



# enterprise connections

Move ahead with

forward thinkers

## In this edition:

Forward thinking:  
optimisation, demand  
management and planning

Another tasty business  
delivery into Sydney

UB providing OH&S  
training for the big players

A leading voice from a  
regional institution

Electronic commerce  
weaving a rural web

Taking it to the suburbs!

*your*  
**ub**



# special forces

The Commercial Services Unit is an elite squad on a mission to promote and deliver the best of the University of Ballarat to organisations across the globe.

The CSU are opportunity identifiers, and through their infra-red specs, search out the link between client needs and UB's capability. CSU's crack squad of business consultants are committed to getting the mix right for UB and the organisations it serves, both in the public and private sector. They ensure a totally professional approach in their pursuit of commercially sponsored services and projects.

CSU is a pivotal agency for marketing the professional capabilities of UB, and is the principal point of contact when securing services from UB. Operating within a strong business model, the team places a high value on finding flexible and responsive solutions to deliver quality outcomes for the customer. They are dedicated to forging commercially sponsored research, education, training and consultancies that support the University's core values.

Recognised for the excellence and scope of its capability, UB is increasingly on the radar locally, nationally and globally. The wealth of experience held by staff, and the breadth and impact of work undertaken to date, puts UB in the sights of any pro-active organisation looking for a vigorous, productive partnership with an academic institution.

'UB treats all commercial projects with the utmost level of professionalism, honesty and integrity while keeping pricing structures competitive,' says squad leader, and head of CSU, Mal Vallance.

Schools and centres across both TAFE and Higher Education divisions offer a spectrum of commercial services and expertise as Mal explains. 'Within Higher Education the focus for the CSU is upon commercially sponsored research activity, secured through tenders, submissions and direct marketing of research capability. The TAFE sector focuses upon training and consultancies as the principal source of activity and revenue.'

There are clear and present benefits to a University that has a strong business focus. In addition to broadening its national and international profile, UB continues to build upon its internal capability, diversifying and expanding staff knowledge and expertise as the University engages with industry, commerce and government.

'UB offers its partners rich experience and vast talent, with access to high quality expertise,' says Mal. 'We have a proven ability to successfully implement diverse projects, on any scale — as you will see throughout the following pages'. The excellent commercial efforts of UB staff, supported by the professional outfit at CSU, are a tour de force!



The success of UB's flexible and innovative training delivery at BlueScope Steel's Port Kembla operation has been endorsed through the awarding of an additional five year, \$4 million dollar contract, this time in the area of Occupational Health and Safety.



UB has managed and operated Engineering Trades Training at the Port Kembla site for the past three years. During the last 18 months, UB has also been meeting the upskilling needs of warehouse personnel in the Transport and Logistics division.



OH&S is a huge focus for BlueScope Steel and since taking on the provider role, the UB team are receiving a large number of requests for training. UB have employed a team of highly experienced trainers and consultants to meet the diverse OH&S needs of the 4500 employees and contractors situated at the Port Kembla site. Nationally recognised training in specific areas such as gas safety and site inductions will be delivered, in addition to short-term consultancies and WorkCover 'ticketed' compliance training.



The UB ethos of building relationships with clients in order to further understanding of their unique organisational culture enables UB to deliver targeted, customised solutions. 'UB's flexible approach and quality outcomes have been influential in the awarding of this contract,' says Carla Reading, Head of Manufacturing Services at UB.

While all three of UB's TAFE divisions offer OH&S training, the majority is delivered by the School of Manufacturing Services, which is backed by a 20 year reputation as a quality provider of OH&S education and consultancy. Further capability may be provided through UB's VIOSH Australia, a cross-disciplinary academic centre for teaching and research in OH&S with a 'safe place' philosophy of controlling risk through effective design and engineering.

The programs will be delivered on-site utilising a variety of delivery models, including face-to-face and self-paced modes, often supported by WebCT. 'Invariably UB customises course content, delivery methodologies and assessment tasks for its clients,' Carla tells. 'Increasingly, we are assessing competency standards through workplace activities, and are often able to provide credit for existing knowledge and skills'. UB will lend further efficiencies to training operations by amalgamating administration of the OH&S and Engineering Trades training.

UB's commitment to BlueScope Steel is, and has always been, collaborative, interactive and rewarding. 'The excellent efforts of our existing UB teams has helped to make this contract possible,' explains Carla. 'Hard work and a united vision has reinforced UB's relationship with BlueScope Steel. We look forward to a successful ongoing relationship, with one of Australia's most iconic companies.'

safe as houses...





# let there be light

A far-sighted partnership with UB has chased the rainbow and harnessed the spectrum to produce a remarkable new 'smart glass' that can turn day into night, and offers a gamut of spectacular possibilities.

'Visionary' is a word that can truly be applied to the efforts of a team of researchers and investors who now have a state-of-the-art manufacturing facility at the University of Ballarat Technology Park. The ID Research Building will be the new home of iGlass, a revolutionary, switchable 'smart glass' product. iGlass film is manufactured by sheathing a liquid crystal polymer matrix between two layers of electrically conductive film. When an electrical charge is applied, the iGlass can be instantly transformed from opaque to clear, and shades inbetween. It also offers the environmental and economical benefit of solar control, with 99% of harmful UV radiation able to be blocked.

There are similar products on the market, but iGlass state their product affords greater control, clarity and a lower price tag. In addition, the film operates as an outstanding projection substrate, viewable from both sides.

Dr Johnny Pak and Professor Christopher Chun, a youthful partnership from South Korea, undertook much of the iGlass research within the University of Ballarat's School of Science and Engineering. Professor Chun was recently confirmed as an honorary research professor of

the school. 'The University supported the project by upgrading their facilities and undertaking research in a spirit of co-development' explains Dr Pak. It then seemed a natural progression to initiate manufacturing within UB Tech Park and return the support of the University, and local and state government. 'The Technology Park is annexed to UB, allowing us to maintain research links and to work with near-by companies in a productive business cluster,' says Dr Pak.

Pilkington Glass, a multi-national glass manufacturer will apply iGlass film to a range of its own products, and distribute worldwide. The range of application is far-reaching and diverse. Architects and interior designers with a minimalist bent will be able to dispense with blinds and curtains, media developers will be able to utilise the 100 metre sheet size to create mind-boggling visual displays, and automotive makers are rushing to embrace the light and heat screening capacity of iGlass for sunroofs and security windows. A marine exhibition utilising iGlass is currently on display at Museum Victoria.

Ballarat is positioning itself as a regional capital of innovation, a claim supported by various speakers at the opening of the ID Research Building in February, including the Honourable Mr John Brumby, Minister for Innovation who described the project as an extraordinarily exciting venture.







# high maintenance low maintenance

Complex manufacturing processes, undertaken on a vast scale, such as those of BlueScope Steel, can mean a staggering amount of maintenance and hair-raising losses if maintenance tasks are not carried out effectively and efficiently.

Transfield Services, one of Australia's leading maintenance providers, has an alliance contract with BlueScope Steel to co-ordinate and deliver planned maintenance work at the Port Kembla operation. In a twelve month period, their commitment totals almost 1.2 million manhours.

With a vision to streamline regular maintenance and discover the best options for future planned and unplanned work, Transfield Services enlisted the specialist talents of the team at UB's Centre for Informatics and Applied Optimization (CIAO). 'I heard about CIAO from a colleague who had attended one of their presentations,' explains Trevor Castle of Transfield Services, 'They seemed like the right people for the job.'

As is the nature of many manufacturing operations, there are peaks and troughs in the utilisation of maintenance staff. At present, Transfield Services and their sub-contractors, undertake the major portion of maintenance at Port Kembla, with BlueScope shift crews initially handling most unplanned events. However there is a large variation in the amount of planned work from day to day, and week to week that Transfield Services teams and their sub contractors must respond to.

CIAO's initial involvement was to analyse Port Kembla maintenance data for the past four years to generate an Optimized Resource Model and manual. Information regarding skill sets, timeframes and the number of people required for various tasks is also to be represented in the model.

This simulation software will allow Transfield Services to assess the efficiency of current scheduling, and provide the opportunity to optimise and test new scenarios, before they are committed to practice. For example, would it be more efficient to employ additional full-time staff on a different roster pattern to undertake variations in the maintenance workload, or to utilise casual staff at a higher hourly rate? In either case, skilled workers must be provided with consistent work to ensure they are available when required.

The software allows various parameters to be altered, and can produce graphical representations to provide immediate comparisons. This model will assist Transfield Services to gain a better understanding of resource planning issues, help them to identify causes, and assist with making time-saving and cost-reduction decisions.

The project leaves scope for further involvement between the parties to apply comprehensive optimization techniques within the plant.

Together, Transfield Services and the University of Ballarat are working toward robust and efficient outcomes for everyone at the Port Kembla site.



# professional judgement



Dr Caroline Taylor's research into sexual assault has pervaded judicial, health and community dialogue in recent years. The high regard in which her knowledge is held reveals the extent to which her research and dedication are driving both organisational and cultural change.

A senior research fellow within the School of Education at the University of Ballarat, Dr Taylor is widely recognised for her considerable contributions to research in the area of sexual assault, and its ramifications for the individual in the context of response from police, the criminal justice system, and society in general. She has provided expert knowledge to such institutions as the Victorian Law Reform Commission and the Department of Justice, and delivered keynote presentations throughout Australia that have incorporated personal experience.

Dr Taylor's books have also captured widespread attention. *Surviving the Legal System* has been identified as a valuable tool for both professionals and those affected by sexual assault, while *Court Licensed Abuse* has sparked much interest amongst Australian judiciary. Both publications have been endorsed by the Victorian and South Australian Police forces.

In order to extend her research into how victims of sexual assault can receive improved assistance and a fairer response, Dr Taylor and her team have recently been awarded a substantial grant from the Australian Research Council, supported by significant cash and in-kind contributions from Victoria Police. 'Chief Commissioner Christine Nixon has demonstrated a wonderful commitment to the project and has been extremely supportive,' says Dr Taylor.

The five-year project aims to develop and implement a policing model that advances the rights and welfare of victims of sexual

crime. Entitled '*Adult Sexual Assault: An evidence-based policy, practice and advocacy model for Victoria Police*', the project will endeavour to ensure a greater level of understanding and professional judgement is exercised by investigating officers in order to achieve higher conviction rates of perpetrators, and a more satisfactory outcome for victims. 'Through positive institutional change, we hope to bring about social and cultural change to community attitudes with regard to sexual assault,' explains Dr Taylor.

As project leader, Dr Taylor is supported by the equally committed Professor Lawrence Angus, head of UB's School of Education. Academics from Melbourne University's Department of Criminology and the Faculty of Law, as well as two senior researchers from Victoria Police, complete the project team, which has opened three PhD scholarships within UB.

It is a confronting and often horrific area of research, and while Dr Taylor is not immune to the emotional effects of working in her field, shedding light on this very dark subject keeps her passionate. 'Through the letters and emails I receive, not just from survivors but the wider community, I realise that the work resonates on so many levels. The response I receive from the public and professionals, about my work, both humbles me and inspires me to continue,' reveals Dr Taylor. 'This project is not just for the good of one institution, my hope is that it will also drive change individually, as well as collectively.'



# demanding work

From the high drama of emergency response to the routine transportation of patients, Rural Ambulance Victoria (RAV) has observed a growing demand for its services, increasing the pressure applied to its operational units and staff.



Ask any RAV dispatcher, and they'd probably tell you that they are directing more ambulances, more often. But how do you quantify such an impression, and of greater importance, how do you predict and plan around such changes?

The Centre for Regional Innovation and Competitiveness (CRIC) at UB have endeavoured to assist in answering these questions through the RAV Demand Management Project. Using the areas of demand determined by previous studies as a starting point, the CRIC team, in conjunction with UB's Centre for Informatics and Applied Optimization (CIAO), have developed an accurate forecasting model as well as strategies for managing demand.

'We had worked with CRIC previously on a Workforce Planning project, which is intrinsically linked with Demand Management,' explains David Stevens, Manager Business Analysis with RAV. 'We are keen to foster our relationship with UB, and this project was another great opportunity to engage with each other in partnership'. Being neighbours within UB's Technology Park also had its advantages... 'the efficient geography made for easy discussion and transfer of ideas,' notes David.

Ambulances are being utilised differently and more often than in the past, outstripping population growth. Aging communities and population movements go partway toward explaining this. Other factors include economics, changes to the health system and patient management, and even psychological and cultural considerations influence people's expectations, as well as their use of, ambulances. Economical, technological and educational strategies may need to be implemented in order for RAV to adapt to these changes.

Using four years of historical data, CIAO have developed sophisticated equations to project how these various demands will affect ambulance usage into the future. The CIAO model shows that the trend of increased demand on both emergency and non-emergency services will continue over the short to medium term. The outcomes of model formulations may then be converted into a series of graphic maps which can quickly and precisely provide pertinent information. The model is an effective tool that will be integrated into RAV's Service Planning Activities — to manipulate, test and analyse strategies for managing services over the busy years ahead.





# what a web they weave!

While we use the term 'web' to describe the wonderful complexities of the internet, it is also a great metaphor for the interlacing links that UB's Centre for Electronic Commerce and Communications (CeCC) has woven, throughout the bush and beyond, during the past several years.



Helen Thompson heads up CeCC as its Centre Manager. Her energy and motivation to connect and empower communities through flexible, customised support is genuine. Born and raised in Ballarat, Helen has an honest affinity with regional and rural communities. With a background in finance and accounting, Helen returned to study to undertake a Bachelor of Commerce with UB, while juggling a busy family. During the final stages of her undergraduate degree, Helen undertook a ten week consultancy project for CeCC, a unit then in its infancy. She later made the decision to take on a permanent project management role, while undertaking doctoral studies as to how information communication technologies can be a mechanism for community development.

CeCC has undergone large-scale, rapid growth since its inception. 'CeCC is continually evolving', explains Helen. 'As part of UB, we can justify investment in research, and take advantage of new technology'. CeCC profits are ploughed back into research and development, which has helped the group cultivate an excellent tool set that is being amalgamated into a seamless, intuitive and efficient content management product.

CeCC work covers a range of themes, all driven to support communities... both geographical and online populations. In its collaboration with townships, CeCC has worked to bring residents together physically, to establish a web presence for a wider audience. CeCC then partners with

UB's School of Business Services to roll-out a community IT training program to help support the project. 'The reasons for towns undertaking this kind of project vary', explains Helen. 'For some it is a tourism or business need, for others it may be to promote history, attract new residents or to generate community renewal'.



**CeCC supports the client through the life-cycle of the project, empowering users to achieve their goals with minimal intervention but ongoing support**



Online community development follows a similar model, but the participants are scattered far and wide. A specialist in portal site creation, CeCC works to bring people with a common interest together in cyberspace. The Birchip Cropping Group is a great example of this. Agronomists from around Australia, with a concentration in the Wimmera/Mallee area, can compare trials, report findings, and participate in discussions on a daily basis, online. This kind of interaction was, until recently, limited to field days.







A particular challenge when working with regional and rural communities is their access to the internet. According to Helen, most will be on dial-up for some time yet. 'CeCC works to provide rich media to its clients, while respecting the limitations of their technology,' Helen affirms. 'Many high-end products on the market can frustrate users with limited service, lowering their motivation. Our resources are developed for people with low-level IT skills and slow connections, but the intuitive nature of the products has found them equally accepted by city based organisations.' CeCC is so unique in its approach and diverse capabilities, that Helen finds it difficult to name a competitor. 'CeCC supports the client through the life-cycle of the project,' says Helen, 'empowering users to achieve their goals with minimal intervention but ongoing support'.

Proof of CeCC's success is that clients return when they have a new idea, requiring new tools. 'We develop long-term partnerships with our clients. As their organisation evolves, they continue to invest in efficient, cost-saving online services which we tailor to their needs.'

CeCC continues to add to its network of skills. Graphical information systems, such as those being developed for the Corangamite Catchment Authority, offer a powerful representation of often abstract concepts, while another new product takes large text-based materials, such as the Rural Law Handbook, and translates them to the web.

The myriad of possibilities are endless for Helen and her enthusiastic and motivated team at CeCC. Their philosophy of connecting people from diverse circumstances, helps both small and large organisations gain a voice, achieve their goals and celebrate the outcomes.

For some unscrupulous developers, a new suburb would simply be an opportunity to carve up the land and retire to the Whitsundays. Not so for Delfin Lend Lease, who pride themselves on developing communities before the first sod is turned.



# clever communities

As part of an ongoing strategy to provide community services in an economical and sustainable way, Delfin has formed an innovative partnership with the University of Ballarat to deliver nationally recognised training to its community at Caroline Springs.

David Brown, Education Services Manager for Delfin, coordinates services at Caroline Springs from childcare through to adult education. His enthusiasm for his role, and the learning possibilities he can bring to residents is tangible. 'We are providing space and opportunity for people to make Caroline Springs a vibrant centre for education and commercial operations,' he explains.

Discussions with UB discerned two prominent streams within the community. 'We have in excess of 180 small and home-based business operators in Caroline Springs as well as a residential market ready to upskill via short course studies,' says David. Through ongoing consultation, UB is developing and delivering a range of courses from workshops in Excel and MYOB through to one of UB's most successful programs, the Fast>>Track Advanced Diploma of Business Management.

The Fast>>Track program epitomises UB's approach to flexible learning. The usual two year program is condensed into six months, with a highly charged, interactive workshop being held every two weeks. This innovative course is nationally recognised and delivered in cities and towns across Australia.

Participants, who's schedules are already hectic, can use their own work role and experience as the subject matter for their major project — saving time, energy and stress — while reaping immediate benefits for themselves and their organisation. For Caroline Springs participants who work throughout Melbourne and its suburbs, studying on home turf is a welcome option.

'UB's willingness to deliver these programs onsite is why Delfin approached them to deliver such a service,' explains David. UB's experienced teachers and facilitators bring their skills and energies to Caroline Springs on a regular basis '...and we can make economical use of existing spaces within the community.' Program delivery within Delfin's onsite business centre, Space2, is particularly appropriate, where local business operators utilise the facilities for meetings and presentations.

Delfin's strategy follows a growing global movement toward meeting future labour challenges by raising the level of educational attainment across the wider population. Central to Delfin's philosophy in developing Caroline Springs is the need to deliver these types of services as the community establishes and grows. David explains, 'This ensures that there is a sense of ownership from the residents and that they are engaged. This will then drive demand for the service. Of course,' notes David 'it is also about generating a happy, healthy community with plenty of opportunities for personal development'.







# choice cuts

Visit Beak and Johnston's website and you'll be impressed by their tantalising range of meats, soups and sauces. This 100% Australian owned company prides itself on being nimble, responsive and creative... so of course they have found the University of Ballarat to be like-minded training partners!



It is with the ethos of their company in mind that B&J sought to upgrade the skills of their supervisory staff. 'We looked around for a registered training organisation, and realised early on that a University was going to deliver better, more professional training,' explains Sunny Bhandari, B&J's Training Coach. With good recommendations from CVGT advisors (Central Victorian Group Training), UB came to the top of the list. 'We understood their previous experience and delivery outcomes were excellent,' says Sunny.

The Certificate IV in Business (Frontline Management) is currently being consumed by staff at B&J's Greenacre operation, near Sydney. Undertaken on-site at B&J's state-of-the-art processing plant, the training is peppered across a 12 month period via a series of face-to-face workshops. To blend smoothly with work schedules, participants spend a three hour session, once a week, in a dynamic workgroup investigating 'real life' business applications and solutions that are relevant to their current position. 'The UB facilitator and delivery method has been excellent,' Sunny reveals. 'Staff are really keen. They recognise that they are learning stuff that is relevant to their work... it is the best

feedback I've ever received regarding training!' Participants are also supported by access to materials via UB WebCT.

The skills developed throughout the course are applied to the participant's own workplace with customised assessments. 'The first training was in the area of prioritising work. Staff used the assignment to prioritise their daily jobs and found it really helpful,' explains Sunny. 'The outcomes have been very good.'

UB have cooked-up a range of training, specially prepared for B&J. Other competencies will cover communication, workplace relationships, leadership and team building, problem solving and project management components.

B&J boast quality accreditation of the highest standard, and recognise the benefits of highly qualified staff. The UB training model facilitates open communication between teams affording individuals with a greater understanding of the organisation. This streamlined interaction between employees ultimately offers a better quality service to customers, helping to meet, and exceed, client expectations.

But the proof is in the tasting. When asked to critique the training so far, Sunny says simply 'It's been great!'

# a joint initiative



For the many people requiring a total knee or hip replacement, the prospect of surgery and recovery can be daunting. Fortunately, patients of St John of God Hospital, Ballarat can look forward to a continuum of care with an excellent record, and a commitment to ever improved outcomes.



A collaboration between two large, regional institutions such as St John of God Hospital, Ballarat (SJGHB) and the University of Ballarat (UB) seems not only natural, but logical. With a view to undertaking a larger project together, the two started talking. 'Orthopaedics is a centre of excellence at St John of God, Ballarat. We were keen to undertake research in the area, and it seemed like an ideal opportunity to extend our relationship with UB', explains Diane Sartori, Director of Hospital Redevelopment and Project Manager at SJGHB.

Michelle O'Brien of UB's Centre for Informatics and Applied Optimization (CIAO) agrees. 'We have expertise in optimization, knowledge modelling and decision support, SJGHB are specialists in total joint replacements.' It was an excellent place to begin.

The initial study is a broad-spectrum examination of the ongoing care of joint replacement patients from SJGHB, following the experience of the patient from several perspectives. 'We spoke with patients prior to, and in the months following, surgery,' explains Michelle. 'We interviewed people in the continuum of patient care including GPs, orthopaedic surgeons, nurses, physiotherapists, and allied health staff including home help and respite workers'. In addition to qualitative research evidence, the CIAO team explored twelve months of hospital data and submitted a survey to SJGHB surgeons.

'We wanted to follow the patient's experience from pre-op to recovery'. Dr Ambikapathy, Director of Medical Services at SJGHB, liaised with medical staff and was instrumental in guiding the research.

A report will be delivered to SJGHB with a view to several possible outcomes. Is there scope for a larger study in this area? Is there the opportunity to develop knowledge modelling and decision support tools? Are there any quality indicators which the hospital can apply to current practice, and what are the long-term, quality of life outcomes for total joint replacement patients?

'We are always looking for ways to improve our care,' notes Diane. SJGHB have recently opened an inpatient Rehabilitation Unit to complement their pre-admission information service and acute care. The unit includes a gym and hydrotherapy pool, and is a fantastic facility for inpatients immediately following surgery.

'The research process has been brilliant' says Diane. 'The partnership has worked well, been flexible, and the quality has been excellent'. It is hoped that the project will form the foundations for a rewarding partnership between the two organisations, with patient care at its heart.







# on the rise

Delivering a successful training program within a busy processing environment involves careful mixing of the best ingredients, and a willingness to knead... and rest... as required.

Shirley Fraser heads UB TAFE's Food Processing programs. Shirley and her team are clearly passionate about the importance of bringing successful personal relationships to industry training collaborations. 'As practitioners we need to learn about each individual company's environment and culture before we can expect them to accept us as their registered training organisation,' explains Shirley. 'We need to listen to the organisation's needs, customise the content of our materials, and be flexible and patient in our delivery.'

It's this commitment that formed part of the attraction to UB training for Australia's largest flour producer. Although operating as Allied Mills since 2002, the company's history stretches over more than 100 years, with fourteen locations across the country providing flours and premixes for domestic and international markets. It is a big operation.

HR Manager, David Ainger, explains why Allied Mills chose to provide competency based training for its employees. 'We wanted to increase the capabilities of our employees, with an emphasis on multi-skilling, to allow staff rotation through various roles. We wanted comprehensive, structured training



that was accredited and provided staff with a well-earned qualification'. Mill employees are currently undertaking the Certificate III in Food Processing.

UB and Allied Mills worked together to develop a range of responsive and flexible learning pathways. 'We spent a fair bit of time in the planning stages,' says David, 'UB brought valuable knowledge to the table'. The whole program was customised to sensitively mesh with employee's regular work patterns and without disruption to mill operations.

There was some reluctance in returning to study for a handful of staff, but they were supported and encouraged by both UB facilitators and Allied Mills management, becoming more and more enthusiastic as the benefits became apparent. 'It's important to have the flexibility to adapt training approaches to everyday workload,' remarks Shirley. The successful program delivered at the Ballarat mill, is being rolled-out to other Allied Mills sites, with Kensington next in line.

There have been unexpected benefits also. 'The training has opened ideas for updating current mill processes,' says David 'and has acted as a catalyst for developing procedures for the Ballarat mill's new packing line'.

Just as the magical alchemy of flour, water and yeast generates one of the world's most staple foods, creative exchange between organisations and their training providers can produce practical, fulfilling outcomes.

# windows of opportunity



When Ballarat Health Services noted a need for some fundamental 'Windows' training, UB answered by throwing back the curtains and shedding some light on the subject!

Ballarat Health Services (BHS) staff are dedicated and hardworking, so for many the opportunity to upgrade their computer-based skills was one to jump at. BHS offered UB training in Windows applications including Excel, PowerPoint and Word to employees across the board. A range of participants from environmental services through to nursing staff undertook the training onsite at BHS' Base Hospital.

'We have a wonderful new training room within the hospital which provides quick and easy access for participants with minimal disruption to their day,' explains Jo Watson, Learning and Development Officer for BHS. 'With the increased use of computerised systems within BHS, we recognise the need for ongoing IT training and are committed to upgrading the skills of our staff,' says Jo.

In response to a BHS training needs analysis, the IT training was delivered as a series of 'short courses' aimed at a range of competency levels. Sessions ran for two to three hours, spread across several weeks. 'Staff could begin at an introductory level and progress onto intermediate, or jump straight into the more advanced training,' says Jo.

'The first round of training was essentially a pilot program,' says UB facilitator, Gail Ainley 'and the response has been fantastic.

Staff have been stopping me in the corridors wanting to know where they can sign up for the next round!' Of course, BHS and UB were happy to roll out a second round of training, on a different schedule, to allow those on the waiting list to take up the opportunity.

Following the successful delivery of the Certificate IV in Business Administration to 46 BHS employees, the UB team were thrilled to continue the relationship. 'Again, we have applied UB's ethos of 'flexibility' to this training,' explains Gail. 'We have been able to match unit requirements to the roles of staff, which is of additional benefit within the workplace'.

And while the training is predominantly vocational, participants may complete an assessment task to achieve units from the Certificate I in Information Technology qualification. 'Participants who choose to undertake assessments are asked to bring together the various elements of what they have learned in a workbased assignment,' says Gail.

This kind of training can be invaluable for a broad range of staff who utilise computers at some time in their daily work, by helping them spend their working hours more efficiently and productively.





# balancing act

You're a successful manager – your technical skills and deep understanding of your organization are what have propelled you to the top. You are efficient, focused and enthusiastic. But let's face it, when it comes to staffing, sometimes you can feel like the ringleader of a three-ring circus!



Managing people can be the most challenging part of any manager's role. Some situations can leave you wanting the combined skills of a diplomatic corp just to reach a happy outcome!



Help is at hand in the shape of the University of Ballarat's new **Fast>>Track** Leadership and People Management program. Arguably the best HR program in the country, the *Advanced Diploma of Business (Human Resources)* has been designed specifically to assist managers and team leaders to develop their 'people skills'.

Building on the success of UB's acclaimed **Fast>>Track** Advanced Diploma of Business Management, the course is designed to mix easily into your already hectic schedule via a series of one-day workshops over a six month period — **Fast>>Track** style.

Workshops are delivered in a relaxed and friendly environment amongst like-minded individuals, by industry experienced facilitators who sweep aside the rubbish and get down to commonsense business.

They provide an excellent opportunity to share problems, brainstorm solutions and learn from other managers, as well as UB's industry specialists.

Units tackle workforce planning, including how to recruit, select and keep the best applicants, and how to retain the skills of your existing staff. You will learn how to work across the generations, communicating effectively with diverse age-groups and experience levels to combine veterans, boomers, Xs and Ys, into happy working units.

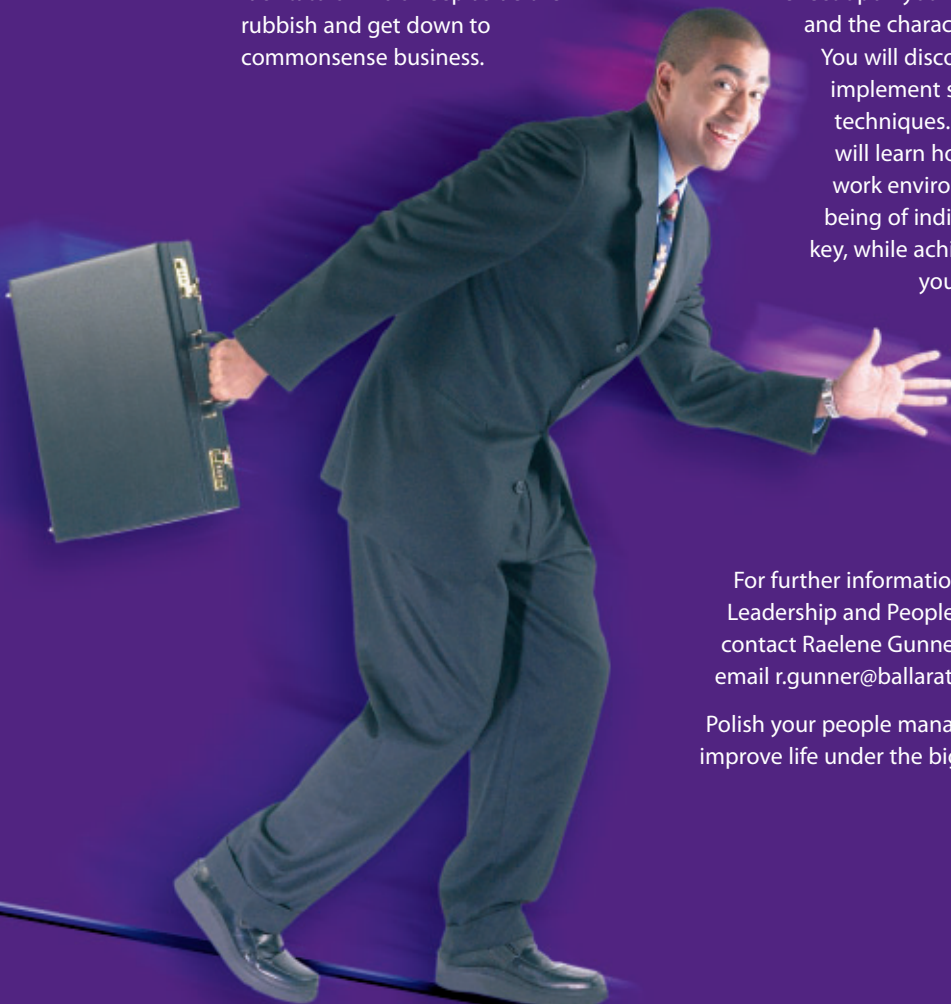
The Advanced Diploma of Business (Human Resources) is suited to new and existing managers as well as HR generalists and small to medium business operators. The program is assessed through workshop participation and a series of reports that can draw upon your own work environment and experiences.

Via this nationally recognized course you will reflect upon your personal leadership style and the characteristics of your troupe.

You will discover, design and implement strategic planning techniques. Most importantly you will learn how to generate a positive work environment in which the well-being of individual team-members is key, while achieving the respect of your staff and the gratitude of your organization and its clients.

For further information on the **Fast>>Track** Leadership and People Management program, contact Raelene Gunner on 03 5327 8141 or email [r.gunner@ballarat.edu.au](mailto:r.gunner@ballarat.edu.au)

Polish your people management skills and improve life under the big-top!



For more information concerning business partnerships in training, consultancy or research, please contact the University of Ballarat.

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