

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.

Professional Development for the Royal Australasian College of Surgeons



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.

The study tour cemented the relationship with our Thai visitors and enhanced UNE Partnerships' opportunities to be involved in vocational training in Thailand.



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



creating professional success



UNE Partnerships is committed to creating business solutions that maximise the effectiveness of individual and organisational learning

Value of procurement training

UNE Partnerships has been actively involved in procurement professionalisation, having successfully delivered procurement training to the Border Rivers-Gwydir Catchment Management Authority and ongoing accredited training to the Department of Defence.

Procurement, according to the Chartered Institute of Purchasing Supply Australia, is the "...business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives. Procurement exists to explore supply market opportunities and to implement resourcing strategies that deliver the best possible supply outcome to the organisation, its stakeholders and customers."

Procurement covers a range of activities from identifying the need for a good or service, through to the disposal of an asset or completion of services. It incorporates activities before and after signing the contract as well as general management activities. Pre-contract includes planning, needs identification, analysis and sourcing, whilst post-contract includes contract management, supply chain management and disposal. Procurement also encompasses general management aspects such as

corporate governance, supplier relationship management, risk management and compliance. It delivers a range of benefits to organisations including security of supply, lower costs, reduced risk, improved quality, greater added value, increased efficiency and innovation.

In 2009 UNE Partnerships developed and delivered procurement and contract management training for the Border Rivers-Gwydir Catchment Management Authority, located in northern New South Wales. One of 13 Catchment Management Authorities (CMA) in New South Wales, the Border Rivers-Gwydir CMA is responsible for engaging with its local communities in the management of the catchment's natural resources.

Intensive face-to-face procurement training was customised for the Border Rivers Gwydir CMA covering procurement policy framework and principles, managing the procurement process, tendering methods, developing tender specifications and administration. Contract management training developed participant's skills, covering a range of topics including types and development of contracts, formalising contracts, performance management and managing contracts through to finalisation.

Public sector procurement of goods and services across all three levels of government in Australia is approximately \$100 billion annually. In the fiscal year 2008-2009 the Australian government entered into 85,870 contracts, with a value of almost \$33 billion (Department of Finance and Deregulation).

By far the largest agency in terms of value of contracts is The Department of Defence at 56%. Procurement remains a major economic activity performed by government and accounts for approximately 15% Australia's gross domestic product.

Procurement is now recognised as a management discipline, linking financial and strategic outcomes through management of external resources. Value for money is the core principle underpinning Australian government procurement. Public sector leaders are seeking procurement professionals to leverage greater benefits from their investments in external resources.

If you are interested in learning how UNE Partnerships can help you and your organisation better understand the procurement process and also develop and manage contracts, please contact Richard Doyle at UNE Partnerships (richard.doyle@unep.edu.au).

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