



unepartnerships

Annual Report 2010

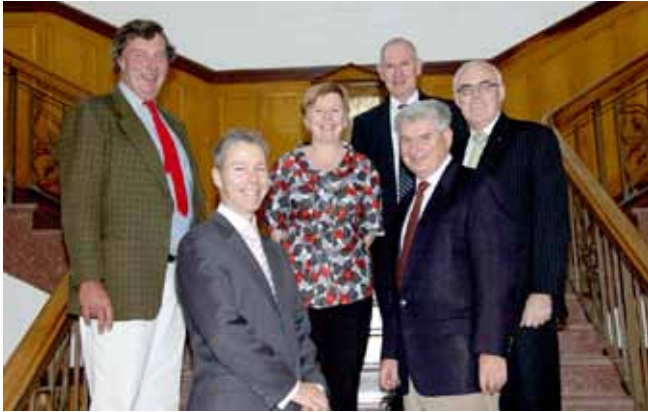


*creating business solutions to improve individual
performance and organisational capability*



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**UNE Partnerships Board from left to right:
Dr James Harris, Christopher Patton, Professor Alison Sheridan,
Richard Doyle, Philip Attard and Gary Smith.**

Board Members

Dr James Harris, Hon D Univ. Director appointed 31 July 1997.

James Harris was Deputy Chancellor of the University of New England 2001-2008. He is a prominent grazier and businessman and holds membership on the board of various public and private organisations.

Professor Alison Sheridan, B.AgEcon (Hons1), PhD. Director appointed 22 November 2007.

Alison Sheridan is Head of the School of Business, Economics and Public Policy at the University of New England. Her main teaching areas are in strategic human resource management and gender issues in management and she has published widely on issues in these areas. She is currently President of the Australian and New Zealand Academy of Management, the premier management educator's association in Australia and New Zealand, and is a board member of the New England Credit Union.

Christopher Patton, BA (UBC), MA (UofG). Director appointed 30 January 2009.

Chris is currently chief development officer at UNE and has held that position since May 2008. He is primarily responsible for the growth of sales, philanthropy, scholarships and commercial partnerships benefiting the University.

Prior to coming to UNE, Chris held general manager and CEO roles for private educational services companies within Navitas, and two of the controlled entities of the University of Wollongong. Prior to this, he was an internal organisational consultant and career development manager for the University of Wollongong, and worked for ten years in Canadian student housing systems and student affairs at Simon Fraser University, the University of Guelph and the University of British Columbia.

Gary Smith, Director appointed 26 May 2004.

Gary has wide experience both in managing and owning medical practices and health facilities, and has business interests in Australia and Asia. He is a long term member and past president of the Australian Association of Practice Managers and is an active member of Rotary both in Australia and Asia. Gary is also a member and advisor on a number of committees and task groups of national organisations and government institutions pertaining to the health care industry in Australia.

Philip Attard, Director appointed 22 March 2010.

Philip spent 30 years in the computer industry, primarily in senior management and director roles. During this time he gained extensive skills in management, marketing and strategic planning.

In July 2004 Philip bought a property in the northern tablelands of NSW where he has spent time getting to know and understand the wool processing industry. Philip has a seat on the board of Graziers' Investment Company and is also a director of Andar, a wholly owned subsidiary of GIC.

Richard Doyle, BA (ANU), DipEd (Canberra CAE), GradDipEdSt (Riverina-Murray IHE), MEd (CSU). Director appointed 22 December 2006.

Richard Doyle is the Managing Director, UNE Partnerships. Reporting to the Board, Richard is responsible for the management, growth and profitability of the company. Richard is a member of the Australian Institute of Company Directors.

On 20 November 2007 he was appointed by the New South Wales Government to the Northern Inland Regional Development Board. Richard served on the board through to August 2009.

Prior to joining UNE Partnerships Richard worked with DeakinPrime, commercial arm of Deakin University, for six years and actively pursued new business in the government and corporate sectors in Australia and overseas.

Directors	22.3.2010	8.6.10 (AGM & BoD)	8.7.10	11.8.10*	24.11.10
Dr James Harris (Chair)	√	√	√	√	√
Philip Attard	√	√	√	√	√
Richard Doyle	√	√	√	√	√
Chris Patton	√	√	√		
Professor Alison Sheridan	√	√	√	√	√
Gary Smith	√	√	√	√	√

All meetings were held at Head Office, C B Newling Building (Old Teachers' College), Armidale, NSW except:
*11.8.10 – held at the Grace Hotel, Sydney

UNE Partnerships Pty Ltd

UNE Partnerships Pty Ltd, a controlled entity of the University of New England, began as a technology transfer company in 1986. In 1996 its primary focus was education and training and with that University Partnerships changed its name to UNE Partnerships.

In 1997, a major milestone for the company occurred when UNE Partnerships was established as a registered training organisation. It successfully attained re-registration in 2002 and 2007.

UNE Partnerships is registered to 2012, with the NSW Vocational Education and Training Accreditation Board, to deliver vocational education and training qualifications from certificate three to advanced diploma level.

UNE Partnerships is structured into three divisions:

- Business Development pursuing new business and marketing
- Business Management comprising our current programs, design and development and compliance
- Corporate Services ensuring financial management and reporting, resource management, infrastructure and supporting the business.

Our strategic objective in 2010 was to achieve revenue of \$5.4 million with a net margin of 6.8%, by offering face-to-face and distance education courses and customised programs to individuals and organisations in the public and private sector and overseas.

In 2010 UNE Partnerships achieved its largest revenue at \$6.2 million and a record profit margin of 18.4%.

One of the main contributors to our above budget revenue and profit for 2010 was the NSW Government Productivity Places Program.

UNE Partnerships was allocated a total of 422 places by the NSW Department of Education and Training in 2010, across the Project and Business programs. This provided a solid foundation of revenue in 2010.

Once again our Project and Facilities Management program achieved an outstanding result, in exceeding its target for the year. The team enrolled and managed 713 students (641 project management and 72 facilities management). This also included 255 Productivity Places Program enrolments. The Project Management program continues to be one of the major contributors to income, with just over 50% of our revenue.

The Business Management program exceeded its budget for the second year. The Productivity Places Program was a major contributor of income to the program during the year. Corporate clients were also a significant contributor to the success of the program in 2010.

Income for the Practice Management program was below budget for the year. The second half of 2010 saw an increase in enrolments to 316 for the year. Individual enrolments comprised 43%, with 37% through a corporate client/alliance in a workshop program.

This year puts us in an excellent position to fund investment in our current and new courses and also digital delivery to complement our existing intellectual property.

The UNE Partnerships' Strategic Plan 2010 – 2014 was developed and implemented during the year. Our achievements in 2010 are measured against this vision and the objectives we have pursued during the year.

Our purpose

To improve individual performance and organisational capability.

Our values

Respect for our colleagues, students and clients.

Integrity is doing what is right. We behave honestly and ethically, demonstrating high standards in our personal conduct. We act fairly and accept personal responsibility for our decisions and actions.

Innovation is actively looking for better ways of doing our business. We are open to new ideas and make the best use of the resources we have to do our job.

Quality by taking pride in our work and pursue excellence in all we do.

Our Vision

To become a leading education and training solutions provider.

UNE Partnerships is a national vocational education and training provider with its heart in Armidale. Over the course of the next five years we will maintain our presence here in Armidale and also have a presence closer to our clients.

Our vision is to be a first choice provider of workplace relevant learning to our students and clients in Australia and overseas.

To achieve our vision, we will pursue the following five objectives:

- Focus on our students and clients to meet their needs.
- Develop new business and clients in Australia and overseas.
- Provide innovative design, development and delivery of learning solutions to our students and clients.
- Streamline our processes to be effective, rigorous and outcomes focused and build the capabilities of our people.
- Ensure flexible and useful learning pathways for our students and clients.

Our clients

During the year, UNE Partnerships had 29 active corporate clients. Our top ten clients for 2010 were:

1. NSW Department of Education and Training (includes Productivity Places Program, same position in 2009)
2. Department of Defence (# 3 in 2009)
3. National Australia Bank (# 7 in 2009)
4. Sandvik Mining and Construction (same position in 2009)
5. St Vincents and Mater Health Sydney (# 8 in 2009)
6. Qantas (# 25 in 2009)
7. Energex (# 6 in 2009)
8. Department of Sustainability, Environment, Water, Population and Communities (new client in 2010)
9. John Holland Group (# 2 in 2009)
10. Rolleston Coal (new client in 2010)

A number of new clients were secured during 2010, including:

- Department of Sustainability, Environment, Water, Population and Communities
- Queensland Health
- Queensland Health Skills Development Centre
- Rolleston Coal
- Tamworth Regional Council

Our students

In 2010 there were 1464 new students, along with 1119 current students. Three quarters of the 324 completed students were successful during the year.

UNE Partnerships' Productivity Places Program allocation in 2010 was 422. The allocation included the following qualifications:

- Advanced Diploma of Management / Project Management – 100
- Diploma of Management / Project Management – 210
- Diploma of Government – 35
- Certificate IV in Project Management – 47
- Job Seeker – 30

UNE Partnerships is also managing 70 students enrolled under traineeships, across Australia.

Through a lot of hard work in 2010, the 27 staff positioned UNE Partnerships extremely well for the future. They are to be congratulated on their dedication and hard work, which has contributed to an outstanding year for our business. I also want to acknowledge the contribution to our success of our academic directors, contracted trainers and facilitators.



Richard Doyle
Managing Director



UNE Partnerships head office

Overview

This year saw a recovery in activity levels throughout the company. This reflected some government training funding plus a rebound in interest in staff development within the corporate and government sectors. The structure of government funding allowed us to create deeper and more personalised delivery and support structures for students and in turn generate higher revenue per student. We serviced this higher activity and revenue while maintaining staff numbers at the levels achieved by late 2009. As a result, several measures of personnel productivity were much-improved during 2010.

We continued to focus intently on restraining our operating costs. The combination of higher revenue coupled with constrained costs drove a significant rise in profitability during the year, beyond the level we consider typical of our business model. As a result, many financial benchmarks of profitability and liquidity also improved.

Our people

Clearly a large part of our success in 2010 is due to the dedication and commitment of our people in supporting the students who choose to enrol with us. We instituted several projects to encourage involvement and input from our people: a climate survey, a recognition program, a firm-wide 'step challenge' plus an optional quit-smoking program.

Renegotiation of contract rates

Contract rates payable for several key services were re-negotiated to lower overhead costs while still ensuring each workgroup has sufficient service and resources to achieve their targets.

Improved information flow

We continue to focus on providing timely and relevant information to each of the program teams. This took the form of regular reports, ad hoc investigations and pricing assistance in tenders or proposals for clients. Reporting formats were reviewed in order to focus attention on the key controllable factors within our control, as well as other statistics to provide a sound overview of our activity and success.

Technology improvements were aimed at streamlining internal processing and reporting, while delivering a highly reliable system for users, both internal (our staff and course assessors) and external (our students). This year saw significant development towards a new learning management system.

Summary

We continue to minimise the administrative footprint within the business, so that efficiencies in back-office tasks can create more scope to support students. In short, we set out to cement the hard-won gains from 2008 and 2009.

UNE Partnerships Pty Limited - Key Financial Drivers	2010	2009	Change (+/-)
Revenue	\$6,196,445	\$5,096,086	22%
Operating surplus from continuing operations	\$1,142,019	\$251,434	354%
Number of active students at year-end	1554	1337	16%
	2010	2009	Change (+/-)
Total assets	\$3,500,360	\$3,080,194	14%
Total equity	\$2,001,978	\$859,959	133%



Highlights

2010 was a very busy year with the NSW Productivity Places Program continuing to exert influence across the Project Management, Business and Government program areas. This was a great opportunity to demonstrate the depth of our service capacity and the strength of our management systems. The business proved its ability to respond rapidly and effectively to the changing environment.

A number of our regular clients benefitted from the funding and a range of new clients were introduced to our business.

Business

The Business program saw a number of new clients taking advantage of funded training programs during 2010. It was a very busy year with almost 200 training days delivered and customisation work carried out for 15 different client groups.

A new study area was also brought into the mix with the development of the community engagement program. Community (and stakeholder) engagement is increasingly becoming a requirement for successful projects and is emerging as a discipline in its own right. The UNE Partnerships program is designed to meet the skills development needs of people whose job role requires them to consult with the community in order to meet organisational or project/program objectives.

Practice Management

The commencement of new Professional Practice Management qualifications in January marked a significant milestone in the growth of this study area. Following a decade of change to the way business is conducted across the professions, our qualifications underwent a major review and renewal during 2009 resulting in a brand new program reflecting the strategic importance of the practice manager in the business of providing professional services. The Development team worked hard throughout 2010 to produce course material for the various streams. This was a huge job requiring input from numerous stakeholders.

Since first establishing Practice Management as a recognised study area under the Australian Qualifications Framework in 1999, UNE

Partnerships has been working hard to ensure that our offerings continue to meet the growing demands on individuals in this role. While practice management is now widely recognised as a distinct occupation, witnessed by the growing list of education providers in this field, only the UNE Partnerships qualifications have recognised the importance of providing people with the skills and knowledge required to work at a strategic level in the business.

With the ongoing support of our alliance partners in health and medical, dental, legal and veterinary practice we have successfully forged a new direction which will drive best practice in management of business in this sector over the next five years.

Project Management

The Project Management program has a tremendous client base with many large public and private sector organisations being regular users of our services.

There were over 650 enrolments in project management qualifications during 2010, making it the largest intake for this program since 2003. The pace was fast from the beginning and didn't slow down all year.

Project Management has long been the biggest study area in the company but the weight of numbers has not reduced the level of customisation carried out for each client or the personalised service provided to each student.

Over 130 training days were delivered by the Project Management team during 2010 with our dedicated band of workshop facilitators almost constantly away from home.

Client feedback

Client feedback is integral to our business and is a valuable tool for identifying and initiating improvements. RTOs are required to use nationally endorsed data collection and reporting instruments. During 2010 the UNE Partnerships client management system was upgraded to cater for automated collection and reporting of feedback collected from these instruments which are designed to measure service quality in four broad domains and ten summary scales.

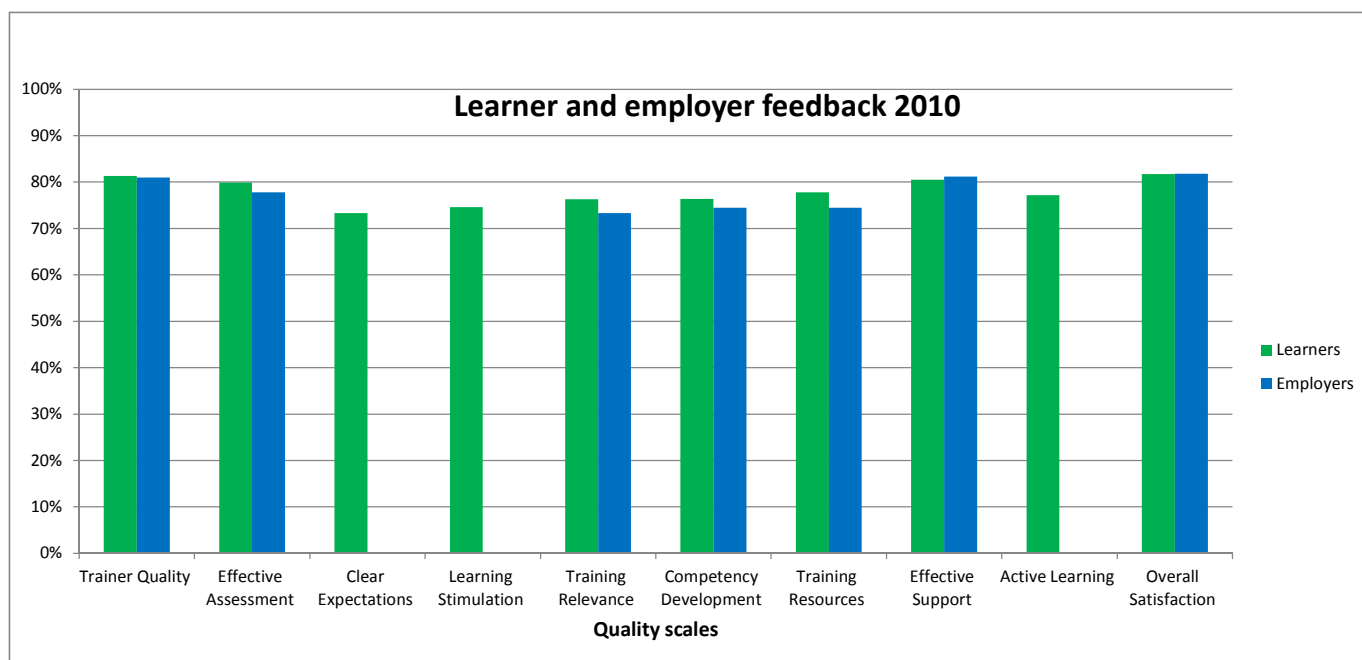
Domain	Scale	Scale description
Training Quality	Trainer Quality	Competence and effectiveness of trainers and teachers
	Overall Satisfaction	Overall satisfaction with the education and training
	Effective Assessment	Appropriateness and effectiveness of assessment
	Clear Expectations	Clarity of training plan and approach
	Learning Stimulation	Extent to which training stimulated people to learn
Work Readiness	Training Relevance	Relevance of the training for work
	Competency Development	Assessment of competencies developed in the training
Training Conditions	Training Resources	Quality and appropriateness of learning resources
	Effective Support	Support provided to help people learn
Learner Engagement	Active Learning	Participation in active learning linked with high-quality outcomes

The graph below relates to students who completed a qualification with UNE Partnerships during 2010 and shows how individuals and their employers rated the services they received.

UNE Partnerships scores well in all scales with 'overall satisfaction' getting the best result from both learners and employers. Other

highs are for the quality of our trainers and effectiveness of our student support.

Note that questions on clear expectations, learning stimulation and active learning are not asked in the employer survey.



Client types

The client mix continues to defy prediction from year to year though does seem to reflect the environment of the time.

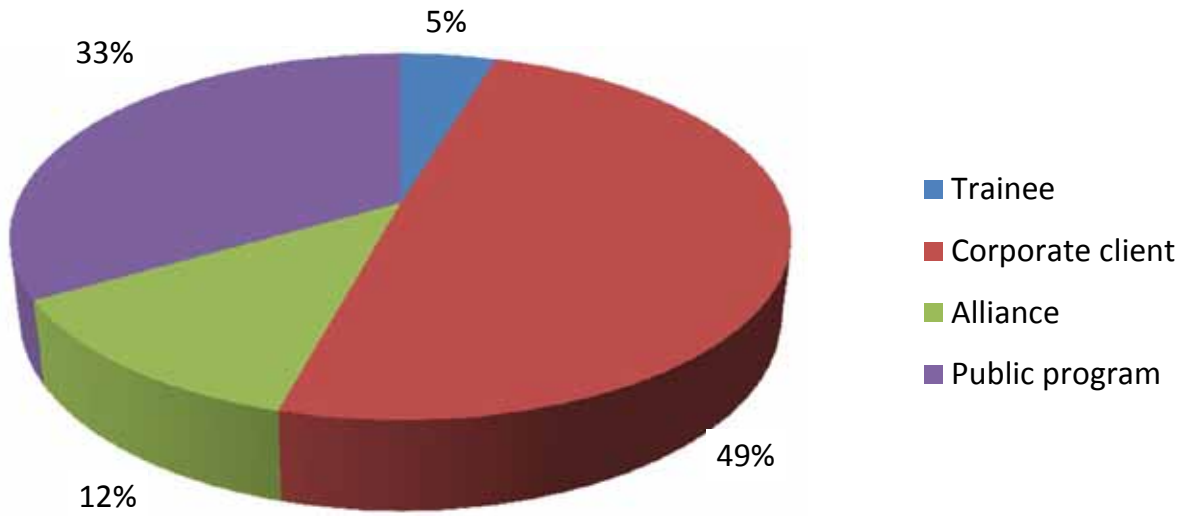
The number of students enrolled under a corporate relationship grew to almost half of our student population in 2010, continuing the upward trend established prior to the global financial crisis (GFC) which hit corporate training hard in 2009.

The statistics show that individuals took control of their future employment prospects on the back of the GFC by engaging in

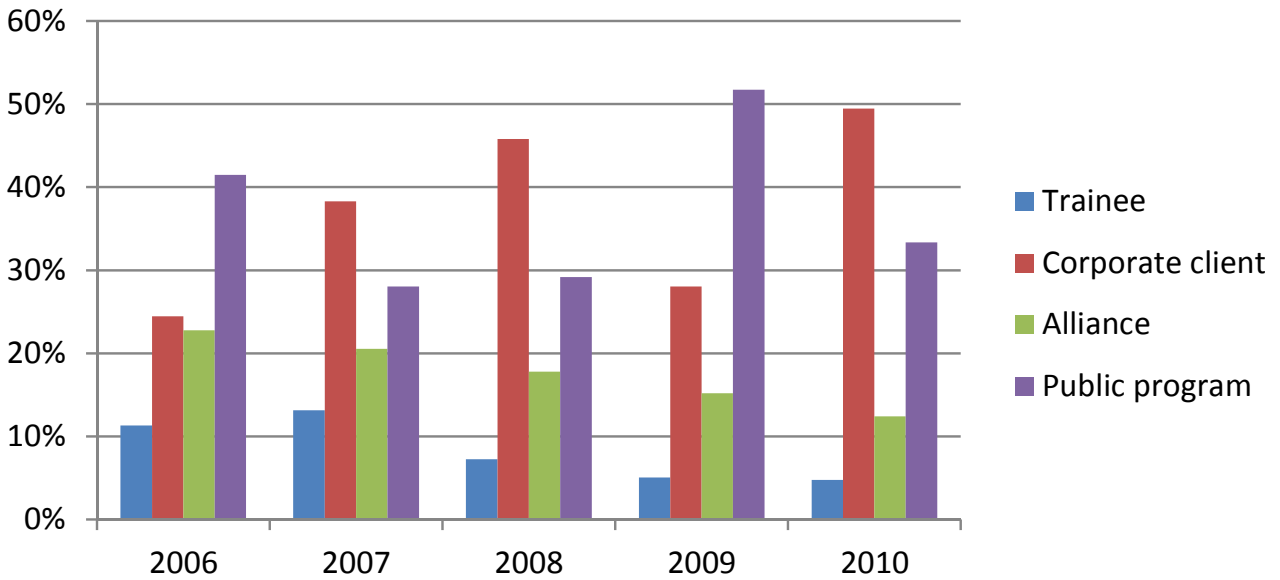
training on their own initiative in greater numbers during 2010.

The lows for enrolment in public programs during 2007 and 2008 correspond with the prevailing sentiment of the time which saw individuals planting the responsibility for their own professional development firmly at the feet of their employers. This was not the case in 2010 with almost a third of our student population enrolled in a public program.

2010 client profile



Client mix

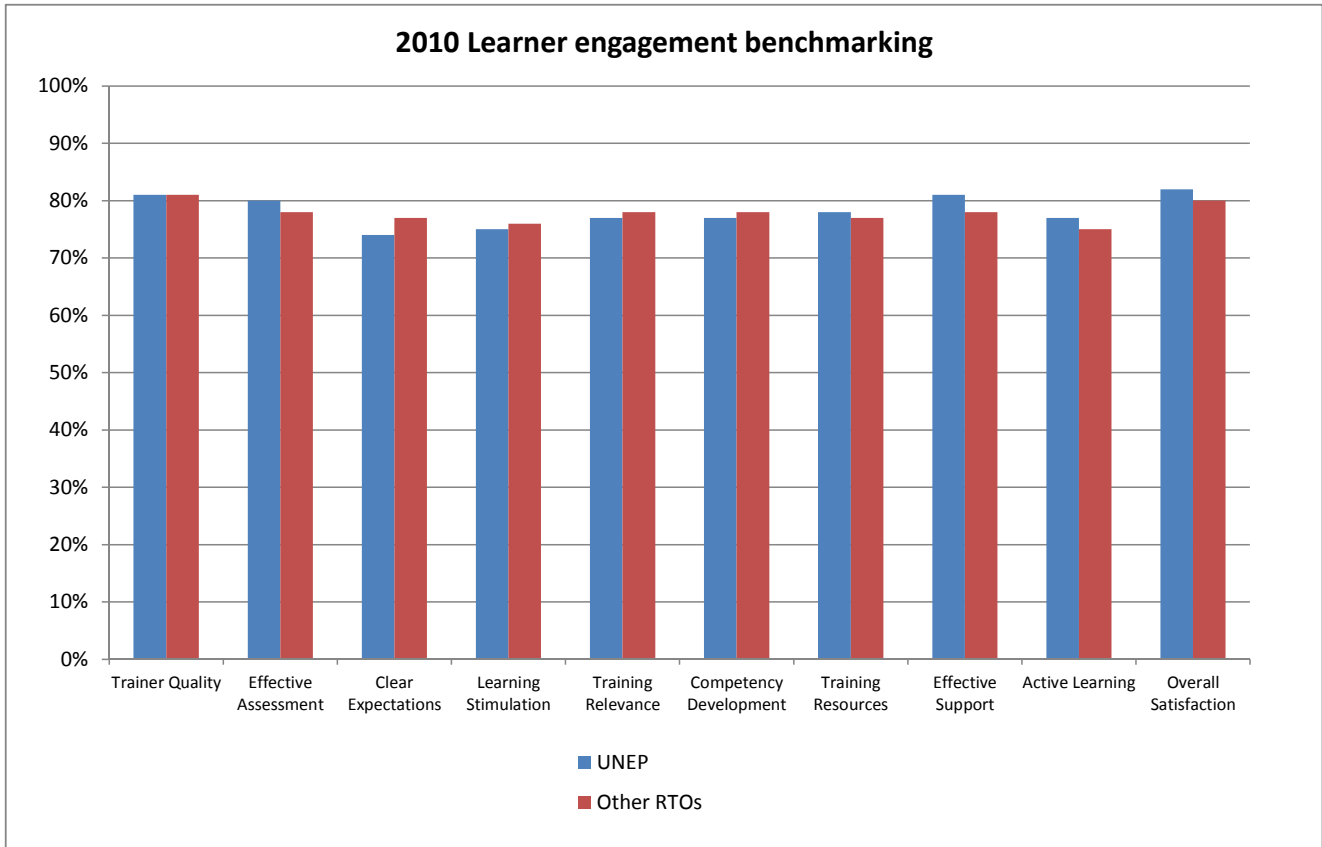


Benchmarking

We also took the opportunity to measure our 2010 performance against other RTOs following release of a benchmarking tool created by the Australian Council of Educational Research.

The graph below shows how UNE Partnerships compares with 23 other brave RTOs who participated in the service. It's very pleasing to see ourselves ahead in a few areas.

Though we have no way of knowing what the profile of the comparison providers is (ie are they public or private sector providers, what study areas do they cover, what delivery modes do they use?) we like to think that these other RTOs are similarly focused on delivery of high quality education outcomes and client services.





The Business Development division successfully undertook a range of activities in 2010. One of the major activities in the early part of the year was having a key role, with the program managers, in filling additional 2010 Productivity Places Program allocation.

Client Relationships

Throughout 2010, UNE Partnerships again focused on strengthening existing client relations and developing new key contacts to generate business opportunities.

UNE Partnerships was notified in October that the quotation for the provision of project management training to the Department of Sustainability, Environment, Water, Population and Communities was successful. Delivery commenced in December in Canberra for 150 staff of the Water Group.

In July, Queensland Health (new client) submitted a purchase order to UNE Partnerships for their staff to undertake practice management training over 12 months.

The Department of Defence was a major client in 2010, undertaking training in procurement, management, finance and human resources. Qantas Defence Services also commissioned project management training.

Sandvik Mining and Construction signed its third agreement with UNE Partnerships in January for business training.

Contracts for training were signed with UNE Partnerships by the Australia Broadcasting Corporation, Department of Training and Workforce Development WA, John Holland Group, Rural Doctors Workforce Agency SA, Community Mutual Group, University of New South Wales and Powerlink Queensland.

Internationally, a project management course was delivered to NAB Hong Kong and a Training and Assessment course to staff at Orica in Singapore.

Tenders and proposals

Business Development continued improving its success rate on tenders and proposals through staff training, coordinated responses and tracking.

UNE Partnerships was successful in 6 of the 10 tenders (60%), gaining positions on several preferred provider panels including Department of Foreign Affairs and Trade; Department of Environment Water, Heritage and the Arts; Defence Materiel Organisation; Endeavour Energy; RailCorp and a renewed Australian Taxation Office panel.

Of the 79 proposals submitted, we were successful in 46 (or 58.2%) of these with a value of \$2.434 million representing 63.5% of the total value of the proposals. Many of these were repeat business with our valued clients, with a number of new clients commissioning services after extensive relationship building.

Alliances

UNE Partnerships executed a Strategic Alliance Agreement with UNE for the period June 2010 – June 2012.

A Strategic Alliance Agreement was also executed with the Australian Medical Association NSW for the period June 2010 – March 2011.

The organisation fostered an ongoing utilisation of the close relationship with the NSW Business Chamber and local Chambers of Commerce.

Marketing

UNE Partnerships planned a phased rollout of the refreshed brand for our business, and prioritised the development of all marketing material and resources over 2010. All program brochures now reflect the new brand for UNE Partnerships.

Three seasonal company newsletters were completed and distributed electronically and in hard copy. The 2009 Annual Report was also completed.

The focus of marketing has been on supporting the marketing activities of the three program areas and raising the profile of UNE Partnerships.

UNE Partnerships undertook coordinated marketing during 2010 through creating appropriate print material, advertisements, editorials and newsletters to maximise exposure at events or to market specific program activities. Cross-program marketing also continued to have a large focus.

The organisation expanded our internal database through ongoing research of targeted industries and geographic segments previously identified in the marketing plans. Additional follow up was also provided through cold calls to highly relevant new prospects.

Continued web maintenance was undertaken throughout the year, with many new landing pages created for specific market segments and campaigns. This enabled us to provide targeted information more efficiently.

A total of 50 events and conferences were coordinated and reports provided to effectively measure the real value of each event. A list of events is available on the following page.

Refreshed logo suite for UNE Partnerships 2010

Primary Logos



Always used with: UNE Partnerships Pty Ltd - The Education & Training Company of the University of New England
Combines UNE Partnerships' corporate font (Dax) and colour (PMS 282) with UNE graphic and colour (PMS 376).

Mono versions



Reversed versions



Short versions



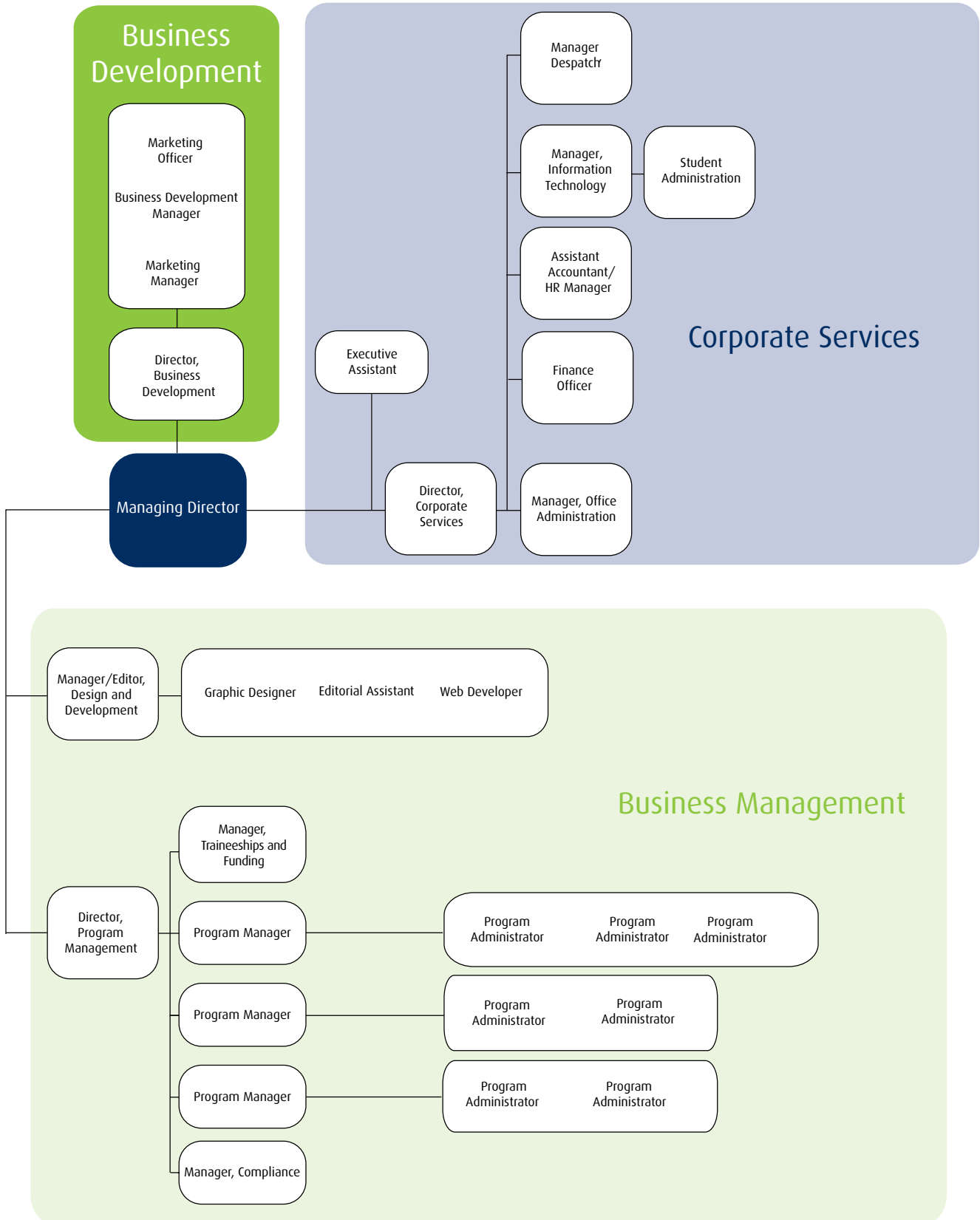
Green and white reverse on navy only (UNEP) or on black (UNE)

2010 Events

DATE	LOCATION	DESCRIPTION	EVENT
January			
24 Jan -5 Feb	Middle East	Exhibition	Middle East International Higher Education
February			
22	Sydney	Information Session	Australian Dental Association NSW
22-24	Melbourne	Conference + Exhibition	Project Management Institute Global Congress
23	Sydney	Information Session	Australian Medical Association
23-24	Canberra	Delegate	Australian Defence Magazine Congress (ADM)
24	Sydney	Study Tour	Thai Executive Health Study
25-26	Sydney	Delegate	Transport Infrastructure Workforce Conference
March			
2	Melbourne	Information Session	Australian Dental Association Victoria
5	Moree	Exhibition	Australian Local Government Women's Association National Conference
17-19	Sydney	Delegate	Blended Learning Conference
27-28	Brisbane	Exhibition	Reinvent Your Career
April			
		Sponsorship	Australian Association of Practice Managers NSW Education
7-9	Gold Coast	Delegate	Australian Vocational Education & Training Research Association Conference
16-19	Seoul, Korea	Congress	Korean Dental Association Congress
19-21	Narrabri	Conference/Sponsorship	Sustaining Rural Communities
21-23	Surfers Paradise	Conference	Vet Nurses Council of Australia "Its Got the Lot"
21-22	Sydney	Conference	Australian Institute of Training and Development National Conference
27-28	Sydney	Conference	National Infrastructure Conference 2010
May			
5	Perth	Conference	Family Violence Prevention Legal Service National Conference - Attorney General's Department
12-14	Perth	Conference	Ideaction "Ideas in Action"
15	Brisbane	Staff Development Day	Australian Association of Practice Managers Queensland
16-19	Woolongong	Conference	International Public Works Annual Conference
19-25	Manila/Hanoi	Austrade	Development Consulting Opportunities in Association of Southeast Asian Nations
20-22	Melbourne	Conference	Quality in Practice & Australian General Practice Accreditation Limited
20-21	Sydney	Exhibition	Civil Engineering Exhibition
27	Moree	Exhibition	Moree Plains Shire Council Exhibition

DATE	LOCATION	DESCRIPTION	EVENT
June			
22	Sydney	Information Session	Australian Dental Association NSW
22-24	Melbourne	Conference + Exhibition	Project Management Institute Global Congress
23	Sydney	Information Session	Australian Medical Association
23-24	Canberra	Delegate	Australian Defence Magazine Congress (ADM)
24	Sydney	Study Tour	Thai Executive Health Study
25-26	Sydney	Delegate	Transport Infrastructure Workforce Conference
July			
31	Melbourne	Exhibition	Australian Dental Association Victoria - Dental Assisting Conference
August			
21	Gold Coast	Sponsorship + Exhibition	Australian Association of Practice Managers - Queensland
24-25	Brisbane	Exhibition	Project Management Annual Conference
25	Tamworth	Sponsorship + Exhibition	Inspired Business Lecture
25	Sydney	Sponsorship + Delegate	Skills DMC National Industry Skills Council
September			
2	Sydney	Sponsorship	Australian Institute of Project Management NSW Training Awards
2-3	Brisbane	Conference/Sponsorship	Mining Industry Skills Centre + Training Awards Dinner
15-18	Melbourne	Exhibitor	Australian Veterinary Business Association Conference
16-17	Adelaide	Conference	ADM Defence Skilling Summit
22-23	Sydney	Exhibitor	Improving the Health Care Experience in 2010
23-26	Coolumb	Conference	Australian Dental Association - Queensland
October			
6-9	Cairns	Conference	GP10 - Australian Association of Practice Managers & Royal Australasian College of General Practitioners
10-13	Darwin	Conference	Australian Institute of Project Management
19-20	Wellington	Conference	New Zealand Defence Industry Conference
21-23	Adelaide	Conference	Institute of Public Administration Australia
22-23	Sydney	Conference/Sponsorship	Australian Legal Practice Managers Association Summit
30-31	Sydney	Conference	Reinvent Your Career
November			
4-6	Perth	Conference	Australian General Practice Network
6	Sydney	Workshops	Starting in Private Practice - Australian Medical Association NSW
24-26		Conference	Financial Planning Association Conference

UNE Partnerships Organisation Chart - December 2010



The Horizon Alliance wins Construction Queensland Skills Award for its innovative project training



The Horizon Alliance Project Director David Balmer, HR Manager Sally Stokes and John Holland Northern Region Training & Development Manager Natalie Harper with the award.

The Horizon Alliance was formed in 2007, establishing a dynamic and flexible project delivery model with a full realm of engineering design and construction services. The alliance consists of QR Network Pty Ltd, Department of Transport and Main Roads, John Holland Pty Ltd, GHD Pty Ltd and Kellogg Brown and Root Pty Ltd.

The Horizon Alliance is undertaking the design and construction of the Darra to Springfield Transport Corridor project – Stage 1. This involves duplicating the Centenary Highway from two to four lanes north of the Logan Motorway interchange, building a passenger railway line to Richlands and constructing a railway station at Richlands.

On 29 November 2009, Horizon's success continued when they received the Employer Commitment to Training – over \$5M Award from the Construction Skills Queensland Training Excellence Awards 2009. Held at the Brisbane Convention and Exhibition Centre, the event and the associated awards are seen by industry as the premier recognition of achievement in regards to the provision and completion of skills development through training.

UNE Partnerships contributed to this success through the development and delivery of an innovative customised training program. It consisted of a six-month intensive and holistic program of 20 sessions, culminating in the award of Diploma of Project Management. The first cohort of 29 students, graduated on 4 December 2009. A second cohort commenced in November 2009 with 25 students graduating on 6 May 2010.

The training programs incorporated weekly sessions supported by leaders and specialists from The Horizon Alliance providing their insights into how they apply best practice project management. Each program culminated in a graduation ceremony led by UNE Partnership's facilitator and assessor, Doug Wheeler. In attendance were members of the The Horizon Alliance Leadership and Management Teams and Mr Richard Doyle, Managing Director of UNE Partnerships. Technical presentations were made by the students on application of their learning outcomes from the program.

At the May graduation ceremony, Mr David Balmer, Project Director and Mr Chris Stanley, Alliance Manager, spoke about the success of this program, the benefits to Horizon Alliance, and the flexibility and adaptability of UNE Partnerships and Doug Wheeler in the design and delivery of the program. "The Horizon Alliance is proud of what our association with UNE Partnerships has achieved with the Project Management course. We appreciate the flexible approach in developing a delivery framework that suits our context. The near-perfect completion rate reflects well on the success of this formula and on the dedication of the teaching staff" commented Chris Stanley.

This again proves what can be done, and the benefits that can ensue, when UNE Partnerships is able to work in close consultation with its clients to develop innovative yet practical and exciting education solutions.

Congratulations to The Horizon Alliance on its award and ongoing commitment to education and training. UNE Partnership is proud to partner with the Horizon Alliance.

By Doug Wheeler, UNE Partnerships



The Horizon Alliance project management graduates December 2009.



First workshop group with Professor Clifford Hughes.

UNE Partnerships has successfully delivered a range of professional development workshops to Fellows of the Royal Australasian College of Surgeons.

The program was customised through consultation with the College and industry representatives, ensuring learning outcomes addressed the workplace issues faced by surgeons. Its focus was to develop health management skills through building a broader understanding of leading and managing public and private organisations.

The College provided two levels of CPD points to its members through either attending the workshops or enrolling in UNE Partnerships' Advanced Diploma of Management, a nationally accredited qualification.

The initial workshop "Leadership in a Climate of Change" encouraged a journey of self-discovery by undertaking a psychometric behavioural profiling exercise, indicating an individual's preferred leadership style. Engaged group discussions identified alternative leadership styles, the value of emotional intelligence, demonstrating a range of appropriate management styles that enhance workplace relations. According to Professor Clifford Hughes, CEO of the Clinical Excellence Commission in New South Wales, who enrolled in the program and attended the first workshop, "I was mightily impressed with the way the presenter worked with a group of clinicians, not known for their ready acceptance of some of the issues raised. It was great fun, and my only regret was not being able to attend all three days. The informal discussions illustrated the way in which the presenter engaged each of the group and developed their enthusiasm, including me. More importantly, I think there is still a lot to learn."

The second workshop "Providing Strategic Direction" focused on developing the skills and knowledge to create and implement an organisational strategy. A podcast from the College solicitor,

Michael Gorton, on managing risk in litigious times (downloaded from the College website) provided a great springboard into applying risk management and strategic planning in a changing environment. A series of models and tools were explored to ensure that strategic planning, whether in a hospital setting or smaller practice, addresses the needs of the internal and external environments. The workshop was rounded out by looking at business planning in a surgical environment.

"Sustaining your business" was the final workshop concentrating on operational issues in developing and managing a business, financial management perspective of a hospital and the broader health service delivery environment. Merrilyn Smith, Manager of Professional Development for the Royal Australasian College of Surgeons said "the biggest value for surgeons in this workshop was the exploration of the language, thoughts and priorities of hospital administrators. Surgeons learnt strategies for 'selling' a new idea to a hospital administrator through the development of a business case. They were challenged to do this by telling a story about the problem; identifying the positive impact and costs of a new solution as well as the outcomes of doing nothing. The concept that people experience a predictable emotional cycle from anger through to acceptance when new initiatives are introduced into a workplace was new and created much discussion about common sources of resistance to change. It was an enriching professional development experience for all who attended."

John Ross, facilitator for the series of workshops, said the people who have undertaken the program have become more confident and capable in business to complement the incredible skills they have as surgeons.

The success of these workshops has guaranteed another intake for 2010.

UNE Country Scholarships

UNE Partnerships was proud to support six undergraduate students in UNE's Country Scholarship program throughout 2009/10. The scholarships gave financial assistance to full time undergraduate students, providing them with added security to focus on their studies.

Richard Doyle, Managing Director of UNE Partnerships, presented a cheque to the UNE Foundation on 13 April for an additional \$25,000 for further Country Scholarships in 2011. On behalf of the UNE Partnerships Board, Richard indicated that further funds would be available later in the year to assist mature age students. To date, UNE Partnerships has generously donated \$185,000 to support students in UNE's Country Scholarships program.



Chris Patton, UNE Chief Development Officer being presented with the cheque by Richard Doyle, Managing Director and Ian Brown, Director Corporate Services of UNE Partnerships.

Executive health study tour from Thailand

A group of 30 Thai health executives, including the Ministry of Health, doctors and health service managers, attended a special study tour organised by the University of New England (UNE) Schools of Health and Rural Medicine, the Australian College of Health Executives and assisted by UNE Partnerships.

The tour commenced with a Memorandum of Understanding between UNE, the Thai Ministry of Health, the Australian College of Health Executives and the Australian College of Rural and Remote Medicine to assist rural doctor training in Thailand.

The study tour was comprised of a series of presentations highlighting policy and practical aspects of the healthcare environment in Australia, including GP and health management training, health insurance, the pharmaceutical system and hospital reform. Kathryn Hogan, Director of Business Development at UNE Partnerships, presented a seminar on the value of building skills and capacity in health services through vocational training at various levels of administration and management. Her presentation included examination of customised case studies from UNE Partnerships' Executive Leadership programs for the Royal Australasian College of Surgeons and St Vincents & Mater Health Sydney.

In addition, the group toured St Vincents & Mater Health Sydney, visiting the Garvan Institute, Victor Chang Institute, the private and

public hospital and pharmacy facilities within the hospital. Others spent the morning at the Macarthur Division of General Practice, to gain an understanding of the linkages between general practices, primary healthcare and public health initiatives in Australia. The Sydney Medically Supervised Injecting Centre was visited in Darlinghurst and elicited interesting and thoughtful responses from the group.



Kathryn Hogan - Director of Business Development at UNE Partnerships presenting to the Thai Study Group.

Blended delivery of the John Holland Diploma of Project Management



For six months, students from John Holland Pty Ltd have been undertaking an innovative project management training program, conducted by UNE Partnerships' facilitator Doug Wheeler. The ten students were located in the Northern Territory (including one in the Tanami desert), Queensland and Victoria.

Guided by Kim Hetherington, John Holland Northern Region training and development advisor, the students were able to access the training online. Doug also conducted weekly one to two hours' duration online interactive workshops for the dispersed students, in the Brisbane office of John Holland.

Students were also provided with distance education materials and access to the facilitator through telephone and email.

The students and Doug met for the first time in Brisbane on 28 June during presentations of their projects to John Holland senior management. A graduation for the students followed, with students receiving their qualifications and company certificates from Richard Doyle, UNE Partnerships' managing director and Gavin Stubbs, John Holland Northern Region general manager.

To date there have been four cohorts of students from John Holland and The Horizon Alliance, totalling 82 students. Completions in the Diploma of Project Management have been exceptional, with 80 students attaining the nationally recognised qualification (98%).



Richard Doyle, Kim Hetherington, Gavin Stubbs, and Doug Wheeler



Project presentations and qualifications, Emporium Hotel Brisbane

UNE Partnerships and the University of New England continue a strong relationship with Defence in Australia and New Zealand



UNE Partnerships, UNE, New Zealand Army and Australian Army.

During a recent visit to Armidale, Lieutenant Colonel Richard Taylor, commanding officer, Military Studies Institute, New Zealand Army (third from the left), met with both the University and UNE Partnerships to discuss current and future education and training programs.

The New Zealand Army has a strong relationship with the University of New England for over ten years. The partnership with UNE has strengthened NZ Army's expertise in administration, leadership, and training at the middle-management level.

The graduates of the programs have gained the UNE degrees of Bachelor of Administrative Leadership, Bachelor of Training and Development, or Master of Education (Adult Education). UNE

academic staff engaged closely with the Military Studies Institute to develop the programs.

The Australian Department of Defence is also an important and valued client of UNE Partnerships. From 2008 to mid 2010, Defence has engaged us more extensively in education delivery. The increase is due to our high quality administration and service levels, and our willingness to foster strong collaborative relationships with Defence.

UNE Partnerships has a deep understanding of Defence needs. We currently deliver both simple and complex procurement units of competency nationally through the Defence Business Skilling Standing Offer Panel. Finance and human resource development training has also been delivered to Defence over this period.

Frontline Management training helps realise staff potential at Tiwest

Watching students develop their frontline management skills at various Tiwest operations has been a privilege for Di Robertson-Smith, assessor for UNE Partnerships. "We have had students move into superintendent, supervisory and management roles," Di said. "It is very rewarding to see people realise their potential and utilise the tools from their frontline management qualifications to become excellent leaders."

One example is Marty McLaughlin from Tiwest Northern Operations. When Marty commenced his studies in 2006 he worked as a grade one in Production Services at the Tiwest Cooljarloo Mine site. "His application and commitment to improvement was exceptional," Di said. "He was innovative in his approach and demonstrated effective and strong leadership qualities." Marty completed his Certificate IV in Frontline Management in mid 2007, and was promoted to a supervisory role in production services, after being able to practically demonstrate his new skills.

Today, Marty is the safety superintendent at the Tiwest Cooljarloo Mine Site.

His thirst for learning has not stopped and he now proudly displays his Diploma in Occupational Health and Safety and will continue his leadership development by commencing a Diploma in Management during 2010.

Marty's wonderful rapport with everyone on site has meant that he is able to achieve excellent results in safety innovation and leadership at the mine.

"I believe there is always something I can learn," said Marty. "Every day produces its challenges in this safety role. We need to be

constantly seeking new improvements to ensure our team at the mine are working safely. The mining industry is constantly changing and it is becoming more demanding. We need to be confident in the way we lead. Frontline management has provided me with the tools to take on these challenges."

So confident is Marty that the frontline management training is the right foundation to leadership development that he has enrolled members of his team to undertake UNE Partnerships' Certificate IV in Frontline Management.



Marty McLaughlin and Hayley Toms



Introducing the Professional Practice Manager Development Program in Korea. Mrs Moon and Mrs Kim (fourth from the right).

In April 2010 Gary Smith, UNE Partnerships director and Australian Association of Practice Managers (AAPM) ambassador, met with the Korean Dental Management Association (KDMA) in Seoul. The visit culminated in the signing of a Memorandum of Understanding with KDMA and UNE Partnerships in providing the first professional development opportunity to practice managers in the Republic of Korea.

Matthew Lee, graduate of the UNE Partnerships' Diploma of Practice Management, initially proposed the concept of delivering our customised program in the Republic of Korea. In discussion with Matthew and the KDMA, UNE Partnerships was invited to present a workshop and two educational lectures on specific practice management topics.

The presentations were based on the new UNE Partnerships qualifications developed for the Professional Practice Manager Development Program. This highly successful program was designed specifically for practice management by UNE Partnerships and AAPM over 20 years ago and customised for the health, dental, veterinary and legal sectors. The most recent

update followed extensive industry consultation to meet the changing requirements of the profession.

Gary presented the first module from the new Diploma of Professional Practice Management to academic staff from a number of Korean universities, covering the elements of a practice, introducing concepts and providing context for the different focuses within a practice environment.

After the formal presentation the groups participated in interactive activities, introducing a more interactive method of learning. The discussion identified that the title of practice manager does not exist in their current structure. In fact coordinator was the closest match; however there was a consensus that the role was essentially management.

Strong interest was shown by Yonsei University, in embedding the Diploma of Professional Practice Management into the four year Bachelor of Dental Hygienists' degree. This would provide students with additional skills, and a stronger operational focus on running a practice. Currently over 5000 students graduate annually from the qualification, with more than 40,000 members in the Dental Hygienists Association.

Gary presented two additional professional development workshops on *Managing Staff* and *Practice Financial Performance* to the Directors of KDMA and dental hygienist students at the Dental Hospital at Seoul National University.

KDMA were also interested in UNE Partnerships relationship with various alliances in Australia in identifying how these operate and the mutual benefits that this can provide. In particular they were keen to discuss AAPM and its potential in relating to the KDMA in developing a stronger concept of professionalisation of practice managers.

UNE Partnerships looks forward to raising the profile of practice managers in the Republic of Korea through education and training opportunities and will be discussing a strategic alliance with the KDMA in late August, during Richard Doyle's (UNE Partnerships' managing director) visit.



Mrs Moon, President, Korean Dental Management Association and Gary Smith, Director of UNE Partnerships

Excellence Award for Reg Parsons



Reg Parsons (left) receives his award from Russell Reichelt, Chairman of the Great Barrier Reef Marine Park Authority

Reg Parsons recently graduated with the **Advanced Diploma of Project Management** from UNE Partnerships. Reg is Manager, Compliance with the Great Barrier Reef Marine Park Authority (GBRMPA) and is based in Townsville. His responsibilities cover compliance management across the entire reef from Thursday Island in the Torres Strait to Rockhampton – an area of 344,000 square kilometres.

The Compliance Management Program ensures that all stakeholders involved with the reef (including tourism operators, fishing companies, shipping companies, visitors, residents, farmers, indigenous communities and others) behave in accordance with the legislation, regulation and policies of the GBRMPA thereby ensuring sustainable use of the marine park resources as well as preserving the reef for future generations.

Reg completed his course in late 2010 and was a committed student who received outstanding grades and submitted an exceptional Assessment Record Book. The evidence was based upon the development of the Compliance Management Program which he conceived, developed and is now implementing.

As a direct result of his excellent hard work and dedication, Reg was awarded UNE Partnerships first ever **Excellence Award**.

The Compliance Management Program with its supporting resources, processes and systems has been developed through approximately 75 projects involving people from diverse backgrounds, ranging from legal, policy, scientific, law enforcement, as well as traditional owners and indigenous communities. It is a world's best practice approach to managing compliance in a marine environment and is attracting interest from a number of overseas authorities.

Using project management methodology, Reg established a strong project leadership role throughout the Great Barrier Reef Marine Park Authority as well as with key stakeholders who provide major resource inputs to the Compliance Management Program. The Program has delivered significant outcomes for the Great Barrier Reef which are reported in some detail each quarter.

Reg has also applied the PMI Organisational Maturity Model to progressively build project management capability within the GBRMPA. This has resulted in the application of project management tools and techniques in the day-to-day operation of the organisation and has extended the benefits of planning and management to other divisions of the Great Barrier Reef Marine Park Authority.



Suzanne (fourth from left) and her work colleagues

Suzanne Warner’s learning journey from vocational qualifications to a university degree has been “...achieved through her tenacity, strength in self belief, and knowing where she wanted to go”, according to Paul Hartley, UNE Partnerships Training and Assessment assessor.

For Suzanne her learning journey commenced in 2004 with UNE Partnerships’ **Certificate IV in Assessment and Workplace Training** which she successfully completed in August 2005. She then upgraded her qualification to **Certificate IV in Training and Assessment (TAA40104)** in August 2007 by completing the Bridging Program, recognising previous units she had completed. “My thirst for learning was growing and in December 2007 I enrolled in UNE Partnerships’ **Diploma of Training and Assessment**, which I successfully completed at the end of 2008”, said Suzanne.

Suzanne chose UNE Partnerships because of our flexibility and high recommendation from a former work colleague. UNE Partnerships’ approach to learning allowed her to enrol at a time of her choice and to study at her own pace. At first Suzanne was apprehensive but was reassured with the comprehensive course material and strong support she received from the program team and assessors.

Combining formal study with full-time employment in a busy government department in Sydney also proved a challenge, but Suzanne’s colleagues provided positive support through mentoring and coaching and encouraged her commitment to study. According to Suzanne, “It has been a challenge to balance study, work and

home life together over the past four years but studying has since become a habit and routine in my day-to-day life.”

A career in Training and Assessment has proved to be a positive career change for Suzanne, giving her a renewed purpose towards assisting others throughout the learning process. Making a real difference in the workplace by helping others to achieve personal growth and reach their goals has been a real highlight for Suzanne. “Deciding to do these three UNE Partnerships courses has been one of the best decisions for my personal development and career! I would highly recommend these programs to anyone considering a change in their career or as a self-development program”, said Suzanne.

With three vocational qualifications behind her, Suzanne was feeling confident and eager to launch into the next stage of her learning pathway. In 2009, she enrolled in the **Bachelor of Training and Development** at the University of New England, which she completed at the end of 2010.

“I look forward to my Graduation day in April 2011, when I will be awarded a Bachelor of Training and Development degree. Proud of my success I will celebrate with family and friends and ponder what is next on this career pathway”, commented Suzanne.

From Paul Hartley, “It is comforting to know that Suzanne has never lost sight of her journey from beginning to end, and on behalf of the Training and Assessment team I would like to offer Suzanne our sincere congratulations and wish her all the best in the next stage of her journey.”

Australian Legal Practice Management Association Graduation



L-R: Richard Doyle and Myeka Page of UNE Partnerships, with graduates Lisa O'Connor, Joanne Boog, Justine Fletcher and Ruth Treleaven, and Warwick McLean of ALPMA

UNE Partnerships has a proud history of working with the Australian Legal Practice Management Association (ALPMA), in supporting its education goal of developing a customised qualification for the Legal Professional Practice Manager.

At the 2010 ALPMA Summit, graduates from the program celebrated their success by highlighting the challenges and achievements they confronted throughout their study. Collectively almost 20 people have now completed the qualification and we look forward to celebrating with future students as they complete.

UNE Partnerships is delighted to announce the release of the new **Diploma of Professional Practice Management customised for law firms**. The program continues to develop the required skills and knowledge in the key areas of professional practice management – human resources, finance and client management.

The course review in 2010 presented a significant opportunity to re-examine the role of practice managers and identify the significant business changes to law firm management. Today, law firms are more sophisticated and require a practice manager to lead and manage a professional and profitable practice.

A greater strategic focus in the program has increased the emphasis on risk management, compliance and leadership, all critical factors in the success of any legal practice – enabling a practice manager to develop from an administrator into a true influential business partner.

The new program is practical, relevant, and the principles learned can be easily applied in the day-to-day working environment – immediately improving the professional management of a law firm.



HCF dental workshop

Late in 2009, UNE Partnerships were approached by HCF (Hospitals Contribution Fund of Australia Limited) to provide training to clinic coordinators within their restructured dental practices throughout the metropolitan area of Sydney. These changes resulted from the increasing need to improve dental service and control escalating costs.

HCF recognises the benefits education delivers in developing staff's skills and knowledge to adapt to changing workplace conditions, whilst providing staff the opportunity to gain formal qualifications.

UNE Partnerships consulted with HCF's Human Resource Development department to identify their specific needs, including changes within the work environment and impacts on work practices.

UNE Partnerships Certificate IV in Practice Management customised for dental practices provided the framework for the training. Further consultation was undertaken, ensuring course material was

customised for HCF, so new learning was directly relevant and immediately applicable to the workplace.

Blended delivery was chosen as the most appropriate format, providing a mixture of workshops and self directed learning. The workshops provide face-to-face sessions allowing discussion with a UNE Partnerships presenter and other staff. Presenters were briefed on the HCF structure and work environment to allow them to address specific areas common to the clinic coordinators. In addition, HCF provided a brief on the participants backgrounds for the presenters to further assist in presenting the course to enhance the learning experience for the students. The workshops allow staff the opportunity to liaise with each other, discussing common issues, learning from each other and developing strong networks for the future.

UNE Partnerships also provides a secure environment for online support throughout their learning process providing additional resources to assist in the preparation of course work.

I found the UNE Partnerships Certificate IV in Practice Management was a great opportunity to expand my skills and knowledge and gave greater understanding of the role a Practice Manager plays from setting up a new practice, hiring of staff and the financial aspects of managing a dental centre. I especially liked this course as it specifically relates to the dental industry and gives an opportunity to build rapport/friendships with others during the course.

Tracey Taylor, Practice Manager
HCF Dental Centre, Blacktown

UNE Partnerships 2010 Trainee of the Year "A Whole Practice Approach to Training"



L-R: Richard Doyle, Lauren Marchant, Vivienne Lanagan and Dr Edward Or

For **The New England Skin and Medical Clinic**, the whole practice approach to training has certainly paid off, with a number of awards to share. **Lauren Marchant** was announced winner of **UNE Partnerships 2010 Trainee of the Year Award** for her outstanding dedication, exceptional organisational skills and perfecting the work/life balance.

The New England Skin and Medical Clinic is a busy clinic, owned and run by Dr Edward Or. He has incorporated skin cancer diagnostics and treatment into his new combined practice and has been able to provide state-of-the-art medical equipment and technology, enabling immediate and accurate diagnosis for patients in the region.

Lauren completed her **Certificate III in Business (Medical Administration)** within six months and has undertaken further studies with UNE Partnerships. When she applied for the receptionist position at The New England Skin and Medical Clinic in Glen Innes, Northern NSW she was motivated and keen to learn. According to Lauren, "My life changed when I came to this practice. The work and opportunities have given me new confidence and a drive to keep on with professional learning. The training made me a more valuable employee to Dr Or by improving my knowledge base through the UNE Partnerships Traineeship".

At staff meetings, Lauren puts forward new ideas from her studies and discusses their practical application in the workplace. Lauren's adaptability and enthusiasm have motivated other members of her team to accept that learning is a positive experience. Lauren also won **Trainee of the Year at the Glen Innes Business Awards** and Dr Or, principal of the practice, won the **Best Environmental Initiative Award** for his contributions in running a paperless practice.

The team is very well qualified and Dr Or understands the direct benefits that education brings to the operation of the practice. Vivienne Lanagan, practice manager, has completed her Certificate IV and Diploma of Practice Management through UNE Partnerships; Naomi Marchant has also gained the Certificate III in Business (Medical Administration) and Jenni Rice is currently enrolled in the Bachelor of Nursing at UNE.

Vivienne was also awarded the **Australian Association of Practice Managers NSW Practice Manager of the Year Award** in August 2010. All the staff travelled to Sydney for this special occasion as a reward for their loyalty, dedication and commitment.

Richard Doyle, UNE Partnerships Managing Director, congratulated Lauren on being our Trainee of the Year for 2010. "Congratulations also to Dr Or, Vivienne and The New England Skin and Medical Clinic team on a successful year. Education and training are vitally important in our changing world" Richard said.

UNE Partnerships

UNE Partnerships (National ID: 6754) is one of Australia's most progressive Registered Training Organisations (RTO) specialising in vocational training programs that are nationally recognised. UNE Partnerships is the wholly owned education and training company of the University of New England – NSW's second oldest university and Australia's oldest and most experienced distance education provider.

UNE Partnerships is committed to the provision of structured, high quality, industry relevant training to promote increased skills and knowledge. Our emphasis is on practical, accredited, nationally recognised qualifications which can be directly applied to the workplace and provide pathways into higher qualifications to enable a structured career path.

The professional development programs we offer are undertaken by individuals, and by contract to private and public sector organisations, throughout Australia and internationally. Short courses, workshops and in-house training can be designed to meet specific needs and workplace demands and commitments.

UNE Partnerships provides specialised training in Business Administration and Management, Facilities Management, Frontline Management, Government/Public Sector, Practice Management, Project Management and Training and Assessment.

UNE Partnerships adheres to a code of practice and follows all Commonwealth and State legislative regulatory requirements.

Quality Assurance

All course materials provide information on studying with UNE Partnerships (including contact details, learning resources, assessment requirements and submission, Recognition of Prior Learning (RPL) procedures, student support and relevant forms). UNE Partnerships has always prided itself on offering students maximum support services and resources. Our courses provide an online resource site and regular review of student study status. Telephone, email and facsimile support are also available throughout your study period.

UNE Partnerships abides by the Access and Equity Policy of the University of New England (UNE) and follows its disciplinary, grievance, mediation and welfare mechanisms. Further information can be obtained by contacting UNE Partnerships or visiting UNE's website at www.une.edu.au/eo.



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T: 1800 066 128
www.une.edu.au

UNE Partnerships Pty Ltd, PO Box U199, University of New England NSW 2351
ABN: 74 003 099 125

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