Professional Development Programs

Think like others don’t. Look where others won’t. Work like others can’t.

swinburne.edu.au/shortcourses
Professional Development Programs

Learn from experienced industry facilitators.

Our professional development programs are designed to offer practical application within a work environment and enhance participant skills and knowledge in areas such as finance, leadership, coaching, and other business disciplines.

The skills are assessed on the job and the relevant units accredited to a national qualification. Participants can therefore opt to be assessed through work-based projects to complete the relevant qualification in their chosen time frame.

We offer professional development programs in the following areas:

+ Business Essentials
+ Leading and Managing
+ Personal Effectiveness
+ Computing Skills
+ First Aid
+ Work Health and Safety
+ Quality Auditing

Swinburne has been offering professional development to individuals and companies since 2002. Well over 3000 businesses – public and private, national and international – have engaged with Swinburne to deliver courses that are designed to achieve results.
Contents

**Business essentials** .............................................. 4
Agile Business Analysis ........................................ 5
Masterclass: Agile Project Management .................. 5
Business Writing Skills .......................................... 5
Contract Management Essentials for Project Managers .............. 6
Masterclass: Develop Breakthrough Business Strategy .......... 6
Digital Marketing .................................................. 6
Identify, Assess and Manage Risk ...................... 7
Manage Business Finance ....................................... 7
Manage Quality Customer Service ..................... 7
Marketing Essentials ........................................... 8
Operational Excellence ......................................... 8
Project Management Essentials ......................... 8

**Leadership and management** ......................... 10
Masterclass: Change Management ...................... 11
Creating High Performing Teams ....................... 11
Develop Emotionally Intelligent Leaders ............... 11
Develop Leadership Qualities .......................... 12
Event Management ........................................... 12
Masterclass: Finance for Managers .................. 12
Masterclass: Leader as Coach ......................... 15
Leading Innovation in the Workplace ................. 15
Masterclass: Lead Innovative Thinking and Practice .............. 15
Managing for Maximum Performance .................. 16
Building Resilience ........................................... 16
Overcoming Immunity to Change ...................... 16

**Personal effectiveness** .................................... 18
Building Emotional Intelligence ....................... 18
Building Your Self Esteem and Assertiveness Skills .............. 19
Dealing with Workplace Conflict .................... 19
Dealing with Difficult People ........................... 19
Negotiation Skills ............................................. 20
Powerful Influencing: Mastering the Skill of Persuasion .......... 20
Public Speaking and Presentation Skills .............. 20
Stress Resilience and Work Life Balance Concepts .............. 21
Time and Priority Management ......................... 21
Women with Influence: Communicate Assertively .............. 21

**Computing skills** ............................................ 22
Microsoft Excel Introduction ................................... 23
Microsoft Excel Intermediate .................................. 23
Microsoft Excel Advanced ....................................... 23
Microsoft Powerpoint Course ............................... 23
Microsoft Project Course ....................................... 23
Microsoft Word Intermediate .............................. 23
Microsoft Word Advanced ...................................... 23

**First aid** ....................................................... 24
Provide First Aid (HLTAD003) ...................................... 25
Provide First Aid (Update) (HLTAD003) ...................... 25
Provide Advanced First Aid (HLTAD006) ..................... 25
Provide Advanced First Aid (Update) (HLTAD006) .............. 25
Provide Advanced Resuscitation Techniques (HLTAD007) .......... 25
Provide First Aid in Remote Situations (HLTAD005) .............. 25
First Aid Management of Anaphylaxis (22099VIC) .................. 25
Provide CPR (HLTAD001) ......................................... 26
Provide Basic Emergency Life Support (HLTAD002) .............. 26
Become a First Aid Trainer ..................................... 26
First Aid Trainer Re-Accreditation ...................... 26
Food Safety (FDFFS2001A) ...................................... 26
CPR Instructor Course .......................................... 26

**Work health and safety and quality auditing** ............... 28
Initial OHS Training of Health and Safety Representatives .......... 29
Health and Safety Representative Refresher Training .............. 29
Lead Auditor Training ........................................... 29
Work Safely in the Construction Industry (CPCCHS1001A) .... 29
Control Traffic with a Stop-Slow Bat (RIIWHS205D) .............. 29
Participate in Quality Audit (Internal Auditor) (BSBAUD402B) .... 30
Participate in Work Health and Safety Processes (HLTWHS200A) .... 30
Investigate WHS Incidents (BSBWHSS05A) ...................... 30
What is a Masterclass?
A Masterclass is aimed at working professionals with moderate experience.

The benefit of a Masterclass
In conjunction with an additional assessment, completion of a Masterclass can be credited as one unit towards postgraduate studies in either the Graduate Certificate of Applied Business or the Graduate Certificate in Organisational Coaching.
Agile Business Analysis

This two day course introduces the business analysis practice re-contextualised in an agile environment. The course will inspect the role of the business analyst and business analysis activities in major agile frameworks. The mindset and attitudes of an agile business analyst are also addressed.

The course looks at how iterative development changes the way business analysis is conducted, and provides practical examples of techniques and methods for people who need to perform business analysis activities. The course spends a substantial amount of time on behaviours and techniques used in requirements discovery and communications.

**Learning objectives**
+ Understand the concept of agile and its value centred approach
+ Understand the leading frameworks used in industry, their features and benefits and the way business analysis is typically done in these contexts
+ Learn what happens to the role of business analysts when they join agile teams
+ Learn how to practice value management as the new model for business analysis
+ Understand the principles and practices for requirements discovery and management activities including user stories and story mapping
+ Learn how to manage changing requirements on an agile project
+ Learn how to manage project stakeholders on agile projects.

Masterclass: Agile Project Management

This two day course commences with an introduction to the foundation and history of the Agile movement. It then looks at common practices and frameworks used by teams including Scrum, Kanban, Lean Start-up and XP.

Day two drills into project management activities related to planning, monitoring and controlling projects highlighting the role of collaboration, developing appropriate feedback and quality systems, including elevating the focus from schedule and budget targets to delivering customer value.

**Learning objectives**
+ Understand the importance of value delivery as a higher order goal
+ Learn visualisation techniques and how they contribute to an Agile way of working
+ Learn agile techniques to identify and engage stakeholders in the project management process
+ Understand how to identify and define Agile planning techniques appropriate to the needs and context of the project
+ Learn to plan and define systems that enable the team to optimise value delivery through fast feedback and adaptive planning techniques
+ Learn to apply visualisations and models to help teams understand how to priorities competing agendas such as time, scope, budget and quality
+ Learn to create a Product Backlog, estimate project work and Project Release Plan using Agile techniques
+ Understand risk management practices to a project in an Agile way
+ Understand and apply performance management and control techniques in an Agile way.

Business Writing Skills

Redesigned with new content for 2017, the Business Writing Skills workshop has been constructed to equip you with the skills to develop complex reports, information documents and correspondence.

Learn professional techniques to build on existing expertise to produce well-structured and easy-to-read emails, reports and other business documents.

Participants are required to have writing skills for a business context, basic computer skills and be familiar with using Microsoft Word.

**Learning objectives**
+ Plan documents to determine the purpose, appropriate format and communication mode
+ Understand the audience's needs and draft text incorporating available data, information and knowledge according to proposed structure and content
+ Structure business documents such as reports, letters and emails using design elements appropriate to the audience and purpose
+ Write sentences, paragraphs and sections of documents that are the appropriate length using clear, easily understood language
+ Revise, edit and proof read documents

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBWRT401 Write Complex Documents). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.
In this two day workshop participants working with commercial contracts will learn how to identify key risks involved in managing contracts and how these risks can be assessed and then mitigated. Participants will learn to investigate the contract life cycle, financial and key legal aspects relating to contract law and the broader process of how contracts are financed, negotiated, drafted, created, managed, evaluated and terminated.

The knowledge gained from this workshop can be immediately applied to your workplace to assist you to better meet your organisation's contractual objectives. This workshop is particularly aimed at Project Managers involved in the planning, negotiation, drafting, management and administration, closing and dispute resolution of contracts. The content of the course will also suit general managers, heads of department, senior managers, managers and all other professionals who are involved with these activities.

**Learning objectives**

- Understand how to protect the interests of the organisation by the use of the lifecycle
- Learn how to safeguard against contracting interruptions by enhancing the contracting process
- Learn to develop clear performance criteria that are workable for both vendor and purchaser
- Gain insights on key problematic contract terms that can affect procurement objectives
- Learn how to improve your ability to read and interpret contracts
- Learn how to evaluate your own and other party financial statements
- Enhance your skills to identify, assess and mitigate contract risks
- Learn how to manage the negotiation process to ensure there is a longer-term win-win outcome
- Develop an understanding how to capture performance so it can be optimally evaluated and monitored
- Develop methods to reach an amicable and adequate contract through negotiation.

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**Masterclass: Develop Breakthrough Business Strategy**

Developing the ability to understand and design strategic approaches in diverse and complex environments is an important skill for modern leaders working in highly competitive environments.

This two-day Masterclass provides the opportunity to critique and apply strategic models to case studies and to the workplace. Decision-making frameworks, strategic theory and processes that offer value in complex and dynamic business environments are explored and evaluated and participants will be empowered with tools and techniques that can be readily applied in the workplace.

**Learning objectives**

- Understand and apply adaptive strategy planning models and the decision-making processes in complex and dynamic contexts
- Conduct internal and external environment analysis in global context
- Understand and apply rational strategy models and processes
- Formulate a strategic plan with clear objectives and strategy for the future
- Understand how to evaluate the implementation of strategic plans in business contexts
- Develop, monitor and implement Strategy Mapping in organisations
- Develop performance indicators to monitor progress in implementing a plan
- Understand strategic decision-making processes
- Communicate strategic plans effectively to all relevant parties

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**Digital Marketing**

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Are you currently working in a marketing role? Would you like to learn more about major digital marketing trends and how to develop a digital marketing campaign?

This one day workshop will provide you with the opportunity to link digital marketing to your marketing objectives.

We will explore the advantages and disadvantages of digital media and traditional media and identify how to calculate the effectiveness of the relevant media selected.

**Learning objectives**

- Learn how to apply social media and content strategy as part of your broader marketing program
- Understand some of the basic tools that are available for monitoring your campaign
- Learn the process and key factors to effective media planning
- Distinguish different types of advertising and media
- Understand laws and regulations relating to marketing and advertising
- Develop an understanding of the scope and contents of a media plan
- Write and implement a media plan and develop the right media mix
- Set and write marketing and media objectives into the media plan
- Profile and segment a target audience

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards one of our Diploma courses delivered in fast track mode, unit of competency BSBADV507 Develop a media plan. The cost of assessment is $100 per unit. Telephone 1800 633 560 or email enrolments@swin.edu.au for more information.
Identify, Assess and Manage Risk

Managers who need to acquire risk management skills and those seeking to extend their knowledge and experience in the field of risk management will benefit from this course.

Learn how to identify, characterise and assess risks. Develop the skills to determine the expected likelihood and consequences of specific types of risks to develop contingency plans and identify ways to reduce risks and prioritise risk reduction measures based on a strategy.

Learning objectives

- Review organisational processes, procedures and requirements for undertaking risk management
- Gain an understanding of risk management as part of the strategic plan for your organisation
- Assess likelihood of risks occurring and assess impact or consequence if risks occur
- Determine the scope for a risk management process and learn how to develop policies and processes for effective risk management, including risk scoping and auditing
- Learn how to use tools and techniques to generate a list of risks that apply to the scope of your risk management plan
- Determine and select appropriate options for treating risks and develop an action plan
- Understand methods for implementing and monitoring a risk management plan
- Learn methods for continually evaluating and improving the risk management plan, policies and procedures
- Implement and monitor an action plan and evaluate the risk management process

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBRSK501 Manage Risk). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Manage Business Finance

Improving business performance requires an understanding of the components of profit and value. Suitable for managers, team leaders and supervisors who are responsible for managing and assessing financial performance, this workshop teaches effective skills to assess and improve the financial performance of your organisation and support your staff in their roles.

This workshop offers participants new skills to plan and manage financial management approaches to monitor expenditure. Participants learn how to ensure budgets and financial plans are achievable and accurate. The facilitator teaches the skills to master the preparation of contingency plans to manage financial risk and how to design and implement financial management processes.

Learning objectives

- Identify the key features of financial reports
- Interpret financial statements to determine where management attention should be directed
- Prepare contingency plans for financial plan variation
- Support team members with financial management roles
- Analyse data and information on the effectiveness of financial management processes and determine actions which will improve financial performance
- Identify the important financial principles of business development
- Manage financial risk
- Determine financial strategies and their impact

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBFIM501 Manage Budgets and Financial Plans). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Manage Quality Customer Service

In today’s competitive environment, customers demand quality service. If you don’t provide them with the products and services they want, they won’t hesitate to go elsewhere. Managing the delivery of quality service and developing approaches to enhance the quality of customer service form the essential basis of any successful business.

This workshop provides participants with the skills to monitor, adjust and optimise customer service processes and identify possible points of weakness, with the objective to analyse the potential for improvements.

Learning objectives

- Investigate, identify, assess and include the needs of customers in planning processes
- Learn how to use and apply quality service standards
- Identify the characteristics of a winning customer service team and assist colleagues to overcome difficulties in meeting customer service standards
- Explore pro-active customer service problem-solving
- Learn how to implement strategies to achieve customer service standards and obtain customer feedback to improve services
- Understand customer service audits and feedback

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBCUS501 Manage Quality Customer Service). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.
Marketing Essentials

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This course is designed for professionals who create, protect or enhance client or customer value within their organisation. It will suit employees in a number of roles, including those in a leadership role with responsibility for revenue targets, in a marketing role who have no formal marketing-related qualification or who manage a team that is accountable for target achievements.

The course provides participants with the framework and tools required, to select and implement a marketing mix that best satisfies the target market and meets the organisation’s marketing objectives.

**Learning objectives**

- Learn how to assess your market and identify consumer priorities, needs and preferences that affect the marketing mix
- Learn how to set marketing objectives to meet organisational, strategic and operational marketing objectives, and desired positioning
- Analyse distribution channels, promotional methods and customer service provision in order to determine their importance to marketing outcomes
- Consider product, pricing, promotional, distribution and service variations, and evaluate these against marketing objectives, target market characteristics and desired positioning
- Select a marketing mix that best satisfies the target market and meets marketing objectives
- Apply tools to successfully monitor your tactical implementation against performance and isolate components for testing

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBMKG502 Establish and Adjust the Marketing Mix). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Operational Excellence

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Striving to achieve operational excellence is one of the most important contributors to an organisation’s sustainable performance and growth. Companies that reach for a higher level of operational excellence reap numerous benefits: a systematic, evolving and effective approach to business operations; a continually productive and innovative workforce; and an organisation that consistently realises sustainable growth.

This two day course provides a practical overview of operational excellence and its core practices. The course is designed for people whose role requires them to improve operational excellence and productivity across a department or organisation: managers at all levels of the organisation, individual contributors, project managers, business partners and consultants.

**Learning objectives**

- Understand what operational excellence is and how it differs to business excellence
- Assess operational excellence
- Demonstrate systems thinking
- Align the voice of the customer with business strategy
- Understand core operational practices
- Understand the role of the leader in organisations who demonstrate operational excellence
- Develop an operational excellence action plan to close performance gaps

Project Management Essentials

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Develop the skills to complete a project on time, to budget and within the project specifications.

Project managers, organisational managers, team leaders and project officers will benefit from this course.

It is suited to anyone who wants to learn how to manage the life cycle of a project, including the development of a project plan, administering and monitoring the project, and finalising and reviewing the project to identify lessons learnt for future application.

**Learning objectives**

- Learn how to construct and scope a project brief, define stakeholders, and determine and access available resources
- Develop a project plan including timelines, work breakdown structure, roles and responsibilities
- Identify and access appropriate project management tools
- Formulate a project risk management plan
- Implement and monitor plans for managing project finances, resources and quality
- Provide support for project team members
- Undertake risk management and review project outcomes and processes against the project scope and plan
- Document lessons learnt from the project and report within the organisation

**National Accreditation Pathway**

This course provides a pathway towards the Certificate IV in Project Management Practice for Project Officers or towards a Diploma of Project Management for those in a Project Manager role. Telephone 1800 633 560 for more information.
Leadership and management

What is a Masterclass?
A Masterclass is aimed at working professionals with moderate experience.

The benefit of a Masterclass
In conjunction with an additional assessment, completion of a Masterclass can be credited as one unit towards postgraduate studies in either the Graduate Certificate of Applied Business or the Graduate Certificate in Organisational Coaching.
Masterclass: Change Management

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In a world of ongoing uncertainty and unpredictability, the only constant is in fact change itself. Change management has now become an important and expected work attribute. Learn how to develop unique ability to be bold and visionary in creating innovative, sustainable solutions to the greatest of challenges.

In this two day Masterclass you will learn how to deeply understand the dynamics of change, to turn challenge and crisis into opportunities, to envision and design the future and to build flexible, innovative thinking. Discover how to make the leap from being an effective change manager into a highly valued and empowering change master.

**Learning objectives**

+ Understand the dynamics, complexity and the stages of organisational change
+ Identify and prioritise change opportunities from both external and internal drivers
+ Assess the impact of planned change using change impact analysis tools
+ Apply best practice change management models
+ Understand why most change fails, the psychology of change resistance and to develop actions to manage and reduce change resistance
+ Develop a detailed change management plan with clarity of all key change roles and responsibilities
+ Plan effective change communications and identify and manage all key stakeholders
+ Monitor the change impact, applying corrective actions and effectively embedding the change into company culture and systems

**National Accreditation Pathway**

By completing the four day workshop option this provides the training required for the unit of competency BSBINN601B Manage Organisational Change for the 10112NAT Graduate Certificate in Applied Business. Successful completion of the assessment for this unit will contribute to a nationally recognised qualification. To enquire about assessment for this unit and the qualifications available please contact our learning advisors on 1800 633 560 or email indenrolments@swin.edu.au

Creating High Performing Teams

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This workshop equips managers, supervisors and team leaders with the right skills to establish performance goals and plans for their team, and provide the necessary support to ensure that outcomes are met according to expectations. Through action-based learning, participants develop an understanding of what is required to become a high-performing team. Managers learn to create and maintain this team by implementing effective communication, team goals, individual aspirations and positive feedback to ensure their team is operating at maximum performance.

**Learning objectives**

+ Establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives
+ Develop performance plans and key performance indicators and goals for a work team
+ Learn how to support team members in meeting expected performance outcomes
+ Develop strategies to ensure team members have input into planning, decision-making and operational aspects of a work team
+ Develop policies and procedures to ensure team members take responsibility for their own work and assist others to undertake required roles and responsibilities
+ Learn how to provide feedback to encourage, value and reward individual and team efforts and contributions
+ Develop communication strategies to deal with unresolved issues, concerns and problems raised by team members

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBWOR502 Lead and Manage Team Effectiveness). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Develop Emotionally Intelligent Leaders

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Are you in a management or team leader role? Do you want to increase your capability to think intelligently about your own and others’ emotions? Do you want to be able to coach your team to better engage your staff to build performance, morale and resilience in the workplace?

This two day workshop will provide you with insights into Emotional Intelligence including perception, understanding, reasoning and managing one’s own and others feelings. These skills can be combined with the practical application of coaching to develop competencies in the different aspects of managing people performance.

**Learning objectives**

+ Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager
+ Clarify your role and responsibilities in allocating work assignments
+ Identify techniques to deal with employee challenges such as hostility, complaints, and laziness
+ Develop motivation and feedback skills
+ Understand the importance of non-verbal responses in communication
+ Learn what emotional intelligence means
+ Learn how our emotional health and physical health are related
+ Learn techniques to understand, use, and appreciate the role of emotional intelligence in the workplace
+ Understand the different emotions and how to manage them
+ Learn to create a personal vision statement
+ Understand the difference between optimism and pessimism
+ Learn to validate emotions in others
+ Develop, implement and evaluate coaching programs to achieve identified defined outcomes

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards the Diploma of Leadership & Management delivered in fast-track mode (unit of competencies: BSBLD501 Develop and use emotional intelligence, BSBMGT502 Manage people performance, PSPGOV415 Provide workplace coaching). The cost of assessment is $100 per unit. Telephone 1800 633 560 or email indenrolments@swin.edu.au for more information.
LEADERSHIP AND MANAGEMENT

Develop Leadership Qualities

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Whether currently in a supervisory or management role or stepping up to a new management challenge, this course is designed to develop leadership skills and the potential to successfully manage a group of people. Focussing on leadership development through work-based application, this workshop supports the development of resilience, self-reflection and innovation.

Participants will learn new approaches to ensure they communicate effectively and efficiently and delegate and deliver to become an exceptional leader. The workshop also develops the skills to understand how to apply different strategies to deal with operational and staff management issues.

**Learning objectives**

- Discover what motivates team members
- Build team cohesion and higher levels of performance
- The laws of leadership and teamwork
- Understanding personality and management style
- Making informed decisions
- Positioning team members for optimum performance
- Communicate vision and organisational goals effectively
- Leading with passion and influence
- Enhance your individual communication and people skills
- Effective body language techniques
- Dealing with conflict effectively
- Four simple steps to delegation
- Identifying and dealing with role change issues

Event Management

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Are you working in a position where you need to organise events but is it not the core function of your role? This course is designed for Executive Assistants, Personal Assistants and professionals who are not specialists in events management. As well as plenty of creativity to design an event that is memorable and meaningful it also takes careful attention to detail, adaptability, effective delegating and a significant amount of work.

Newly designed in 2017 to assist those who are not solely Event Managers or Planners, this two day workshop will provide you with the skills and confidence to successfully plan and implement an event, from the early stages of planning, to the final touches and post event evaluation.

Create an atmosphere your attendees will remember and ensure your event, however big or small, achieves maximum results.

**Learning objectives**

- Event planning essentials including budgeting
- Event sponsorship and marketing
- Manage teams, event logistics including insurance, council and other relevant statutory obligations
- Manage media relations and pre event publicity
- Understand how to select speakers and a master of ceremonies
- Develop contingency plans
- Develop a post event evaluation plan

Masterclass: Finance for Managers

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If you are a manager required to have an understanding of the financial drivers of your business, this two day program will enhance your financial literacy and knowledge.

Some managers who are highly skilled in their own respective discipline areas often do not have a clear understanding of the financial reports they receive or contribute to. To make informed contributions to managerial accounting reports and strategic decisions this knowledge is however essential.

This two day Masterclass focuses on how to interpret and analyse financial statements and provides an insight into how managerial and business decisions impact the financial reports of an organisation.

The program is supported by specifically designed and easy to understand course notes. Relevant case studies and exercises are provided at appropriate stages in the program to enable participants to practise accounting and finance tasks. Solutions to these activities are also provided to assist participants with immediate feedback.

**Learning objectives**

- Identify information and reports required to make effective financial decisions
- Consolidate your ability to view and determine business operations from multiple levels
- Forecast future financial resource needs
- Understand financial objectives and analyse current asset performance and capacity
- Set business targets and compliance mechanisms
- Manage financial risk
- Monitor compliance with financial projections
- Influence value added strategies

**National Accreditation Pathway**

By completing the 4 day workshop option this provides the training required for the unit of competency MTMBUS701A Manage financial performance for the 10112NAT Graduate Certificate in Applied Business. Successful completion of the assessment for this unit will contribute to a nationally recognised qualification. To enquire about assessment for this unit and the qualifications available please contact our learning advisors on 1800 633 560 or email enrolments@swin.edu.au.
“The deeper we understand; the more impact we have.”

NATHANIEL LEE
COURSE FACILITATOR
“I live for the moments when people truly realise how capable they are.”

ANNE BASIA
LEARNING ADVISOR | ENGAGEMENT
Coaching is one of the most powerful tools available to managers to develop their staff and lift performance. In essence, coaching is a creative thought-provoking process that supports individuals to learn and develop, to experiment with new ideas and seek bold solutions, and more confidently deal with challenges. Often used for improving personal performance, it is a critical tool for managers and leaders.

In this two-day Masterclass, you will learn what coaching is and how it differs from mentoring and counselling. You will learn about your strengths as a coach and identify areas for further development. Most importantly, you will understand how to use effective communication skills in the coaching relationship. Knowing how and when to coach, and when to use other tools, like mentoring, is an essential skill that can benefit both you and your organisation.

**Learning objectives**

- Explain what coaching is and how it differs from mentoring and counselling
- Identify their strengths as a coach and areas for further development
- Use effective communication skills in the coaching relationship
- Support the coachee to set goals and develop action plans
- Identify and use appropriate models of coaching

**National Accreditation Pathway**

By completing the 4-day workshop option, this provides the training required for the unit of competency PCW801A. Provide coaching in the workplace for the 10112NAT Graduate Certificate in Applied Business. Successful completion of the assessment for this unit will contribute to a nationally recognised qualification.

To enquire about assessment for this unit and the qualifications available, please contact our learning advisors on 1800 633 560 or email enrolements@swin.edu.au.

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**Leading Innovation in the Workplace**

Innovation is a powerful tool that can help unlock potential. One of the most important things organisations can do to lead change is to cultivate innovators.

Innovation comes in many forms and its potential to deliver value is unlimited. Management innovation, systems innovation, cultural innovation, and marketing innovation are just some of the dimensions of this course. In this workshop, participants learn through practical activities to encourage innovative thinking. This course is suitable for all managers working at the front line of an organisation and who influence organisational strategy. It equips participants with the tools, models, and mindsets to become successful innovators within their own business environment.

**Learning objectives**

- Innovation as an integral part of leadership and management activities
- Build and lead teams to work in ways that maximise opportunities for innovation
- Create opportunities for individuals to learn from the experience of others
- Learn how to lead, introduce and implement change
- Build and apply communication tools
- Learn how to create a supportive learning environment

**National Accreditation Pathway**

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBINN502 Build and Sustain an Innovative Work Environment). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

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**Masterclass: Lead Innovative Thinking and Practice**

Developing an understanding about how innovation can be applied in a corporate environment is becoming a necessity for modern leaders working in competitive environments. Recognising the multi-dimensional nature of corporate innovation can equip you with the knowledge and tools to develop and sustain competitive advantage within your enterprise. This Masterclass focuses on comprehending the nature of corporate innovation but more importantly empowers you with the tools and techniques that can be readily applied in the workplace.

**Learning objectives**

- Understand corporate innovation and how to apply it in modern organisations
- Differentiate between innovation, creativity and continuous improvement and know when and how to apply each concept
- Recognise cultures that foster innovation as opposed to those that impede it
- Adopt the mindset and attitude of a corporate innovator and learn to instil this belief in staff
- Learn a range of skills and techniques essential to successful innovation
- Understand how innovation connects with corporate strategy and how leaders should leverage systems within their organisation to innovate rather than building from the ground up
- Identify and challenge engrained institutional barriers to innovation
- Assess the innovation readiness of their organisations
- Embed a proven process for innovation that can be applied to any organisational setting

**National Accreditation Pathway**

By completing the 4-day workshop option, this provides the training required for the unit of competency BSBINN801A Lead innovative thinking and practice for the 10112NAT Graduate Certificate in Applied Business. Successful completion of the assessment for this unit will contribute to a nationally recognised qualification. To enquire about assessment for this unit and the qualifications available, please contact our learning advisors on 1800 633 560 or email enrolements@swin.edu.au.
Managing for Maximum Performance

The success of an organisation is based on the effective management of teams working together to achieve common goals. Knowing how to build, influence and lead teams can increase business performance to exceed goals and objectives.

This workshop explores the knowledge required of managers to create and manage high-performing teams. The course focuses on how to motivate people to achieve their potential and explores why simply telling people what to do or improving work benefits is not enough.

Participants will learn new skills to boost teamwork and morale, using proven communication, planning and goal-setting strategies. They will also be challenged to identify their personal leadership style and learn how to adjust it to motivate employees and increase their productivity. Gain the skills to tackle challenges, solve problems and mediate differences using practical management tools and techniques.

Learning objectives
- Understand how and why people work, and how to improve job performance
- Design performance management processes to ensure consistency with the objectives of your organisation
- Learn how to provide employee feedback and on-the-job coaching to improve performance and to confirm performance excellence
- Learn how to reinforce good performance
- Learn how to cut down on erratic performance and overcome resistance to change
- Learn how to set the right goals for the individual and the organisation, and how to manage performance and results through effective measurement

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: BSBMGT502 Manage People Performance). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Building Resilience

This two-day workshop comprises one day focused on developing personal resilience and an additional one day for leaders on developing resilient teams.

In this workshop we will explore the most common workplace stressors and challenges and cover the reasons why they can impact us profoundly. You will then develop a complete understanding of the concept of resilience and workshop the techniques and skills required to develop this capacity. The additional day will extend this knowledge to develop your leadership resilience and apply this knowledge to developing the resilience of your own teams.

Learning objectives
- Develop a sound understanding of workplace stress and challenge and their impact on our physiology, emotions, thought processes and behaviours
- Develop a deep understanding of the capacity of resilience, its components and related constructs (e.g., mental strength, wellbeing, adaptability, happiness)
- Apply your knowledge to develop personal resilience and understand how to apply this capacity to effectively manage both day-to-day and significant stressors
- Set resilience goals and develop a resilience action plan to support personal development, growth and sustainable behaviour change
- For leaders, to understand the concept of leadership resilience and its benefits when leading others through change and challenge
- Apply leadership resilience to the real challenges and develop strategies and techniques to develop a sustainably resilient team

Overcoming Immunity to Change

Around seventy per cent of transformational change initiatives fail to achieve their intended goals. This is despite significant investment in change management – processes to help organisations control the change journey. What are the root causes for this failure? In a 2008 McKinsey survey, the two key reasons identified for failure to achieve transformational change goals are employee resistance to change (39%) and management behaviours not supporting change (33%). What is needed are methods to address the human complexity and deep ambiguity involved in any change journey – this requires change leadership.

In this 1.5 day workshop you will develop powerful, contemporary methods that will help to build the necessary adaptive capacity in your organisation, to overcome immunity to change and thrive.

Learning objectives
- Understand and apply learning from our own personal change experiences
- Develop a deeper appreciation of the variety of ways others may experience change
- Identify who you need to be to best support yourself and others through change
- Anticipating your teams reactions to change
- Recognising the human and emotional factors that will emerge through the change journey and how to navigate these
- Explore the concept of immunity to change
- Understand how immunity to change applies to contemporary business challenges
- Identify what holds people back from changing
- Understand what would need to occur for people to truly change
- Introduce Kegan and Lahey’s methodology for overcoming immunity change – ‘The Big Assumption’
- Identifying polarities that emerge in change journeys
Personal effectiveness

Building Emotional Intelligence

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Applied to the workplace, emotional intelligence (EI) involves the capacity to think intelligently about one's own and other's emotions to intentionally and efficiently deliver individual and organisational outcomes.

This workshop provides insight into EI as well as practical application of techniques in the workplace to develop competencies in the different aspects of EI, including perception, understanding, reasoning and managing one's own and others' feelings.

Any team member, team leader or manager wishing to gain an introduction to and better understanding of this topic – to further enhance their communication skills, to build better relationships with all stakeholders, and improve individual, team and organisational outcomes – will benefit from this workshop.

**Learning objectives**

+ Define EI and recognise EI examples in the workplace
+ Gain an understanding of the different dimensions of EI
+ Gain knowledge and insights into how an understanding of EI and its application may be used to improve workplace relationships and performance
+ Recognise that mood congruent thought influences decision-making
+ Develop cognitive and behavioural restructuring to improve EI competencies
Building Your Self Esteem and Assertiveness Skills

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A healthy self-esteem is essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself.

Without some measure of self-worth, life can be difficult and unrelenting. In this one day workshop, you will discover techniques to dramatically change how you feel about yourself, improve your relationships with other people and develop communication skills which will enable you to speak up for yourself without compromising yourself and others. This course will reinforce healthy positive thought patterns, set goals and develop the confidence to get the things you want!

**Learning objectives**

- Understand what self-esteem is
- Learn how to improve your self-esteem and confidence
- Understand the power of thought
- Learn how to foster good listening skills and effective communication
- Learn how to ask for what you want
- Learn how to create what you want

Dealing with Workplace Conflict

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Conflict within the workplace can impact on productivity and staff morale. Developing and maintaining positive relationships with internal and external stakeholders is essential within today’s diverse workforce. Identifying and dealing effectively with difficult people and situations requires skills in positive communication, active listening and problem-solving. Reflect on conflict in the work environment and self-evaluate your response and management of these situations.

This workshop is interactive in style and involves active participation in case study scenarios, group work and self-evaluation activities.

**Learning objectives**

- Types of conflict in the workplace and how it can manifest
- Explore the different ways conflict can be expressed including aggression, assertion and passiveness
- Gain effective tools and strategies to deal with difficult situations and people
- Explore the use of assertiveness, active listening, communication, body language and teamwork to overcome conflict
- Responding to diversity
- Learn more about yourself, others and managing conflict
- Gain confidence in managing other’s conflict and your response to it
- Providing a safe place to share and discuss problems encountered in the workplace
- Grievance procedures

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency: PSPGOV508A Manage Conflict). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.

Dealing with Difficult People

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This course is designed to provide participants with the skills, techniques and strategies to professionally and confidently deal with difficult people including co-workers, customers, suppliers, managers or team members.

Participants learn how to identify and manage different behavioural styles to build a positive atmosphere with open and honest communication. Participants also learn to understand the thinking steps that can lead individuals to jump to wrong conclusions and examine how responses to conflict drive behaviour.

Participants also have the opportunity to assess their current listening skills and discover areas of improvement. Other areas covered in the course include assertiveness, coping with difficult behaviour and exploring different power relationships.

**Learning objectives**

- Communication and assertiveness
- Body language or non-verbal communication
- Listening skills
- Asking questions effectively
- Learning about work attitudes
- Maximising the value of different generations
- Effective conflict management
- Resolving conflict through negotiation styles
Negotiation Skills

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Negotiation is a life skill which is about achieving positive outcomes while maintaining relationships. In this workshop participants learn practical strategies to allow them to apply the principles of negotiation to get to the heart of what both sides really want.

This intensive and challenging negotiation skills course will give participants the confidence, skills and tactics to negotiate constructively and successfully with internal and external parties.

Participants learn how to be assertive without jeopardising existing relationships with those involved. Negotiate faster and more effectively through planning, skill and strategy, and gain better outcomes.

**Learning objectives**

+ The elements of successful negotiation
+ A systematic approach to negotiation planning
+ Effective communication
+ Common errors in negotiation
+ How to generate options that create financial returns and value for all players
+ Improving relationships within negotiations
+ Neutralise difficult negotiations and their tactics
+ Maintaining control of your negotiation strategy
+ Learn when to walk away
+ Close the deal

Powerful Influencing: Mastering the Skill of Persuasion

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Powerful influencing is a key competency for 21st century workplaces. Successful leaders understand that the old ‘rules of engagement’ in our organisations have changed. In a world where we need to achieve results in partnership with others, success is dependent on how skilled we are in persuading others to come on board with our agenda. Whether you are closing a major business deal, implementing a new strategy, gaining support for a project or obtaining scarce resources, your power to influence sits at the heart of achieving a successful outcome.

In this one-day program you will learn effective influencing strategies for business situations. You will learn to analyse underlying motivations that serve as drivers and blockers in achieving effective partnerships and successful outcomes. The program will provide strategies for influencing some of those ‘difficult’ people you deal with. You will also learn how to influence upwards. At the end of the program you will come away with the basics of your own influencing plan for a key project or task.

**Learning objectives**

+ Understand specific components of effective influencing including principles of exchange, obstacles to influencing and an influencing model that links with organisational goals
+ Identify and describe ‘the world’ from another’s perspective
+ Describe and identify currencies
+ Understand and describe the negative attribution cycle, assumptions and attributes ascribed to others
+ Use tools to develop influencing approaches for differing situations and people
+ Develop an action plan for effective influence in a key and current area of work

Public Speaking and Presentation Skills

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This course is designed for those who want to improve their skills and effectiveness in public speaking, either for their own personal development or as a key part of their job.

Learn the techniques required to plan and deliver a presentation. Understand how to control anxiety and improve articulation and listening skills. In this course participants learn how to use their style and personality to present with mastery and confidence and engage an audience.

This course also helps develop strategies to create confidence when speaking to a group of any size.

**Learning objectives**

+ Planning and preparing your presentation
+ Structuring your presentation to get the message across
+ Physical presence and body language
+ Vocal ability
+ Building confidence and not letting fear inhibit your effectiveness
+ Connecting with the audience
+ Handling difficult audience members
+ Using visual aids and other resources
+ Reviewing your presentation to continue learning

National Accreditation Pathway

This course provides optional assessment for pathway accreditation towards one of our diploma courses delivered in fast-track mode (unit of competency BSBCMM401 Make a Presentation). The cost of assessment is $100 per unit. Telephone 1800 633 560 for more information.
Do you sometimes feel that you’ve lost direction in the midst of the push and pull of work and life? Would you like to explore future options? What does success mean to you? ‘Work Life balance’ has become an important focus as the pressures of constant change envelope our lives.

Stress Resilience is a combination of work life balance principles and ways to become more resilient, especially in managing stress. Learn easy-to-apply approaches to living a less stressful life by gaining insights into how you can better steer your life in the direction you choose by becoming more empowered, confident and goal oriented.

**Learning objectives**
- Understand the concepts of work life balance, stress and resilience and how to manage stress
- Understand values and goal setting and the power of perception
- Learn how to deal with different personalities and how to handle difficult situations and people
- Understand self-awareness tools and how to give and receive feedback
- Learn about emotional intelligence and understand Covey’s Seven Habits of Highly Effective People
- Learn about the focus of control and the self-talk cycle
- Learn about optimism, resilience and being

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Highly efficient organisational skills are an essential requirement to effectively manage time and performance. By setting and meeting priorities, managing commitments and interruptions ensures you achieve the most out of your day and are able to successfully confront challenges as they arise. Establishing and aspiring to personal goals and performance measurement ensures consolidation of your professional development.

**Learning objectives**
- Learn how to plan and organise your work place effectively and efficiently
- Understand how to align personal work goals, plans and activities with the organisations
- Measure and maintain personal performance in varying work conditions, contexts and contingencies
- Learn how to set priorities to achieve personal and team goals
- Apply time management and technology to efficiently and effectively manage your commitments
- Establish your work-life balance and use tools for stress management
- Learn how to assess your personal knowledge and skills to determine your development needs for taking your next career step
- Learn how to develop your networking skills

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This course is for women who wish to gain skills in building rapport with others by conveying their message persuasively, thus being truly heard, therefore understood. Appropriate assertive communication is the key to establishing and building effective workplace relationships at all levels of the workplace: from CEO to senior staff, other colleagues and direct reports, as well as external stakeholders.

Women, for various reasons, sometimes find it difficult to present confidently to colleagues, managers and clients and this can undermine their success. This workshop will explore the background as to why this situation may have arisen, and more importantly, provide you with strategies to be comfortable with – ‘straight talking’ techniques of communication – that are direct, clear, concise, calm, honest and genuine, and that get results.

**Learning objectives**
- Understanding the impact of conditioning on behavior
- Overview of emotional intelligence and how thoughts influence feelings, which influence behaviors
- Understanding your own and others’ different communication styles/models
- The power of perception: how you see yourself, how others see you and how you interpret others
- Active listening and questioning techniques
- Body language
- Controlling self-talk
- Becoming bolder without being labelled aggressive
- Goal setting techniques and writing your personal action plan
Computing skills
Microsoft Excel Introduction

**Duration**: One day

**Fee**: $480

**Prerequisite**: Working knowledge of Windows.

**Suitable for**: Those wanting to learn how to use Excel to produce reports, budgets and lists.

Learn how to set up a spreadsheet in Excel and acquire skills such as budgeting, analysing sales, producing reports, creating simple formulas and managing autofill lists.

Microsoft Excel Intermediate

**Duration**: One day

**Fee**: $480

**Prerequisite**: Completion of Microsoft Excel Introduction course or equivalent skill level.

**Suitable for**: Excel users who wish to extend their knowledge and skills beyond building simple workbooks.

Gain increased efficiency using spreadsheets. Learn relative and absolute formulas; perform analysis using functions and more complex formulas, such as Vlookup and IF; use sorting and filtering techniques, and enhance the appearance of data.

Microsoft Excel Advanced

**Duration**: One day

**Fee**: $480

**Prerequisite**: Completion of Microsoft Excel Intermediate course or equivalent skill level.

**Suitable for**: Excel users who wish to enhance their knowledge and skills beyond building workbooks by using analytical and productivity tools.

Learn skills using functions beyond building basic workbooks, including automation, productivity, consolidation, linking, analysis tools and automating workbook operations using macros.

Microsoft Powerpoint Course

**Duration**: One day

**Fee**: $480

**Prerequisite**: Working knowledge of Windows.

**Suitable for**: Anyone who presents information to others, such as those in sales, marketing, facilitators, presenters and students.

This user friendly presentation package will give you the edge you need in your presentations. Learn to design slides, flyers and slide shows enhancing colour and animations to captivate your audience.

Microsoft Word Intermediate

**Duration**: One day

**Fee**: $480

**Prerequisite**: Working knowledge of Windows.

**Suitable for**: Those who need to know how to use MS Word to enhance existing or new documents to increase their productivity.

Increase your work efficiency using MS Word. Learn to enhance documents and text appearance, create tables, insert and modify pictures/drawings, use styles, section breaks, headers and footers and mail merge.

Microsoft Project Course

**Duration**: One day

**Fee**: $480

**Prerequisite**: Completion of Microsoft Word Intermediate courses or equivalent skill level.

**Suitable for**: Highly recommended for those who need to know how to use the more advanced features of Microsoft Word.

Advance your knowledge in using MS Word. Learn about section breaks and different headers, create and modify newspaper columns, create a table of contents, create IF statements in merge operations, create electronic forms with interactive fields, create calculations in paragraphs with bookmarks, inserting hyperlinks and how to use macros.

Microsoft Word Advanced

**Duration**: One day

**Fee**: $480

**Prerequisite**: Completion of Microsoft Word Intermediate courses or equivalent skill level.

**Suitable for**: Highly recommended for those who need to know how to use the more advanced features of Microsoft Word.

Advance your knowledge in using MS Word. Learn about section breaks and different headers, create and modify newspaper columns, create a table of contents, create IF statements in merge operations, create electronic forms with interactive fields, create calculations in paragraphs with bookmarks, inserting hyperlinks and how to use macros.
Provide First Aid (HLTAID003)

**Duration** | Two days
---|---
**Fee** | $200

This course teaches the skills and knowledge required to provide first aid response, life support, management of casualty(s), the incident and other first aiders, until the arrival of medical or other assistance.

The certificate attained after successful completion of this course is valid for 36 months.

Provide Advanced First Aid (HTLAID006)

**Duration** | Three days
---|---
**Fee** | $490

This course deals with the provision of advanced first-aid response, life support, management of casualty(s), the incident and other first aiders, until the arrival of medical or other assistance, and provision of support to other providers.

The certificate attained after successful completion of this course is valid for 36 months.

Provide Advanced First Aid (Update) (HTLAID006)

**Duration** | Two days
---|---
**Fee** | $430

This refresher course is designed for people involved in operations at the first-aid room level of a major organisation. The course will also assist those who are associated with hazardous work practices or tasks.

The certificate attained after successful completion of this course is valid for 36 months.

Provide Advanced Resuscitation Techniques (HLTAID007)

**Duration** | One day
---|---
**Fee** | $200

This course teaches advanced first-aid resuscitation techniques, life support, and management of casualty(s), until the arrival of medical or other assistance and provision of support to other providers.

The certificate attained after successful completion of this course is valid for 12 months.

Provide First Aid in Remote Situations (HLTAID005)

**Duration** | Two days
---|---
**Fee** | $390

This course teaches the skills and knowledge required to provide first aid to a casualty in a remote and/or isolated situation.

First Aid Management of Anaphylaxis (22099VIC)

**Duration** | Four hours
---|---
**Fee** | $90

In this course participants learn how to assist a casualty suffering a severe allergic reaction, by the administration of the casualty’s own adrenalin supply through a controlled dose injecting device, until the arrival of medical assistance. In addition, the course develops skills in the recognition, management, prevention and risk minimisation strategies related to allergic reactions and anaphylaxis, providing the outcomes required to develop and implement a management plan to reduce the risk of severe reactions in individuals diagnosed with anaphylaxis.

Courses available for group bookings of minimum of 8 people only:
+ Provide First Aid in Remote Situations
+ First Aid Management of Anaphylaxis
+ Provide CPR
### Provide CPR (HLTAID001)

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This course teaches the skills and knowledge to perform Cardiopulmonary Resuscitation (CPR) in line with the Australian Resuscitation Council (ARC) guidelines.

The certificate attained after successful completion of this course is valid for 12 months.

### Provide Basic Emergency Life Support (HLTAID002)

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This course teaches the skills and knowledge required to recognise and respond to life threatening emergencies using basic life-support measures only. The acquired skills and knowledge will enable a first aider to provide an initial response to an emergency in line with practised actions and Australian Resuscitation Council (ARC) guidelines and/or state/territory regulations, legislation and policies and accepted industry guidelines.

The certificate attained after successful completion of this course is valid for 36 months.

### Become a First Aid Trainer

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**Prerequisites:**
- Current HLTAID003 – Provide First Aid Certificate
- Current HLTAID006 – Provide Advanced First Aid Certificate
- TAE40110 – Certificate IV in Training and Assessment
- Minimum of 12 months teaching experience in the area of first aid

It is also strongly recommended that participants subscribe to the Australian Resuscitation Council.

Participants must provide certified copies of the prerequisite qualifications, along with the course booking form.

### Food Safety (FDFFS2001A)

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This course takes an in-depth look at what is required to implement a food safety program, and how to identify and correct any possible food safety breaches. It is required by food safety supervisors and provides staff members with a solid appreciation of their responsibilities. It assists to identify food safety risks in the workplace and the control measures used to manage them.

### CPR Instructor Course

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**Prerequisite:** Current HLTAID003 – Provide First Aid Certificate, Certificate IV in Training and Assessment

This Course provides you with the additional training necessary to become a CPR instructor. You will build on your skills as a first aid trainer and focus on developing your instructional abilities to teach these first aid skills to others.

Learn the latest training techniques. Our courses use the latest teaching methods and meet Australian Resuscitation Council (ARC) guidelines.

### First Aid Trainer Re-Accreditation

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The First Aid Trainer Re-accreditation course provides a refresher for first aid trainers. Gain the knowledge and skills you require to maintain your currency and keep your first aid and CPR skills up-to-date. Ensure ongoing assessment of first aid trainers in your area of training and expertise.
“We shine a light to raise self-awareness.”

MARK LEWIS
 COURSE FACILITATOR AND EXECUTIVE COACH
WHS and quality auditing
Initial OHS Training of Health and Safety Representatives

**Lead Auditor Training**

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<th>Duration</th>
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Are you looking for a lead auditor course to demonstrate competent skills in audit training and management? This lead auditing course is ideal for quality practitioners who have an understanding of quality management.

Course participants will receive comprehensive training in the theory and practice of auditing to gain a practical understanding of the responsibilities of a quality auditor, and the techniques and methodologies required to effectively audit a quality management system.

**Learning objectives**

+ Understanding auditor roles and responsibilities and resources required
+ Learn how to develop and submit an audit plan and tools
+ Learn how to conduct on-site audit activities and compile audit results and reports
+ Learn how to present audit results to an auditee, and follow up improvement processes
+ Learn how to plan, undertake and report on audit outcomes
+ Understand the OHS Management Systems (OHSMS) based on AS/NZS 4801:2001 standard (WHS/OHS stream)
+ Learn how to interpret the requirements of the ISO 9001 standard (WHS/OHS stream)

**Diploma Pathway**

This course pathways into the Diploma of Quality Auditing (BSBS1615). Attendees who successfully complete this course will receive a Statement of Attainment for the up to four internationally recognised competency units. For further information please contact us on 1800 633 560.

**Work Safely in the Construction Industry (White Card) (CPCOHS1001A)**

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This course gives on-site workers, and those who provide on-site supervision, management or direction, a basic awareness of common construction hazards and risks. It also provides a basic knowledge of OHS legal responsibilities, an understanding of how OHS issues should be dealt with, and the standards of behaviour and conduct expected while they are on construction sites.

The training has portability across all sectors of the construction industry.

**Control Traffic with a Stop-Slow Bat (RIIWH5205D)**

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The Road Management Act 2004 requires that persons working or engaged to work on roads are appropriately trained and qualified to carry out the works, manage the non-road activities or direct traffic. This course delivers the skills and knowledge required to control traffic on public roads and construction sites for the protection of site workers and the general public, including the minimum criteria for competency assessment. The course includes operating a radio and using a stop-slow bat.
Participate in Quality Audit (Internal Auditor) (BSBAUD402B)

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This course provides the skills and knowledge training required to prepare for and participate in a quality audit as a member of a quality audit team. The process includes reviewing designated documentation, identifying and developing checklists and audit related documentation, preparing audit schedules; gathering, analysing and evaluating information; and reporting findings to the lead auditor.

Investigate WHS Incidents (BSBWH505A)

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</table>

This course describes the performance outcomes, skills and knowledge required to plan, conduct and report on investigations of work health and safety (WHS) incidents that have resulted in, or have the potential to result in, injury or damage.

Participate in Work Health and Safety Processes (HLTWH520A)

<table>
<thead>
<tr>
<th>Duration</th>
<th>Two days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>$420</td>
</tr>
</tbody>
</table>

This course teaches the skills to achieve the workplace performance required for an entry-level employee to participate in occupational health and safety (OHS) processes in the workplace. This will allow you to ensure your own health and safety at work, as well as that of others in the workplace who may be affected by your actions.
New Courses in 2017

We are excited to announce we have brand new short courses being released in 2017:

+ Mindfulness
+ Positive Leadership
+ Creative Design Thinking
+ New Supervisor

Details for these courses will be available shortly.

Updated for 2017

We have also created new content for the ever-popular Event Management and Business Writing Skills courses.

Visit swinburne.edu.au/shortcourses to view all current short courses.

“When people explore their potential, greatness is the result.”

MARK BOWKER
COURSE FACILITATOR
Further information

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