

## PROGRAM OUTLINE

# LEADERSHIP PROGRAMS

Accrete is a Registered Training Organisation (Nat. Provider no: 2382) with more than 20 years' experience in the design, development and delivery of tailored and nationally accredited leadership and management training. We have provided extensive training in both the public and private sectors within the Northern Territory.

We deliver the following nationally accredited VET qualifications:

- Certificate IV in Leadership and Management
- Diploma of Leadership and Management

We have delivered contextualised versions of both programs to a number of different Northern Territory Government Agencies, as well we two public programs.

Accrete also delivers module-based versions of both programs. For example, we deliver a program to emerging leaders which is made up of four Units of Competency selected from the Certificate IV in Leadership and Management. The module-based program is delivered in a similar structure to our qualifications (as set out in the following pages) and units are selected based on the needs of the client organisation.

Want to know more? Have something particular in mind?  
Just want to talk about options?

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## 1. BSB42015 CERTIFICATE IV IN LEADERSHIP AND MANAGEMENT

This qualification reflects the role of individuals working as developing and emerging leaders and managers in a range of enterprise and industry contexts. As well as assuming responsibility for their own performance, individuals at this level provide leadership, guidance and support to others. They also have some responsibility for organising and monitoring the output of their team. They apply solutions to a defined range of predictable and unpredictable problems, and analyse and evaluate information from a variety of sources.

### PROGRAM STRUCTURE

#### Pre-program components

- Enrolment and administration of Language, Literacy and Numeracy test
- Pre-program 360 Degree Survey completed by each participant.
- DiSC Personality Type Indicator completed by each participant.
- Learning Style Analysis completed by each participant.
- Induction Session for all participants.

#### Program content and delivery

The *BSB42015 Certificate IV in Leadership and Management* is made up of 12 Units of Competency which are delivered at the rate of 2 consecutive days per month for a period of 12 months (12 x 2 full day face-to-face workshops). The elements of the program have been structured into three modules: Managing Self, Managing Others and Managing Operational Responsibilities. Each module incorporates four Units of Competency.

<i>Module 1: Managing Yourself</i>	
Elective	BSBMGT401 Show leadership in the workplace
Core	BSBLDR401 Communicate effectively as a workplace leader
Elective Group A	BSBWOR404 Develop work priorities
Elective Group B	BSBCMM401 Make a presentation
<i>Module 2: Managing Others</i>	
Core	BSBLDR402 Lead effective workplace relationships
Core	BSBLDR403 Lead team effectiveness
Elective (Diploma level)	BSBMGT502 Manage people performance
Elective	BSBLED401 Develop teams and individuals
<i>Module 3: Managing Operational Responsibilities</i>	
Core	BSBMGT402 Implement operational plan
Elective Group A	BSBMGT403 Implement continuous improvement
Elective Group B	BSBCUS403 Implement customer service standards
Elective Group A	BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements

#### Post-program components

- Graduation and provision of qualification or Statement of Attainment (if less than 12 units were completed)
- Post-program 360 Degree Survey

## PROGRAM STRUCTURE DETAIL

<b>Pre-program components</b>
<p><u>Enrolment and administration of Language, Literacy and Numeracy test</u></p> <p>As a Registered Training Organisation Accrete has a responsibility to assess the language, literacy and numeracy (LLN) skill levels of potential candidates prior to enrolling them in a nationally recognised training program (in this case either of the Certificate IV in Leadership and Management, or the Diploma of Leadership and Management).</p> <p>Candidates will be required to complete the appropriate LLN test to identify potential language, literacy and numeracy requirements prior to enrolment. If it is determined that a candidate has identified support needs the candidate will be referred to our CEO to determine the level of support that can be provided. Where it is not possible to meet the course participant's LLN needs, Accrete will be unable to accept the enrolment.</p>
<p><u>Pre-program 360 Degree Survey</u> completed by each participant.</p> <p>This survey is completed by each participant and up to ten of their colleagues including their manager/s, peers and direct reports (known collectively as 'contributors'). The survey asks the participant to assess their performance in relation to a range of areas aligned to the qualification being taught. Their contributors are then asked to complete the same survey. The contributor responses remain confidential and are presented as an average only. This establishes base line data on how the individual's performance is perceived by themselves and their colleagues.</p> <p>Participants are then provided with confidential, face-to-face feedback on their results from the survey. This 30-minute feedback session provides the participant with insight into how their performance is being perceived by themselves, and their contributors, and allows the program facilitator and participant to identify their main learning and development needs based on the data obtained.</p> <p>The client is provided with a de-identified report on the collective pre-program evaluations. This analysis enables the program facilitator and client to determine the key focus and priority areas for the program. This data can then be compared with post-program feedback to measure individual growth, cohort growth and the overall success of the program.</p>
<p><u>DiSC Personality Type Indicator</u> completed by each participant.</p> <p>All participants complete a DiSC trademarked personality indicator questionnaire in order to raise their self-awareness and better understand their colleagues. Participants are provided with a report of their individual profile findings during session one, together with a presentation on the cohort's profile as a group. Profile findings are used throughout the program to reinforce learning and understanding.</p>
<p><u>Learning Style Analysis</u> completed by each participant.</p> <p>This analysis provides an assessment of each participant's preferred learning style and provides a basis for building knowledge and understanding in the areas of: communication skills; performance management and development of individuals and teams; and presentation skills.</p>
<p><u>Induction Session</u> conducted to inform the participants and their managers of the program requirements and expectations including pre-evaluations, personality indicator assessments, workshop content and delivery modes (timings, conduct, keynote presentations, syndicate groupings, rotating syndicate leadership etc), the qualification, assessment requirements and expected commitment.</p> <p>The induction session will take 60 minutes and ideally will be formally opened by a senior leader within the client organisation.</p>
<b>Program content and delivery</b>

Program materials

Program materials include a Session Overview, Participant Manual and Workbook, Syndicate Discussions, Assessment Instructions and session slides. Additional materials will be provided as required. All program materials will be provided to the client and participants in an electronic format at least 1 week prior to session delivery. Participants will be expected to print their own materials for each session.

Contextualisation

In order to increase the relevance of the program and to provide specific organisational understanding, session content is delivered within the context of the current operating environment and culture of the client organisation. All session materials, including assessment tasks, are contextualised to reflect the organisation (that is, use of Organisational Strategic and Operational plans, frameworks, policies, procedures and other relevant organisational documents).

Session content, conduct and assessment

Session conduct: A face-to-face, 2-day session is delivered once per month for 12 months. Each session includes the delivery of a single Unit of Competency, with 12 Units making up the full Certificate IV qualification. Sessions are capped at 25 participants.

Session delivery is dynamic with a focus on adult learning principles and self-reflection. Sessions include: Facilitator presentations; keynote addresses; syndicate discussions and activities. Syndicate discussions involve participants considering a topic or question prior to the session, and being in a position to discuss that topic or question with their syndicate during the session.

Syndicates: Throughout the program participants are placed into working groups known as syndicates based on their DiSC profile, learning style and the functional area within which they work. Syndicate leaders are appointed and given particular responsibilities each session, with leadership changing each month. Syndicate membership remains constant for each module (4-month period) after which time new syndicates are created. By program completion participants should have held a leadership position at least twice, and worked closely with three different syndicates.

Keynote addresses: Content area experts from the organisation are invited to deliver key note addresses or panel discussions on specified topics throughout the program. Speakers will usually include members of the Executive and Senior leadership team as well as any subject matter experts. A speaker's brief is developed and supplied to the chosen speaker outlining the requested content and suggesting delivery approaches. On average 1 speaker will be required for 90 minutes each session (60 minutes presentation / discussion time and 30 minutes for questions).

This exposure to senior leaders and experts is critical in imparting organisational knowledge and insights, as well as providing an opportunity for program participants to meet and network with those senior leaders and subject-matter experts.

Assessment: Participants will be required to complete their assessment for each Unit of Competency outside session times. Ordinarily participants will be provided with one month to complete their assessment before submitting it to Accrete for marking. Should a submission be deemed not yet satisfactory participants will have an opportunity to resubmit their assessment for marking a second time. Accrete provides comprehensive feedback on all assessment tasks to aid in learning.

Time commitment

The Australian Qualifications Framework (AQF) provides a guide to what is known as the 'volume of learning' for each qualification. The volume of learning describes how long a student would take to develop all of the required skills and knowledge identified in the relevant qualification. As a Registered Training Organisation Accrete is required to comply with the volume of learning for every accredited program we deliver.

The AQF volume of learning for a Certificate IV qualification is 600 – 2400 hours, or 50 – 200 hours per Unit of Competency. Session delivery accounts for 15 hours of learning. Therefore, the additional time commitment that

each participant would be expected to make would be 35 hours at a minimum, per month. This time is made up of pre-course reading and activities (estimate 5 hours), and post-course assessment (estimate 30 hours).

Accrete is committed to ensuring participants have a supported learning experience and are given every chance to obtain the qualification. Time is set aside during each session to take participants through the required assessment tasks to ensure understanding and provide any necessary clarification. Our facilitators provide ongoing support to participants between sessions if needed.

### Post-program components

#### Graduation

A graduation ceremony is conducted and qualifications issued to participants. Clients may choose the level of formality they would prefer for this event. Accrete has been involved in both informal (in-house event with a member of the senior leadership team distributing qualifications) and formal graduations (held at Parliament House with either a Minister or the NT Administrator invited to distribute qualifications).

Post-program 360 Degree Survey completed by each participant.

The post-program survey is administered 3 – 6 months after the completion of the last session. The survey is identical to the pre-program survey, allowing the participant to identify areas in which they have improved and areas in which they will need to focus their ongoing professional development.

The client is provided with a de-identified report on the collective post-program evaluations together with a comparison to the pre-program evaluations.

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## 2. BSB51915 DIPLOMA OF LEADERSHIP AND MANAGEMENT

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts. Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements. They plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

### PROGRAM STRUCTURE

#### Pre-program requirements

- Enrolment and administration of Language, Literacy and Numeracy test
- Pre-program 360 Degree Survey completed by each participant.
- DiSC Personality Type Indicator completed by each participant.
- Learning Style Analysis completed by each participant.
- Induction Session for all participants.

#### Program content and delivery

The *BSB41915 Diploma of Leadership and Management* is made up of 12 Units of Competency which are delivered at the rate of 2 consecutive days per month for a period of 12 months (12 x 2 full day face-to-face workshops). The elements of the program have been structured into three modules: Managing Self, Managing Others and Managing Operational Responsibilities.

<i>Module 1: Managing Yourself</i>	
Core Unit	BSBLDR501 Develop and Use Emotional Intelligence
Elective: Group A	BSBLDR503 Communicate with Influence
<i>Module 2: Managing Others</i>	
Core Unit	BSBLDR502 Lead and Manage Effective Workplace Relationships
Core Unit	BSBWOR502 Lead and Manage Team Effectiveness
Elective: Group A	BSBMGT502 Manage People Performance
Elective: Group B	BSBLED501 Develop a Workplace Learning Environment
Elective: Group A	BSBLDR504 Implement Diversity in the Workplace
<i>Module 3: Managing Operational Responsibilities</i>	
Elective: Group A	BSBCUS501 Manage Quality Customer Service
Core Unit	BSBMGT517 Manage Operational Plan
Elective: Group A	BSBMGT516 Facilitate Continuous Improvement
Elective: Group A	BSBWHS501 Ensure a Safe Workplace
Elective: Group A	BSBFIM501 Manage Budgets and Financial Plans

#### Post-program requirements

- Graduation
- Post-program 360 Degree Survey

### PROGRAM STRUCTURE DETAIL

The only significant difference between the Certificate IV in Leadership and Management and the Diploma of Leadership and Management, in terms of the detail of the program structure, is the time commitment as a result of the volume of learning.

### Time commitment

The Australian Qualifications Framework (AQF) provides a guide to what is known as the 'volume of learning' for each qualification. The volume of learning describes how long a student would take to develop all of the required skills and knowledge identified in the relevant qualification. As a Registered Training Organisation Accrete is required to comply with the volume of learning for every accredited program we deliver.

The AQF volume of learning for a Diploma qualification is 1200 – 2400 hours, or 100 – 200 hours per Unit of Competency. Session delivery accounts for 15 hours of learning. Therefore, the additional time commitment that each participant would be expected to make would be 85 hours at a minimum, per month. This time is made up of pre-course reading and activities, and post-course assessment.

Accrete is committed to ensuring participants have a supported learning experience and are given every chance to obtain the qualification. Time is set aside during each session to take participants through the required assessment tasks to ensure understanding and provide any necessary clarification. Our facilitators provide ongoing support to participants between sessions if needed.

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