

<b>Name of Policy</b>	<b>Certificate IV in Leadership and Management Program Policy</b>
<b>Description of Policy</b>	This policy describes the philosophy behind ACU supporting staff to undertake the <b>Certificate IV in Leadership and Management Program</b> as well as the process of calling for and selecting applicants and awarding scholarships.
<b>Policy applies to</b>	<input checked="" type="checkbox"/> University-wide <input type="checkbox"/> Specific ( <i>outline location, campus, organisational unit etc.</i> )
	<input checked="" type="checkbox"/> Staff Only <input type="checkbox"/> Students Only <input type="checkbox"/> Staff and Students
<b>Policy Status</b>	<input type="checkbox"/> New Policy <input checked="" type="checkbox"/> Revision of Existing Policy
<b>Description of Revision</b>	Integration of the Capability Development Framework (CDF)

<b>Approval Authority</b>	Vice-Chancellor and President
<b>Governing Authority</b>	Chief Operating Officer
<b>Responsible Officer</b>	Director, Human Resources

<b>Approval Date</b>	19 December 2016
<b>Effective Date</b>	19 December 2016
<b>Date of Last Revision</b>	9 December 2015
<b>Date of Policy Review*</b>	30 June 2017

\* Unless otherwise indicated, this policy will still apply beyond the review date.

<b>Related Policies, Procedures, Guidelines and Local Protocols</b>	Certificate IV in Leadership and Management Scholarship Application Form
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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 professional staff to undertake an ACU supported management program is to ensure that the University has appropriately trained and qualified professional staff to achieve the University's Strategic Priorities. The University is committed to a culture of excellence. This Certificate program is one of several programs supporting the University's ongoing investment and development of its staff.

A number of units of study within the Certificate IV in Leadership and Management align with several of the core competencies in the ACU Capability Development Framework (CDF).

## 2. Policy Statement

The University encourages the personal development of leadership and management competencies by providing the opportunity for staff to undertake the Certificate IV in Leadership and Management Program. Due to changes with the Australian Qualifications Framework guidelines, this program replaces the previous Certificate IV 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 Certificate IV in Leadership and Management Program, eligibility requirements, and the procedures involved when applying for this ACU scholarship.

## 4. Application of Policy

### 4.1 ELIGIBILITY

The program is aimed primarily at professional 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.

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 OBLIGATION TO REPAY FEES

The successful applicants must enter into a written agreement through the Certificate IV Leadership and Management Scholarship Application Form, to repay any amounts paid on behalf of the University for enrolment and tuition under this policy if the staff member;

- Voluntarily terminates employment prior to the end date of the Certificate IV Leadership and Management;
- Fails to provide assessments to support the passing of the program;
- Withdraws from the program post the withdrawal deadline date (4 weeks upon course commencement date); and
- Fails to complete the program within the specified 18 month completion period.
- The amounts to be repaid will be proportionate to the number of uncompleted units. Any waiver of this obligation must be approved by the Director, Human Resources.

## 4.3 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 LMP	2. Undertake some units only
<i>A: Existing Professional Staff Supervisors</i>	<ul style="list-style-type: none"> <li>• up to 10 full scholarships a year covering the full cost of undertaking the LMP (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> ).
<i>B: Other Professional Staff (non-supervisors)</i>	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 Review and Planning Program.

## 4.4 CONTENT OF THE CERTIFICATE IV IN LEADERSHIP AND MANAGEMENT

The Certificate IV in Leadership and Management Program is a nationally recognised qualification 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 twelve 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 twelve (12) key areas of competence that describe what high performing frontline managers need to be able to understand and implement. 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).

<b>Course 2016 BSB42015</b> <b>Certificate IV in Leadership and Management (12 units required)</b>		
Unit Code	Unit Name	Link to Competency (CDF)
BSBMGT401	Show leadership in the workplace	Be Responsible and Accountable for Achieving Excellence Make Informed Decisions
BSBLDR403	Lead team effectiveness	Collaborate Effectively Communicate with Impact
BSBINN301	Promote innovation in a team environment	Be Responsible and Accountable for Achieving Excellence Know ACU Work Systems and Processes
BSBRES401	Analyse and present research information	Make Informed Decisions
BSBCUS401	Coordinate implementation of customer service strategies	Deliver Stakeholder Centric Service
BSBSUS301	Implement and monitor environmentally sustainable work practices	Live ACU's Mission, Vision and Values Be Responsible and Accountable for Achieving Excellence
BSBMGT402	Implement operational plan	Be Responsible and Accountable for Achieving Excellence Make Informed Decisions

BSBMGT403	Implement continuous improvement	Be Responsible and Accountable for Achieving Excellence
BSBWHS401	Implement and monitor WHS policies, procedures and programs to meet legislative requirements	Live ACU's Mission, Vision and Values Be Responsible and Accountable for Achieving Excellence
BSBREL401	Establish networks	Collaborate Effectively Communicate with Impact
BSBLDR401	Communicate effectively as a workplace leader	Collaborate Effectively Communicate with Impact
BSBLDR402	Lead effective workplace relationships	Collaborate Effectively Communicate with Impact
BSBWOR404 #	Develop work priorities	Know ACU Work Systems and Processes
BSBCMM401 #	Make a Presentation	Communicate with Impact

N.B. # -These units are not required if you have completed BSBMGT401A and BSBREL401A

#### 4.5 SERVICE PROVIDER SELECTION

ACU will select a service provider through which successful staff will undertake the Certificate IV in Leadership and Management Program (LMP). All recipients of this ACU scholarship must complete the program 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 LMP opportunities across all States and Territories in which ACU operates;
- (b) a modular approach where staff can undertake the entire LMP to Certificate IV level;
- (c) national recognition of qualifications;
- (d) a self-paced online learning method of delivery including student support;
- (e) flexibility in relation to the time period in which to complete the LMP (i.e. greater than 12 months);
- (f) ability to offer recognition of prior learning.

## 5. Procedures

### 5.1 CALL FOR APPLICATIONS

In October/November each year, applications will be called from eligible staff to apply for a scholarship to undertake the LMP commencing in the following year. Applications must be received on the Certificate IV Leadership and Management Scholarship Application Form.

Only application forms that have been fully completed and supported by the applicant's nominated supervisor will be considered. Successful applicants will also be required to complete the Provider's Enrolment Form; this will be made available to successful applicants.

## 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. The panel will review applications based on the eligibility criteria (4.1) and the merits of the application. The selection panel will be representative of those areas employing professional staff.

## 5.3 SERVICE PROVIDER REQUIREMENTS

ACU staff who are successful in being selected to receive a scholarship to undertake the LMP 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 LMP 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 LMP policy is invited to forward their suggestions to Human Resources.

# 7. Further Assistance

Any staff member who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit [Service Central](#).