

Frontline Management



Training Services Australia's workshops for the Certificates III and IV in Frontline Management are considered the benchmark in management training.

They provide an interactive, thought provoking and stimulating learning experience in contemporary management principles, techniques, skills and practices.

The credentials issued to successful participants are recognised nationally. In addition to their direct value, these provide useful stepping-stones towards higher education studies in the management discipline.

Note: Training Services Australia offers Frontline Management training tailored to the specific needs of client organisations and their personnel. This training can be facilitated at either our training centre or another venue of the client's choosing. Training Services Australia also intends to offer public workshops for the Certificate IV in Frontline Management from the beginning of 2009.

What is a Frontline Manager?

The term 'Frontline Manager' covers a range of different position descriptions including 'supervisor', 'foreperson', 'team leader', 'superintendent' and 'office co-ordinator'. Whatever their title, Frontline Managers are essentially the interface between the workforce and senior management. They are people managers who co-ordinate and lead the workforce on a day-to-day basis, in pursuit of the organisation's strategic goals.

The Origin of the Frontline Management Program

The Frontline Management program was developed in the mid to late 1990s, in response to the findings of an Australian Government Task Force which investigated best practice in the development of managers around the world. The Task Force concluded that Australia has some world class managers, but not sufficient numbers to match our international competitors. Overseas managers and enterprises were seen to be changing more rapidly and to be better prepared for the competitive challenges of the twenty first century. The Task Force estimated that nearly half of Australia's first line managers do not have any formal training for their role.

Purpose of the Frontline Management Program

Frontline Management is a nationally recognised, competency-based training program, aimed at supporting industries in raising their performance by developing the skills and knowledge of their frontline managers. At an organisational level, Frontline Management is used to support cultural change within organisations as they restructure themselves and upskill their staff to adjust to the rapidly changing demands of their environment. At an individual level, the program helps to facilitate the transition from team member to team supervisor or manager. It enables recognition of the management skills that frontline managers already possess, and provides opportunities to improve existing management skills and develop new ones.



Program content

The nationally recognised Frontline Management Training Package is composed of a set of *competencies*, which describe what is expected of high performing frontline managers. These competencies were developed through extensive consultation with a wide range of industries, and relate to areas such as:

- Leadership
- Team effectiveness
- Effective workplace relationships
- Continuous improvement
- Operational planning
- Customer service
- Innovation
- Workplace safety
- Developing individuals and teams
- Identifying and applying risk management processes
- Developing work priorities
- Making presentations
- Organising meetings

Note: The range of topics covered during the program will depend on the units selected.

Frontline Management Qualifications

Frontline Management qualifications exist at the Certificate III and Certificate IV levels. The difference between the qualifications is primarily in the depth and breadth of skills that candidates need to demonstrate.

Certificate III - for those who have limited formal management responsibility, but a senior role within their work team. These people are often the informal team leaders, and may be being groomed for more formal responsibilities. They may also be asked to act as the team leader or supervisor when that person is away.

Certificate IV - for those with formal management responsibility (usually at the first tier of management). People at this level would be expected to performance manage other staff, have some budgetary responsibilities, etc.

Workplace application of management skills

A key philosophy behind the Frontline Management Course is that participants develop competence in management skills in the workplace. Although training may be delivered outside the workplace, the intent is that upon their return to their job, participants apply the knowledge and practice the skills they have acquired through training. Some of the benefits of this approach are:

- It is a way of ensuring the training is directly relevant to people's jobs;
- Undertaking on-the-job practice is an efficient use of participants' time;
- On-the-job practice will hopefully result in a rapid improvement in job performance, thereby providing immediate benefits to the employer and contributing to positive cultural change within the organisation;
- Participants are able to focus their attention more on areas where development is needed and less on areas in which they are already competent.

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Prerequisites

No previous qualifications or experience in frontline management are required to participate in these workshops. However, access to a frontline management position (an acting capacity is acceptable) is essential for the successful completion of the workplace assignments.

Note: Workshop participants are required to complete comprehensive workplace assignments as evidence of their competence. Certification cannot be issued until the successful completion of these assignments.

Credential issued

Participants successfully completing all requirements for a full credential will be issued with a nationally recognised qualification (e.g. Certificate IV in Frontline Management). Participants completing one or more units of competency, but who are unable or not wishing to complete a full credential, will be issued with a nationally recognised statement(s) of attainment for the unit(s) they successfully complete (e.g. BSBMGT401A Show leadership in the workplace).

Fees

Public workshops – The proposed fee for undertaking the Certificate IV in Frontline Management via public workshops is \$2,750 per person. This includes:

- 12-days face-to-face training delivery at TSA
- All meals (morning tea, afternoon tea, lunch) during course
- Comprehensive learner guides and assessments for each module
- Up to 8-hours assessment time / coaching support per learner
- Online access to all assessment materials

In-house workshops – Training Services Australia generally charges a daily rate for in-house workshops. These workshops are tailored to meet specific client needs and the fee is determined in the light of the agreed service requirements. Please contact Training Services Australia for a quotation.

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Recognition of prior learning

Recognition of Prior Learning (RPL) is available for the following fees:

\$165 application fee. This includes the initial review of your application by a qualified assessor, and a one hour meeting with the assessor. The application fee must be paid prior to the first meeting and is non-refundable.

Plus

\$110 per hour. This hourly rate includes:

- (additional) time spent meeting with the assessor
- time spent by the assessor reviewing evidence you are asked to provide
- time spent by the assessor attending / observing practical demonstrations

Persons wishing to seek skills recognition for some or all of the units are invited to contact Training Services Australia for an application kit.

National recognition

Training Services Australia recognises qualifications and statements of attainment issued by other Registered Training Organisations under the Australian Qualifications Framework.