills
- Demonstrated performance improvement
- Nationally recognised portable qualification
- Management pathway
- Direct returns for the organisation through one Strategic Workplace Improvement Project

fmi Program Structures

The **core** program includes:

- 10 modules of training
- 10 days face to face training or equivalent through Open Learning
- Use of 10 fmi Learning Guides
- Practice and application of competency in the workplace
- 1 Strategic Workplace Improvement Project completed with Mentor guidance
- 10 Competency Application Questionnaires
- It covers the **core** program units (see page 8 for details)

The **fmi certificate IV honours** program includes:

- The **core** program +
- Honours package consisting of specialist courses in one of the following areas:
 - Management Leadership
 - Management Communication
 - Management Operations(see page 10 for more details)

The **corporate tailored** program includes:

- The **core** program +
- Any additional courses from our list of public courses to suit your specific needs. Please contact us for a copy of our Course Catalogue which details all of the courses we offer
- 2 Day Review, Management Presentations and Graduation Workshop
- Inclusion of the organisation's own courses such as Recruitment & Selection, Industrial Relations
- Logistics support
(see page 11 for more details)

Certificate IV Core Modules

The Certificate IV covers 10 Units of management competency at AQF Level 4. This table lists the Units covered in a [core](#) fmi Cert IV in Frontline Management Program.

Course Number & Duration	fmi Course Title	Maps to Competency Unit
FM01 1 day	Work Priorities This course is about personal management and professional development. It is about managing your own performance, work priorities and time and also taking responsibility for your own professional development within the context of the organisation.	Develop work priorities BSBWOR404A
FM02 1 day	Operational Plans This course is about business planning and the active work of managers to plan, implement, monitor and record performance to achieve business plans of the team/organisation. This pivotal role is carried out to create safe, efficient and effective services and products to customer satisfaction within your organisation productivity and profitability plans.	Implement operational plan BSBMGT402A
FM03 1 day	Workplace Relationships This course explores the way Frontline Managers play an important role in developing and maintaining positive relationships in the workplace with their team, their peers and their own managers as well as customers and suppliers. This course helps participants plan and deliver effective communication, which both informs and persuades and is truly two-way communication involving effective listening, interpretation of body language and people skills. This course is excellent for developing the people skills, which are a cornerstone for effective people management.	Establish effective workplace relationships BSBWOR401A
FM04 1 day	Team Effectiveness This Module is about team effectiveness and the vital role of a manager to effectively plan team performance, develop and facilitate team cohesion, facilitate team work and liaise with stakeholders.	Promote team effectiveness BSBWOR402A
FM05 1 day	Customer Service Management This course is about customer service and the role of managers to ensure that products and services are delivered and maintained to standards agreed by the organisation and the customer.	Coordinate implementation of customer service strategies BSBCUS401A
FM06 1 day	Information Systems This course is about effective management of workplace information. The capability of a manager to identify, acquire and use appropriate information plays a significant part in the efficiency and effectiveness of the individual/team/organisation performance.	Implement Workplace Information System BSBINM401A
FM07 1 day	Work Safety This course is about occupational health and safety and the role of all managers to ensure the workplace meets safety requirements set down in legislation, standards and the organisation policies and practices.	Monitor a safe workplace BSBOHS407A
FM08 1 day	Continuous Improvement This course is about continuous improvement and the active role of managers to manage continuous improvement processes in achieving the organisations quality objectives. Your position closely associated with the creation and delivery of products and services, means that you play an important part in influencing the on-going development of the organisation.	Implement continuous improvement BSBMGT403A
FM09 1 day	Workplace Learning This course explores the way in which Frontline Managers can effectively encourage and support workplace learning and development. With the rapid pace of change and innovation today people must constantly update their skills and knowledge to perform effectively.	Develop teams and individuals BSBLED401A
FM10 1 day	Leadership This course explores the essential qualities of successful workplace leaders, and the skills and knowledge they can develop to influence teams positively. From the focus of effective goal setting and decision-making the course provides strategies to optimise leverage and to empower your people. Performance drivers and the balanced scorecard are explored. Practical models for effective decision making provide valuable leadership tools. An extremely valuable and stimulating course for anyone in a leadership role, whether experienced or moving into the role.	Show leadership in the workplace BSBMGT401A

fmi Certificate IV Honours Programs

There are 3 fmi Certificate IV Honours programs
You can choose one or more of these Certificate IV
Honours programs in addition to the Core Program.
Each Certificate IV Honours program is equivalent to
2 days face to face training.



Management Leadership

Effective Delegation
Conflict Management
See page 10 for details on these courses



Management Communication

Powerful Presentations
See page 10 for details on these courses



Management Operations

Manage Projects
See page 10 for details on these courses

fmi Certificate IV Honours Programs

Management Leadership	Effective Delegation (1 day)	<p>This course explores how managers and leaders can best delegate effectively to achieve high performance and productivity from their team members.</p> <p>Strategies and skills for planning delegation, carrying out the delegation, managing performance or the delegate are developed in this practical workshop.</p> <p>The techniques to match the task to the delegate's capabilities are identified Practical guidelines in carrying out the delegation are given and practised. Useful strategies for monitoring and measuring delegate's performance are identified.</p>
	Conflict Management (1 day)	<p>The skills to manage and help resolve potential conflict are crucial for people working in organisations. Whether you're a manager, team leader or a team member, it is essential to be able to deal with disagreements and conflicts in a positive way that enables people and organisations to develop and change in challenging times.</p> <p>This very practical course enables you to identify common types of conflict in work situations and develop and implement strategies and skills to manage conflict in a positive way.</p>
Management Communication	Powerful Presentations (2 days)	<p>This very practical course takes you through the stages of planning, preparing and delivering influential and charismatic presentations. Using checklists to help you at each stage you build up a professional presentation in a painless way. This is a very practical course and you gain lots of strategies, hints and tips that help you improve your presentation. It importantly includes video feedback.</p> <p>Working with an experienced specialist facilitator who also has professional acting and/or presentation experience participants learn and practice the science and art of presenting including professional voice techniques, body language and mastering presentation "nerves".</p> <p>Participants are asked to bring details of the presentation they would like to develop or improve to the course. They will be able to develop their own presentation and supporting materials as part of the practical work on this course.</p>
Management Operations	Manage Projects (2 days)	<p>The skills to manage projects are crucial for anyone who is leading or playing a key role in a project in an organisation. It is essential to be able to plan, implement and monitor a project through its various stages.</p> <p>This very practical course enables participants to understand the fundamentals of project management and to identify the key actions they must take at each stage of a project to manage it in the most effective way.</p>

Tailored Corporate Programs

In addition to the courses offered in the specialist programs, fmi has a wide range of other courses available.

2 Day Review, Management Presentations & Graduation

This is a 2 day graduation workshop which includes:

- Program review
- Preparation for presentations to senior management
- Presentations to senior management
- Graduation Ceremony and award of Certificate IVs

Inclusion of the organisation's own courses

Many organisations chose to incorporate their own courses with the frontline management institute qualification.

Management Development Programs

fmi can also incorporate into our management development program:

- Courses written by fmi to meet the needs of your organisation
- Courses delivered by your own internal presenters
- Co-delivered sessions using experts from your own organisation
- Third party delivered courses that cover specialist areas

Courses are run regularly at fmi's head office in Sydney and are also available for groups in house in your organisation.

For more information on other courses available through fmi, please contact us and ask for a copy of our Course Catalogue. If you wish to complete the course at our head office in Sydney, then also ask for a copy of our Course Calendar.



Delivery Options

The Certificate IV in Frontline Management is available through fmi through the following delivery options. Participants and organisations can use **one** of the options **or** can choose a **blend of more than one option**:

Delivery option	Overview	Suitable for	Dates & Locations
Corporate Courses: Custom tailored in-house programs for organisations	<p>fmi tailors programs to meet the specific needs of organisations. We partner with organisations and deliver great results. fmi presents in-house programs in Sydney, Melbourne, Brisbane, Perth, Auckland and other locations by arrangement.</p> <p>We train and use Mentors within the organisation to ensure that management competency is demonstrated that is appropriate to the needs of the organisation. Participants carry out workplace projects for assessment that are designed to create real benefits for the organisation and are signed off by their Mentors and by their line managers.</p> <p>Return on Investment (ROI) can be measured and often delivers a positive cash flow to the organisation. Knowledge gained through project work can be shared among other managers using fmi's unique Knowledge Bank © system.</p> <p>Working with corporate and government clients over many years we have developed a range of strategies and techniques that optimise the effectiveness of management development. As the leading specialists in this area we have a focus on performance improvement that delivers real and measurable benefits to both participants and to their organisations.</p> <p>Corporate customised programs can include the appropriate blend of courses, workshops, open learning and recognition processes to suit your organisation. Current courses delivered in-house can be retained within the program if they are appropriate and working well</p>	Small to large groups	<p>Corporate Courses are custom tailored in-house programs for organisations. They are available any time, any place for organisations subject to negotiation. Available Australia and New Zealand for standard programs</p> <p>Also available globally for global organisations</p>
Public Courses	<p>fmi delivers public Courses in Sydney in each of the Modules. Our current Calendar of Courses gives you dates, fees and links to Course Descriptions. This is available on our website at www.frontlinemanagementinstitute.com or by post or fax from fmi on (02) 9281 2635.</p> <p>Participants can take the courses in any order and build up the qualification over a time frame that suits themselves.</p>	Individuals and small groups	<p>See fmi's Calendar of Public Courses in Sydney Units can be taken in any order at your own pace</p>
Open Learning	<p>fmi provides Learning Guides for Open Learning. These are Word Documents sent as email attachments. Selected written and website resources are also recommended.</p> <p>Participants must have a computer with email facilities and a program that will use Word documents to use this Open Learning facility. Communication is by email and email and telephone help is provided.</p> <p>This delivery method is useful for participants unable to attend face-to-face training, in remote locations, overseas on assignment or on shift work.</p> <p>Our current Calendar of Courses gives you fees and links to Course Descriptions</p>	Individuals and small groups who cannot attend face to face training	<p>Available anytime, anyplace through email</p> <p>Available globally</p>
Recognition Processes: Recognition of Prior Learning (RPL) and Recognition of Current Competency (RCC)	<p>Recognition of Prior Learning (RPL) and Recognition of Current Competency (RCC) are processes where competency is recognised, without the need for further training or development. Participants in a program may be able to demonstrate competency for one or more units. fmi has specialised Recognition Processes and instruments, which help you easily present evidence for assessment.</p> <p>Participants must have a computer with email facilities and a program that will use Word documents to use this recognition facility. Communication is by email and email and telephone help is provided.</p> <p>Recognition candidates are also welcome to visit fmi for initial consultations having made a phone booking</p>	Individuals and Small groups	<p>Available anytime, anyplace through email</p> <p>Available globally</p>

Assessment

Assessment for this Qualification is by evidence to demonstrate competency for the competency units.

fmi has a unique copyrighted way of assessing competency that provides valuable development to both the participant and to the organisation. The assessment consists of two forms:

1. Competency Application Assessment Questions
2. Strategic Workplace Assessment Projects

Competency Application Assessment Questions

These are related to individual units and require evidence of participant's application of competency in the workplace. Participant's answers are signed off by either participant's Line manager or by their workplace Mentor. Participants in Public Programs must arrange for a suitable person to act as their Mentor. Participants must complete 10 sets of competency application questions for this qualification.

Strategic Workplace Assessment Project

One project is carried out for this qualification. Participants select an opportunity, issue or problem in their work that can be improved and relates to a competency unit. Participants agree the project with their manager and Mentor. Participants then plan, implement and review the project liaising with their Mentor and Manager who sign off on the project. Fmi provides a structured project assessment guide to help participants and mentors carry out this process efficiently.

The Assessment Process

fmi sends participants Assessment Guides (Word Documents in electronic form) that participants complete and email back to fmi. The Assessment Guides contain all questions to answer, instructions and the relevant competency unit details.

Please note: Participants must have a computer with email capability and be able to use Word documents.

An fmi assessor assesses participant assessment submissions and participants are sent an Assessment Report by email.

Participants are assessed as either COMPETENT or COMPETENCY NOT YET DEMONSTRATED.

fmi also offers grading on all assessments marked as COMPETENT to allow differentiation between levels of competency including Credit and Distinction assessments.

Client Services

Included in the Frontline Management Institute Management Development program are the following client services:

Learning and Assessment Materials

- Program Introduction
- Provision of fmi's own tailored Learning Guides for each module following current standards and research
- Provision of Assessment Guides for each module
- Inclusion in Program Learning Guides appendices of client documentation to align with the organisation's values, culture and systems
- client logos on all Learning Guides



Corporate Client Reporting

- Quarterly client reviews
- Provision of summary Excel spreadsheets showing participant attendance and current assessment status
- Grading of participant assessments into Competent, Credit and Distinction levels
- Ongoing liaison with client program manager to address program issues and improvements

Help Desk

- Phone and email helpline for participants, mentors and employees
- Regular feedback on participation and assessment submissions
- Advice on traineeship funding

Assessment Processing

- Assessment Guides are emailed to participants as a Word document
- Participants complete and return by email
- Emailed acknowledgement of receipt of assessment submission weekly
- Assessment report emailed to participant
- Maximum 20 working day turnaround for assessment reports

Certification

- Nationally and internationally recognised certification issued by Frontline Management Institute

Outstanding performance recognised through Distinctions and Credits

Fees

Delivery option	Fees*
Public Courses	See fmi Calendar for fees
Open Learning	See fmi Calendar for fees
Recognition Processes: Recognition of Prior Learning (RPL) or Recognition of Current Competency (RCC)	See Calendar for fees Please note no fee is charged by fmi for RPL of competency units in this Qualification for which currently valid Statement of Attainment for the same unit has been issued by another Registered Training Organisation.
Corporate Courses	Corporate Courses are custom tailored in-house programs for organisations. Requirements of different organisations vary, as do delivery options selected and numbers of participants. Once agreement is reached on requirements a written quotation is provided, usually within 24 hours. Please contact fmi by phone +61 2 9281 2635 or email fmi@managementcando.com to discuss your particular requirements.
*The Frontline Management Institute reserves the right to vary prices without prior notice in the future	

Enrolment and Booking



Step 1 : Enrolment

To enrol in this Qualification costs participants no fee or obligation!

Participants simply fill in fmi's **Frontline Management Qualification Enrolment Form** and we process the enrolment. There is no obligation to proceed further and no fee is charged at this stage.

When participants do choose to pre-pay for the whole qualification at this stage they gain a substantial saving as shown in the fee schedule but they are not obliged to do this, they can pay course by course.

Step 2 : Booking

Participants or people making group bookings choose the appropriate selection of individual Public Courses, Open Learning Courses or Recognition Processes from fmi's **Calendar of Courses** and fmi's **Course Descriptions**.

You can book any course in any order using the blend of delivery options that suits you.

You proceed at your own pace.

You only pay for the bookings you make.

You are not obliged to complete the Certificate IV.

You can request Statements of Attainment to be issued for individual Units once you have been satisfactorily assessed.

fmi's clients

Community & Health sector

Bayer
Canteen
Centre for Community Welfare Training
Guide Dogs NSW
Marist Youth Care
Merck
Pfizer
Serono
Valeant Pharmaceuticals

Financial sector

BT Financial
Capital Finance
Commonwealth Bank
Credit Suisse First Boston
Macquarie Bank
Price Waterhouse
QBE
Reserve Bank of Australia
Skandia
St George Bank
Westpac

Government sector

Canada Bay Council
Health NSW
National Archives of Australia
Sydney Harbour Foreshore Authority
Torres Strait Regional Authority
Wollongong University
Work Cover NSW
Office Director Public Prosecutions NSW

Services sector

Australia Post
Centrebet
Coates Hire
Energy Australia
Hoyts
Integral Energy
JC Decaux
Pickles Group
Powerlink
Property Council of Australia
Tabcorp

IT & Communications sector

Australian Radio Network
Ebay
IBM
Ingram Micro
MYOB
People Logic
Readers Digest
Telstra

Industry, Construction & Mining sector

ADI
Austex Dies Phoenix
Bluescope Steel
BOC
Boral Transport
Bovis Lend Lease
Fuji Xerox
Hewlett Packard
Imperial Tobacco
KBR Engineering
Lend Lease
Linde
Matrix
Resolute Mining
Thales Australia
Transfield Services
Visy
Weyerhaeuser
Wingham Beef Exports

Sales & Retail sector

ALDI
Bunnings
Carsales.com.au
Kennards
Kinselas
Napoleon Cosmetics
Westfield

Transport sector

NRMA
Patrick Air Services
Qantas
Railcorp
Taxi Council NSW
Toll
Veolia Transport

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Appendix: Qualification rules

Total number of units = 10

4 core units plus

6 elective units

At least 3 of the elective units must be selected from the elective units listed below.

The other 3 elective units may be selected from the remaining elective units listed below, the BSB07 Business Services Training Package or any other currently endorsed national Training Package. If not listed below, 1 unit may be selected from either a Certificate III or Diploma qualification.

Elective units must be relevant to the work outcome, local industry requirements and the qualification level.

Units selected from other Training Packages must not duplicate units selected from or available within the BSB07 Business Services Training Package.

Unit Number	Unit Name	Area	Unit type
BSBMGT401A	Show leadership in the workplace	Management	Core
BSBMGT402A	Implement operational plan	Management	Core
BSBOHS407A	Monitor a safe workplace	Occupational Health and Safety	Core
BSBWOR402A	Promote team effectiveness	Workplace Effectiveness	Core
BSBCUS401A	Coordinate implementation of customer service strategies	Customer Service	Elective
BSBINM401A	Implement workplace information system	Information Management	Elective
BSBMGT403A	Implement continuous improvement	Management	Elective
BSBPMG510A	Manage projects	Project Management	Elective
BSBWOR401A	Establish effective workplace relationships	Workplace Effectiveness	Elective
BSBWOR404A	Develop work priorities	Workplace Effectiveness	Elective
BSBLED401A	Develop teams and individuals	Learning and Development	Elective