

BSB40807

Certificate IV in Frontline Management

Course Information and Vocational Outcomes

This is an accredited course that reflects the role of individuals who take the first line of management in a wide range of organisational and industry contexts. They may have existing qualifications and technical skills in any given vocation or profession, yet require skills or recognition in supervisory functions. Typically they would report to a manager. At this level frontline managers provide leadership and guidance to others and take responsibility for the effective functioning and performance of the team and its work outcomes. Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include: coordinator; leading hand; supervisor; and team leader. There are no entry requirements for this qualification.

Preferred pathways for candidates considering this qualification could include the following options:

- BSB31207 Certificate III Frontline Management or other relevant qualification/s
- with vocational experience in a supervisory role but no formal qualification.
- Examples of indicative job roles for candidates seeking entry based upon their vocational experience include: accounts clerk; customer service advisor; import/export clerk; office administrator; or student services officer. This breadth of expertise would equate to the competencies required to undertake this qualification.

After achieving this qualification candidates may undertake the BSB51107 Diploma of Management.

There is no direct link between this qualification and licensing, legislative and/or regulatory requirements. However, where required, a unit of competency will specify relevant licensing, legislative and/or regulatory requirements that impact on the unit.

To complete this course ten units must be successfully undertaken. These units must consist of:

- four core units
- six elective units.
 - At least three of the elective units must be selected from the elective units listed below.
 - The remaining three elective units may be selected from the elective units listed below, or any currently endorsed Training Package or accredited course at the same qualification level. If not listed below, one 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.

Employability skills

The following is a summary of the employability skills for this qualification. It should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in this qualification. The outcomes described here are broad industry requirements that may vary depending on the packaging options.

Communication

- communicating with team members and management to ensure open communication channels and to clarify issues
- resolving conflict and disputes in the work team

Teamwork

- being a role model for other team members
- consulting and developing objectives with the work team

Problem solving

- developing risk management approaches
- developing techniques to address faults and inefficiencies

Initiative and enterprise

- identifying and developing opportunities for improved work practices

Planning and organising

- monitoring and adjusting operational performance by producing short-term plans, planning and acquiring
- resources and reporting on performance
- preparing work plans and budgets

Self management

- actively seeking feedback on own performance from clients and colleagues
- prioritising tasks

Learning

- coaching and mentoring colleagues and team members to support the introduction of change

Technology

- using business technology such as computer programs and telecommunications to collect and manage information

This is a summary of employability skills that are typical of this qualification and should not be interpreted as definitive.

The nominal hours of this qualification are between 385 and 490 hours depending on the units selected.

Completion of this course carries with it a Nationally Recognised Certificate.

Course content

Core units

Management

- **BSBMGT401A - Show leadership in the workplace (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to work with teams and individuals, their standard of conduct and the initiative they take in influencing others. At this level, work will normally be carried out within routine and non routine methods and procedures which require the exercise of some discretion and judgement. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Frontline management provides the first level of leadership within the organisation. This unit applies to people who are making the transition from being a team member, to taking responsibility for the work and performance of others. Frontline managers have a strong influence on the work culture, values and ethics of the teams they supervise. As such it is important that frontline managers model good practice, professionalism and confidently represent their organisation.)

1. Model high standards of management performance and behaviour
2. Enhance organisation's image
3. Make informed decisions

- **BSBMGT402A - Implement operational plan (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to implement the operational plan by monitoring and adjusting operational performance, producing short term plans for the department/ section, planning and acquiring resources and providing reports on performance as required. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Frontline managers are actively engaged in planning activities to achieve the measurable, stated objectives of the team and the organisation. This key role is carried out to provide safe, efficient and effective products and services to customer satisfaction within the organisation's productivity and profitability plans. At this level, work will normally be carried out within routine and non routine methods and procedures, which require planning, evaluation, leadership and guidance of others.)

1. Implement operational plan
2. Implement resource acquisition
3. Monitor operational performance

Occupational Health and Safety

- **BSBOHS407A - Monitor a safe workplace (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to implement and monitor the organisation's occupational health and safety (OHS) policies, procedures and programs in the relevant work area to meet legislative requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to employees with supervisory responsibilities for implementing and monitoring the organisation's OHS policies, procedures and programs in a work area. This unit applies to individuals with a broad knowledge of OHS policies who contribute well developed skills in creating solutions to unpredictable problems through analysis and evaluation of information from a variety of sources. They provide supervision and guidance to others and have limited responsibility for the output of others.)

1. Provide information to the workgroup about OHS policies and procedures
2. Implement and monitor participative arrangements for the management of OHS
3. Implement and monitor the organisation's procedures for providing OHS training
4. Implement and monitor procedures for identifying hazards and assessing risks
5. Implement and monitor the organisation's procedures for controlling risks
6. Implement and monitor the organisation's procedures for maintaining OHS records for the team

Workplace effectiveness

- **BSBWOR402A - Promote team effectiveness (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to promote teamwork. It involves developing team plans to meet expected outcomes, leading the work team, and proactively working with the management of the organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Frontline managers have an important leadership role in the development of efficient and effective work teams. They play a prominent part in team planning, supervising the performance of the team and developing team cohesion. They provide leadership for the team and bridge the gap between the management of the organisation and the team members. As such they must 'manage up' as well as manage their team/s.)

1. Plan to achieve team outcomes
2. Develop team cohesion
3. Participate in and facilitate work team
4. Liaise with management

Elective units

Customer service

- **BSBCUS401A - Coordinate implementation of customer service strategies (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to advise on, carry out and evaluate customer service strategies, including the design of improvement strategies based on feedback. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of customer service strategies who contribute well developed skills in addressing customer needs and problems. They may have responsibility to provide guidance or to delegate aspects of these tasks to others.)

1. Advise on customer service needs
2. Support implementation of customer service strategies
3. Evaluate and report on customer service

- **BSBCUS402A - Address customer needs (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage the ongoing relationship with a customer, which includes assisting the customer to articulate their needs, meeting customer needs and managing networks to ensure customer needs are addressed. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to workers required to be familiar with a product and/or service that varies widely and is capable of significant customisation. The customer relationship would typically involve direct interaction a number of times over an extended period. This unit is appropriate to workers who are expected to have detailed product knowledge in order to recommend customised solutions. They would be expected to apply organisational procedures and be aware of, and apply as appropriate, broader factors involving ethics, industry practice and relevant government policies and regulations.)

1. Assist customer to articulate needs
2. Satisfy complex customer needs
3. Manage networks to ensure customer needs are addressed

- **BSBCUS403A - Implement customer service standards (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to contribute to quality customer service standards, and to support personnel to implement customer service standards and systems within the organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to frontline managers, including team leaders and supervisors, who have responsibility for seeing that a customer service system and customer service standards are implemented. It is expected that someone undertaking this unit would have a detailed knowledge of, and experience in, customer service systems and procedures.)

1. Contribute to quality customer service standards
2. Implement customer service systems
3. Implement team customer service standards

Financial administration

- **BSBFIA402A - Report on financial activity (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to report financial activity for business both in response to client requests and to meet statutory requirements such as the completion of statutory requirement reports. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of financial activities who contribute financial skills and knowledge to address reporting requirements of clients and legal authorities. They may have responsibility to provide guidance or to delegate aspects of these tasks to others.)

1. Compile financial information and data
2. Prepare statutory requirement reports
3. Provide financial business recommendations

General administration

- **BSBADM409A - Coordinate business resources (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to determine and analyse existing and required resources, their effective application and the accountability for their use. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of business resources who contribute well developed skills and knowledge to ensure adequate resources are available to perform the work of the organisation. They may have responsibility to provide guidance or to delegate aspects of these tasks to others.)

1. Determine resource requirements
2. Acquire and allocate resources
3. Monitor and report on resource usage

Information management

- **BSBINM401A - Implement workplace information system (40 nominal hours)**

(This unit describes performance outcomes, skills and knowledge required to perform the activities associated with the administrative aspects of a project, such as measurement, monitoring, reporting, and winding up the project on completion. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. The unit focuses on the administration requirements within any project undertaken under the supervision of an experienced project manager. The administrative skills are applied within the context of a project environment. The unit does not apply to project managers or specialist project managers. For specialist project managers, the units of competency in the Project Management competency field will be applicable.)

1. Plan project administration
2. Coordinate project administration
3. Finalise and review project administration

Innovation

- **BSBINN301A - Promote innovation in a team environment (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to be an effective and pro active member of an innovative team. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies individuals who play a pro active role in demonstrating, encouraging or supporting innovation in a team environment. The individual may be a team participant or a team leader. The team may 'make itself' or be constructed by others. It may have core members and members who participate at certain times or for particular purposes. It may be permanent or temporary, or come together at different times to work on specific projects. The team could consist of a team of contractors/freelancers, permanent staff, clients and service providers, or any combination of these groups. It may operate within an organisation or across several organisations - or simply across a group of individuals. The key focus of the unit is on what makes for an innovative team, what keeps it working well, how the structure of work can make a difference and what skills and knowledge are needed to maximise opportunities for innovation. Where a greater focus on team leadership is required this unit should be combined with units such as BSBLED401A 'Develop teams and individuals'.)

1. Create opportunities to maximise innovation within the team
2. Organise and agree effective ways of working
3. Support and guide colleagues
4. Reflect on how the team is working

Interpersonal communication

- **BSBCMM401A - Make a presentation (30 nominal hours)**

(This unit covers the performance outcomes, skills and knowledge required to prepare, deliver and review a presentation to a target audience. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who may be expected to make presentations for a range of purposes, such as marketing, training, promotions, etc. They contribute well developed communication skills in presenting a range of concepts and ideas.)

1. Prepare a presentation
2. Deliver a presentation
3. Review the presentation

IT support

- **BSBITS401A - Maintain business technology (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to maintain the effectiveness of business technology in the workplace. It includes maintaining existing technology and planning for future technology requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to individuals with a broad knowledge of business technology who contribute well developed skills in creating solutions to maintenance and upgrade issues with existing technology. They may have responsibility to provide guidance or to delegate aspects of these tasks to others. This unit contains employability skills.)

1. Maintain performance of hardware and software
2. Provide basic system administration
3. Identify future technology requirements

Management

- **BSBMGT403A – Implement continuous improvement (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to implement the organisation's continuous improvement systems and processes. Particular emphasis is on using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance, and identifying opportunities for further improvements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Frontline managers have an active role in implementing the continuous improvement process to achieve the organisation's objectives. Their position, closely associated with the creation and delivery of products and services, means that they have an important role in influencing the ongoing development of the organisation. At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning and evaluation, and leadership and guidance of others.)
 1. Implement continuous improvement systems and processes
 2. Monitor and review performance
 3. Provide opportunities for further improvement

- **BSBMGT404A - Lead and facilitate off-site staff (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to supervise staff who perform agreed duties at an alternative site (usually home) during some or all of the scheduled work hours. OFF SITE WORK is a flexible employment option that meets all legal and regulatory employment requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to frontline managers who may be supervisors or team leaders who have responsibility for overseeing the work of off site staff. Increasingly, managers and staff are at different locations and the opportunities for face to face communication are reduced. In these cases managers must develop different techniques and approaches to ensure quality standards and work outcomes are met.)
 1. Facilitate off site work outcomes
 2. Support off site staff
 3. Manage off site staff performance

Marketing

- **BSBMKG413A - Promote products and services (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to coordinate and review the promotion of an organisation's products and services. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of the promotion of products and services specific to an organisation. They may have responsibility to provide guidance or to delegate aspects of these tasks to others.)
 1. Plan promotional activities
 2. Coordinate promotional activities
 3. Review and report on promotional activities

Project management

- **BSBPMG510A - Manage projects (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage a straightforward project or a section of a larger project. This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. The unit focuses on the application of project management skills and the requirement to meet timelines, quality standards, budgetary limits and other requirements set for the project. The unit does not apply to specialist project managers. For specialist project managers, the units of competency in the Project Management competency field will be applicable.)

1. Define project
2. Develop project plan
3. Administer and monitor project
4. Finalise project
5. Review project

Relationship management

- **BSBREL401A - Establish networks (35 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to develop and maintain effective work relationships and networks. It covers the relationship building and negotiation skills required by workers within an organisation as well as freelance or contract workers. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of networking and negotiation who contribute well developed skills in creating solutions to unpredictable problems through analysis and evaluation of information from a variety of sources. They may have responsibility to provide guidance or to delegate aspects of tasks to others.)

1. Develop and maintain business networks
2. Establish and maintain business relationships
3. Promote the relationship

Research

- **BSBRES401A - Analyse and present research information (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to gather, organise and present workplace information using available systems. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are required to apply their broad knowledge of the work environment to analysis and research tasks. They may have responsibility to provide guidance or to delegate aspects of these tasks to others.)

1. Gather and organise information
2. Research and analyse information
3. Present information

Risk management

- **BSBRSK401A - Identify risk and apply risk management processes (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to identify risks and to apply established risk management processes to a subset of an organisation or project's operations that are within the person's own work responsibilities and area of operation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a broad knowledge of risk analysis or project management who contribute well developed skills in creating solutions to unpredictable problems through analysis and evaluation of information from a variety of sources. They may have responsibility to provide guidance or to delegate aspects of these tasks to others. In this unit, risks applicable within own work responsibilities and area of operation, may include projects being undertaken individually or by a team, or operations within a section of the organisation.)
 1. Identify risks
 2. Analyse and evaluate risks
 3. Treat risks
 4. Monitor and review effectiveness of risk treatment/s

Sustainability

- **BSBSUS301A - Implement and monitor environmentally sustainable work practices (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to effectively analyse the workplace in relation to environmentally sustainable work practices and to implement improvements and monitor their effectiveness. This unit requires the ability to access industry information, applicable legislative and occupational health and safety (OHS) guidelines. While no licensing, legislative, regulatory or certification requirements apply holistically to this unit at the time of publication, relevant national, state and territory legislation, regulations and codes of practice impact upon this unit. This unit contains employability skills. This unit applies to those with responsibility for a specific area of work or who lead a work group or team. It addresses the knowledge, processes and techniques necessary to implement and monitor environmentally sustainable work practices, including the development of processes and tools, such as: identifying areas for improvement developing plans to make improvements implementing and monitoring improvements in environmental performance. A person who demonstrates competence in this unit must be able to provide evidence of the ability to implement and monitor integrated environmental and resource efficiency management policies and procedures within an organisation. Evidence must be strictly relevant to the particular workplace role.)
 1. Investigate current practices in relation to resource usage
 2. Set targets for improvements
 3. Implement performance improvement strategies
 4. Monitor performance

Workplace effectiveness

- **BSBWOR401A - Establish effective workplace relationships (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to collect, analyse and communicate information and to use that information to develop and maintain effective working relationships and networks, with particular regard to communication and representation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Frontline managers play an important role in developing and maintaining positive relationships in internal and external environments so that customers, suppliers and the organisation achieve planned outputs and outcomes. They play a prominent part in motivating, mentoring, coaching and developing team cohesion through providing leadership for the team and forming the bridge between the management of the organisation and team members. At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning and evaluation, and leadership and guidance of others.)
 1. Collect, analyse and communicate information and ideas
 2. Develop trust and confidence
 3. Develop and maintain networks and relationships
 4. Manage difficulties into positive outcomes

- **BSBWOR404B - Develop work priorities (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to plan one's own work schedules, to monitor and to obtain feedback on work performance and development. It also addresses the requirement to take responsibility for one's own career planning and professional development. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are required to design their own work schedules and work plans, and to establish priorities for their work. They will typically hold some responsibilities for the work of others and have some autonomy in relation to their own role.)
 1. Plan and complete own work schedule
 2. Monitor own work performance
 3. Co-ordinate professional development

Writing

- **BSBWRT401A - Write complex documents (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to plan documents, draft text, prepare final text and produce documents of some complexity. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who work in a range of business environments and are skilled in the creation of reports, information and general promotion documents that are more complex than basic correspondence, memos or forms and that require review and analysis of a range of information sources.)
 1. Plan documents
 2. Draft text
 3. Prepare final text
 4. Produce document

