

RTO | SUCCESS

Preparing your
RTO for Sale?

6 Key
areas to value
add before
listing

Top 10
Positive
Psychology
findings to
apply at work

Internal Audits
Do I outsource
or not?

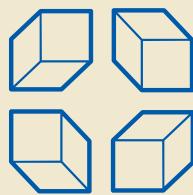
**ASQA Facts vs Fiction,
No more Monkey
Business**

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From The Editor

Welcome to Our Magazine!



Dear Reader,

"The tragedy in life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach."
Benjamin Mays

It's November already, I can't believe how fast this year has gone by. It does help when you are occupied with a new magazine but still it's gone too fast.

As we head into the last month of the year and the Christmas/New Year period, it's a good time to start reviewing:

- * What you have achieved
- * What you did really well
- * What you need to improve on
- * What goals you would like to achieve in 2013?

As part of those goals look at your growth and is there a need for new staff? If there is, follow some of the tips and suggestions that have been in the articles this year to make sure you recruit quality staff that you can retain.

In this months magazine we look at Internal Audits and should you outsource or not, ASQA Fact vs Fiction and 6 Key areas to value add before listing your RTO for sale, as Well as The Happiness Advantage.

We are always on the lookout for new contributors, if you or someone you know maybe interested in contributing please email me at editor@rtosuccess.com.au. I look forward to hearing from you.

Until next time, have a wonderful month.

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Unfortunately a very similar thing has been happening in many online forums for the RTO Industry, such as LinkedIn. There has been a lot of fear mongering happening out there, especially related to ASQA, and as mentioned in the Editors Letter in Issue 6, October 2012, it needs to stop. The bad rap that ASQA has received, to a degree very deserved, does not help RTOs in anyway.

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18 Infocus Michelle Weaver

This month we introduce Michelle Weaver, CEO of VELG Training. After completing her Bachelors of Business in Accounting & Economics she then went on to complete a Graduate Certificate in Leadership and Management. Michelle taught for a few years and then went overseas and worked at the Bournemouth University for four months and she also did web design long before the World Wide Web existed.

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22 The Happiness Advantage: Top 10 Positive Psychology findings to apply at work

There is a school of thought that argues, "What's work got to do with happiness? Work is work and why should you expect to enjoy it or have a good time?"

In the last two decades, there has been a whole raft of new research that is pointing to not only the benefits of the happier workplace but also scientifically laying out tools and techniques that are proven to be successful. There is a paradigm shift going on. Yet, most workplaces haven't quite caught up with that idea and are still stuck in old methods of "the carrot and the stick", "work is serious and isn't supposed to be fun", "financial inducement is the only thing that counts" etc.



26 The Changing face of SEO

Many RTOs have identified the potential of Google as a primary client acquisition tool. But do you ever feel like whenever you think you're just starting to understand online marketing and SEO, Google changes the goal posts and you're back to square one? Or, maybe you're finding the competition is hotter than ever before and it's harder to attract quality website traffic and enquiries that convert into clients. If these problems sound familiar, you're certainly not alone.

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36 VELG 2012 National Conference

RTO Success Magazine was an exhibitor at the recent VELG 2012 National Conference that was held at the Gold Coast Convention and Exhibition Centre. Their theme this year was 'Learn, Connect and Thrive' with 45 elective sessions across three streams that were Policy and Compliance, RTO Management and Teaching and Learning.

We met with subscribers and other RTOs who had received a complimentary copy of the magazine. The feedback was lovely and some great ideas were received.



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41 INTERNAL AUDITS Do I outsource or not?

The most common consultancy service I provide by far for my RTO clients is the conducting of an annual audit. Many clients ask: "Where does it state in the Standards for NVR Registered Training Organisations that I have to conduct an internal audit, how often and whether or not I need an external auditor to conduct the audit?"

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Policy**

A policy is described as a statement of intent by an organization, government, private or international organization, setting out the way it will be run.

FEATURED CONTRIBUTORS



Carmel Thompson

Carmel Thompson has been involved with the VET Industry for 25+ years. It all started in the early days in 1986 when she was teaching accounting and book-keeping at Randwick TAFE. She has done a multitude of roles within the Industry from being a Principal at Achievers Business College in Brisbane in 1990, to running her own successful RTO, the Southern Cross International Learning Institute, which she ran from 1994 to its eventual sale in 2011.

Will Swayne

Will Swayne is an expert in "Leverage Marketing" - achieving greater marketing and sales results with less effort. He is the founder of Marketing Results, a digital agency that specialises in creating a consistent flow of quality sales leads and ideal clients from the web. Get the free e-course, 7 Steps To Doubling Your Website Leads at www.marketing-results.com.au.



Sandeep Sethi

Sandeep Sethi is the Publisher of RTO Success Magazine as well as the Managing Director of RTO Software.

Having spent many years consulting to companies such as McDonalds, Trendwest Resorts and Technology One, it became his desire to help businesses of all sizes benefit from Management Software the quality of which was enjoyed by large corporations. He has spent 15+ years in the RTO Industry having designed and created his first Student Management System back in the late 90's and then in 2003 designing and creating a complete business management solution called TEAMS for RTOs.

Outsourcing. It's not what you think



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Are you thinking of selling your RTO? Have you considered that you could make your business worth a lot more money (to you and to the potential buyer) and make the sale a lot easier by making sure you have a few key steps in place?

For a lot of RTO and college owners, selling is the last thing on their minds when they first open their doors. With a lot of RTOs the owner may sometimes have come from a training background (not a business background) and was focussed on doing a better job than his/her past employer. In other cases, they may have come from another Industry and were lured by the promise of good profits for lifestyle and their family. After working a few (or many) years in the Industry a time comes when it might be a good time to start considering exiting the Industry.

It may surprise you to know that if you are not prepared and haven't done the necessary preparation that your business may not be worth anything at all! Yes, you read that right and I have seen it before, where even old established ongoing RTOs end up selling for a dollar and transfer of their liabilities. Not thousands, not millions but one measly dollar where the new owner takes over the business liabilities and the owner gets to walk away.

In other cases, it may be extremely difficult to find a buyer or find someone who will value the business even remotely compared to what it might be potentially worth because certain key strategic steps were not taken.

On the other hand, by doing a few key things right, setting up proper documented business processes and doing a little bit of homework, you can easily command top dollar for your RTO. Ideally you want to get into an enviable position where as soon as you are ready to list, you get a few interested parties fighting each other for your business. Multiples of 3 to 5 times annual earnings before interest, tax, depreciation and amortisation (EBITDA) for a private company and up to 10 times for a well structured public company are achievable and even realistic, provided your business ticks the right boxes.

So what are those boxes and how soon can you realistically prepare your business to command that sort of premium? Here are six keys that can help you sell quickly, get top premium and ensure continued success and growth of what you built (even if you are not ready to sell).

Preparing your RTO for Sale? Key areas to value add before listing

By Sandeep Sethi

1 The Golf Test

A while back one of my mentors said to me, "If you think you have a business, do you pass the golf test?" It's very simple. If you as an owner are so entrenched in the business that you cannot take off in the middle of the week with your buddies for a game of golf then your business is not quite ready. Mature, saleable businesses generally have their owner work "on the business" not "in the business". If you cannot do that right now, it might be worth thinking what needs to happen to do that. Do you need to empower your key staff more? Do you need to hire more capable people so that you are not always in high demand dealing with emergencies? Most new owners that have a net worth large enough to write you a cheque are not interested in working within the business. They are looking for something turnkey that generates top returns on their investment.

2 Systems, Systems, Systems

Are the various key processes within your business repeatable, measurable and reliable? Areas such as lead generation, marketing, invoicing and training delivery need to be automated and systematised as much as possible. This goes way beyond just having your compliance boxes ticked. As an RTO owner you are bound by compliance laws to produce business documents. However, in most cases, that is not enough as those documents are seldom more than just words on paper. The better your computer systems, your process and business rules that are documented and followed in real life, the safer it is for a potential investor coming in. This is one of the key things any astute investor looks for. Chaotic and hap-hazard systems, too much reliance on a few staff members or inability to measure key business metrics lead to alarm bells and devaluation of your RTO when it comes time to do due diligence.

3 Protection and Barriers to Entry

Can your RTO be protected from competition? Do you have any long-term agreements in place with key suppliers and customers, such as Employers or Agents

who provide you students. Have you built any unique intellectual property that cannot be easily copied? This can be in the form of unique offerings, courses, method of delivery, pathways agreements, agent and employer agreements, Industry recognition etc. Are you serving a unique niche or geographical region that gives you some advantages? Anything that can help you command a premium in the market place that is not easily copied adds value and reliability of return within your business. Why would an investor pay you top dollar if they can easily and cheaply setup as competition against you? Anything that can make entry harder for a competitor makes your business more desirable.

4 Brand and Market Perception

How is your RTO viewed in the marketplace? If a third party was to investigate your reputation with your suppliers, students and agents (and they will) what will they uncover? Will their findings support what you are projecting to the seller or will they contradict? You would be amazed how often people overlook this simple fact. There are many components of your brand including your marketing materials, your premises and facilities, your website, your logos, colours, even the name of your college, all adds up to build your unique "brand". If you have taken the time and built up a good brand, it is also important to consider what are you doing to protect it? Do you have policies for staff and student conduct that are in-keeping with the perception you want to project? Do you have strong bonds built with your alumni and agents that can help you generate a strong goodwill? The VET sector especially and the Education Industry in general is significantly effected by brand perception.

5 Bundling and Lockdown of Assets

Do you own the real estate where your RTO is located? If not, can you have long term leases (if you are in an advantageous location) or conversely can your rental lease be broken or renegotiated if better options are available? Are your key staff members locked in with long term employment contracts and are open to being

available for and after the sale? You would be surprised how many investors can get emotionally hooked and justify a higher price if they can see a key piece of property included as part of the sale. Any real and tangible assets that can be included with the sale add and build intrinsic value for the business.

6 Diversified Markets and Lead Generation

Do you offer multiple and diverse courses or offerings to different markets? Or are you just focussed on one particular type of course or offering? What are the various Lead Generation methods that your college utilises? The more reliable your lead generation (due to multiple methods of lead generation) and the more reliable your revenue (due to multiple offerings to diverse markets) the more attractive your RTO is to the potential buyer. Think about it this way, if you only have one source of revenue then you don't really have a business, you have a promotion! If you can be shutdown by a small change in direction in the marketplace or Government regulation then it is time to re-examine the overall strategy. If you offer to multiple markets (CRICOS as well as domestic for example) with multiple offerings then you are truly building a Parthenon instead of a Diving Board which will stand the test of time and market variability.

Whenever you think of selling your business, think

from a non-emotional prospective. While we are all emotionally invested in our businesses as owners, outsiders do not have the same involvement and will not be afraid to call a spade a spade. The more we can look at our own business with that viewpoint, the easier it becomes to make changes and improve.

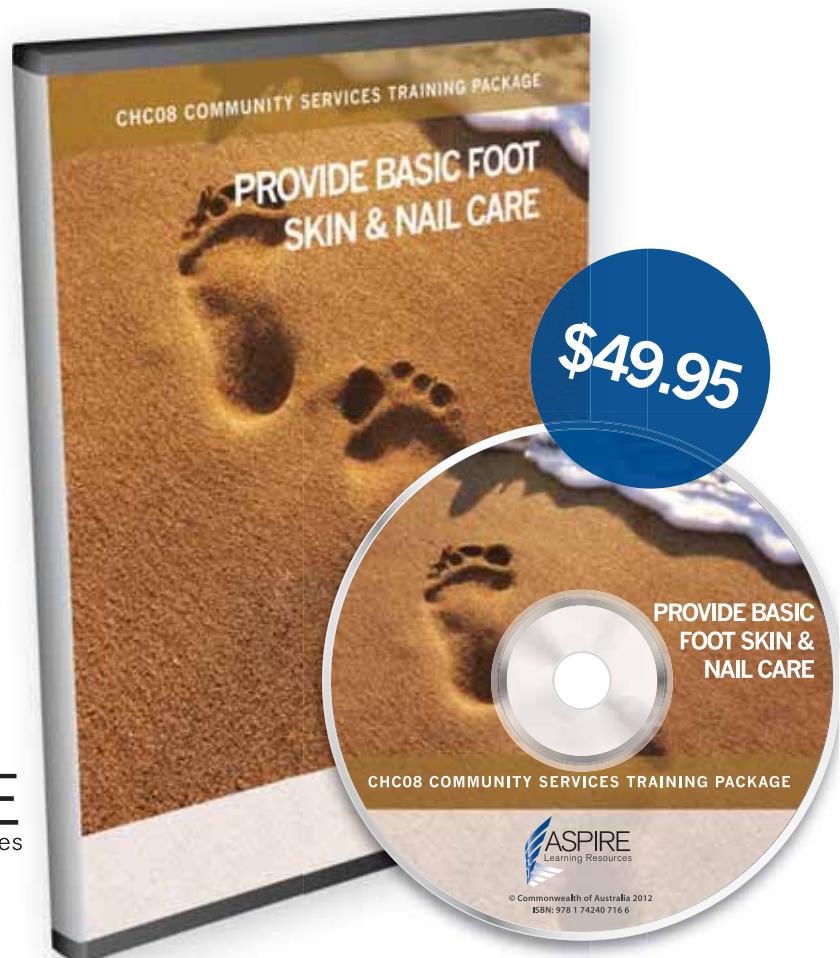
Here are a few simple things that you may consider actioning straight away –

- ✓ Re-doing your website,
- ✓ Updating marketing materials,
- ✓ Setting up a CRM and / an integrated system,
- ✓ Locking down key staff with some attractive long term contracts,
- ✓ Applying for and winning Industry awards or other recognition,
- ✓ Expanding your scope or course offerings to multiple markets

You would be surprised how small steps taken in the right direction go a long way to making your RTO much more attractive and valuable when it is time to sell.

NEW! PROVIDE BASIC FOOT SKIN AND NAIL CARE DVD AND FACILITATOR'S GUIDE

Funded by the Workplace English Language and Literacy Program (WELL), Aspire Learning Resources has developed a new DVD and Facilitator's Guide, which links directly to the CHC08 Community Services Training Package to support the delivery of CHCICS306A Provide basic foot skin and nail care.



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INDUSTRY NEWS

Update to 'Notification of change of provider details' form

(Posted on :- 18/09/2012, Source :- <http://www.asqa.gov.au/>)

ASQA has made a minor update to the 'Notification of change of provider details' form. This update allows providers to nominate separate contacts for 'registration' and 'public enquiries' to be listed on www.training.gov.au

ASQA rejects Pow Wow Training Pty Ltd renewal of registration

(Posted on :- 18/09/2012, Source :- <http://www.asqa.gov.au/>)

The Australian Skills Quality Authority (ASQA), the National Vocational Education and Training (VET) regulator, confirmed today it has rejected the application of Pow Wow Training Pty Ltd for renewal of its status as a nationally Registered Training Organisation (RTO).

In a media release issued on 18 September 2012, ASQA Chief Commissioner Chris Robinson said the decision, to take effect from 31 October 2012, applies to all courses

offered by Pow Wow Training under their registration as a national training provider.

"The decision to reject a training organisation's registration is not one we take lightly but the interests of students and the integrity of training standards across the VET sector have to be upheld," Mr Robinson said.

"In this case there are more than 1200 enrolled students at Pow Wow, and we are working closely with the State Government authorities in Victoria and New South Wales to try to minimise disruptions to student training."

Update to additional licensing requirements

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

Some Vocational Education and Training (VET) qualifications, skill sets or competencies include mandatory requirements to obtain licenses to operate in particular Industries or Vocations.

The Australian Skills Quality Authority (ASQA) has agreements with State, Territory and Australian Government regulatory authorities to ensure that successful VET graduates in these areas meet industry licensing competency requirements.

Industry News

ASQA will only consider applications to deliver certain training products if the applicant has provided written confirmation that the Government regulatory authority considers the provider adequately resourced to deliver training outcomes that meet licensing expectations.

Registered training organisations (RTOs) and applicant RTOs should refer to the 'External licensing & additional registration requirements' spreadsheet to determine whether any qualifications, skill sets or units of competency have additional registration application requirements in a particular State or Territory. This spreadsheet has recently been updated.

Providers will be notified of further updates to this spreadsheet through the 'Latest news' page and ASQA Update newsletter.

Revisions to the Notification of change of provider details form

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

The Notification of change of provider details form has been updated.

This form now allows RTOs and CRICOS providers to edit their public enquiries contact on the National Register (www.training.gov.au). Previously this ability was not available.

The Notification of change of provider details form is used to update details such as your trading name, web address, head office address, contact details (excluding a change of chief executive or principle executive officer, for which you should use a Notification of material change or event), and updates or corrections to information on training.gov.au relating to the States or Territories within which you deliver. This type of application does not attract a fee.

Providers are reminded that there are implications if the Australian Skills Quality Authority (ASQA) is unable to contact you using the contact details on training.gov.au or if other aspects of registration information are incorrect. It is the responsibility of providers to ensure their contact details are up-to-date at all times.

For any questions, please contact the ASQA Infoline on 1300 701 801 or by email at enquiries@asqa.gov.au.

Tuition Protection Service (TPS)

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

The TPS commenced on the 1 July 2012 and has replaced the requirement for providers to have a membership of a tuition assurance scheme (TAS).

The TPS is a placement and refund service for international students on student visas affected by a provider closure. The TPS Director, appointed by the Minister, is responsible for delivering the service and ensuring its sustainability into the future.

Providers who apply for initial CRICOS registration with ASQA will remain provisional on PRISMS until fees required under the ESOS Act are paid to the Department of Industry, Innovation, Science, Research and Tertiary Education (DIISRTE).

Information regarding the TPS can be found at www.tps.gov.au and on the AEI website www.aei.gov.au

New survey conducted for aged care training providers

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

The Australian Skills Quality Authority (ASQA) has recently undertaken a second online survey of Registered Training Organisations (RTOs) that deliver aged care training qualifications.

This allowed ASQA to consider new information from RTOs from Queensland and South Australia as part of its strategic review of the aged care training sector. It also provided a response opportunity to the small number of RTOs that did not respond to the first survey. This survey, and the initial survey conducted in May 2012, will provide a view of trainer and learner demographics in an industry that is facing rapid growth over the next ten years.

The information will inform the development of a strategic review of aged care training providers and will contribute to improving the quality of aged care training.

Important reminder for VET and ELICOS providers registered on CRICOS

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

VET sector Providers registered on CRICOS

Providers registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) are reminded to ensure the registration information that appears on the National Register and the CRICOS register is current and accurate. Please check the information about your organisation as it appears on the National Register at www.training.gov.au, and information about your CRICOS registration details at www.cricos.deewr.gov.au.

It is important that provider details on both registers are up-to-date and accurately reflect approved registration. Providers are obliged to ensure at all times the integrity of their marketing information, which may include information displayed on Australian Government registers.

If any of your information on the National Register and/or CRICOS is incorrect or out of date, you must complete either a notification of change of provider details or a notification of material change or event form. These forms can be found on the ASQA website at <http://www.asqa.gov.au/forms.html>

ELICOS providers

ELICOS providers also need to ensure that information about their organisation as it appears on the CRICOS register is correct. Please go to www.cricos.deewr.gov.au to view your current information. If any of the information is incorrect or out of date, you must complete either a notification of change of provider details or a notification of material change or event form. These forms can be found on the ASQA website at <http://www.asqa.gov.au/forms.html>

For any questions, please contact the ASQA Infoline on 1300 701 801 or by email at enquiries@asqa.gov.au.

General direction amended

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

An amended version of the General direction: Retention requirements for completed student assessment items has been published to www.asqa.gov.au.

The minor amendments were made in response to feedback from the Infoline about common enquiries they were receiving about the previous version.

The most significant amendment to note is clarification that completed assessment items must be kept for 'each student' for a certain period of time. The previous version stated that completed assessment items must be kept for 'a student'.

CRICOS forms updated

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

Please note that minor updates have been made to the following ASQA forms:

- Application to renew CRICOS registration
- Application for Initial CRICOS registration

- Application to change CRICOS registration
- CRICOS timetable summary form

These updates do not affect the application process. The forms have been updated to reflect changes that occurred on 1 July 2012 in relation to the Tuition Protection Scheme and National Registration. The Australian Education International website: <https://aei.gov.au/regulatoryinformation/pages/regulatoryinformation.aspx> explains the process and requirements for providers wishing to become CRICOS registered, including information on membership requirements for the Tuition Protection Service (TPS) and Entry to Market Charge (EMC).

ASQA hosts National VET Regulation Consultation

(Posted on :- 27/09/2012, Source :- <http://www.asqa.gov.au/>)

Recently the Australian Skills Quality Authority (ASQA) hosted the consultation by the office of the National Standards Skills Council (NATESE) on the Standards for VET Regulation.

Representatives from ASQA, the Victorian and Western Australian VET regulators, the National Advisory for Tertiary Education Skills & Employment (NATESE) and the Department of Industry, Innovation, Science, Research and Tertiary Education (DIISRTE) were in attendance. The consultation explored regulator responses to the National Standards Skills Council (NSSC) discussion paper and the options for evolving regulatory models.

ASQA's response to the discussion paper draws together expertise and perspectives from across the organisation into a number of critical themes, as well as responding to the questions raised in the paper. The themes are listed below:

- Standards as benchmarks
- Need to strengthen RTO governance of educational programs
- Trainer competence
- Fee protection – incoherent for implementation
- VET in School – quality and status
- RTO information support to learners and Industry
- Policy interpretation and support to RTOs
- Training package standards lacking sufficient definition within and across Industry sectors



ASQA Facts vs Fiction

No More Monkey Busine

Have you been reading or hearing in the news about the internet trolls on Twitter, Facebook etc and how they are giving not just celebrities but everyday people an exceptionally bad time?

Unfortunately a very similar thing has been happening in many online forums for the RTO Industry, such as LinkedIn. There has been a lot of fear mongering happening out there, especially related to ASQA, and as mentioned in the Editors Letter in Issue 6, October 2012, it needs to stop. The bad rap that ASQA has received, to a degree very deserved, does not help RTOs in anyway.

At the recent VELG, 2012 National Conference, David Garner, Regional Manager Compliance, from ASQA held a session on National VET Regulation FAQ's. The FAQs covered are available publicly on the ASQA site but we wanted to highlight some of the questions asked and what was discussed there as we believe it's time that providers listen to the source and get their information from there and not from 3rd parties that potentially could be providing you information for all the wrong reasons.

Has ASQA caught up with the back log for renewals, initial and addition to scope applications?

ASQA are now at full strength processing applications and have full capacity with operations. There shouldn't be any further delays in processing applications.

Sometimes there may be delays if there is information missing, credit card payments do not go through, etc.

Ensure applications are complete to avoid delays.

ASQA have 8 compliance teams around Australia and Brisbane, Sydney and Aideliaade are at full capacity for processing.

Delays in processing applications have generally fallen into a number of areas that include things such as:

- a) Incomplete applications
- b) Application payment issues - if your credit card payment bounces then of course your application won't be processed.
- c) Outstanding related non-compliance.
- d) Delay in responses from applicants in relation to requests from ASQA for more information.

There have been a few horror stories out there where it has been mentioned that auditors from other States are making decisions on compliance that may be seen to be outside of the NVR legislative framework, including being prescriptive about evidence to be provided. The question is: are auditors from the various States being re-trained from AQTF framework to NVR framework? How is consistency between auditors decisions determined? And on what evidence meets

n, ness



the SNR Standard being managed? Will ASQA auditors receive ongoing professional development including updates on vocational qualifications from the TAA to TAE? Will auditor vocational qualification requirements change from what was relevant under the AQTF Essential Standards to the NVR legislative framework?

Consistency does not mean the same decision will be made under all circumstances. Sometimes the same evidence might be presented in two different situations – might be compliant in one and not in the other when that evidence is considered in relation to the organisation and the size and scope of operations.

ASQA are addressing consistency across States and have introduced the following:

- ✓ Formal moderation workshops (twice per year),
- ✓ Moderation logs (record of agreed positions) on the ASQA intranet (accessible by auditors)
- ✓ Regular meetings of compliance teams. There is a national compliance network which consists of managers for compliance and these people have regular meetings (process issues, findings, etc).

There are still inconsistencies but they are being addressed and worked on (remember there are 8 organisations coming together). If RTOs feel they have been treated inconsistently then they should bring it up with the auditor.

Auditor requirements from AS/NZS ISO 19001:2003

plus units from the business training package (4 units – BSBAUD402B, BSBAUD501B, BSBAUD503B, BSBAUD504B), plus TAE qualification (or equivalent) and an on-going professional development program.

There seems to be confusion about the ASQA General Direction: retention requirements for completed student assessment items: General Direction is under review – will be out soon and has been simplified.

a. **How much of the assessment should be retained?** All assessment items for all students must be retained for six months after an assessment decision is made

b. **The timeframe for keeping assessment records?** 6 months

c. **What if the auditor wants to see completed assessment files and they have been destroyed as the RTO did not keep any other copies on file after the six month period?** Will only ask for students files that are less than six months old

d. **Does the general direction also include keeping master assessment tools?** No – there is no requirement, however, an RTO may need to justify how they made a decision about competence

What is considered to be sufficient evidence to determine professional development for Industry currency that addresses the requirement of SNR 15.4? Including a timeframe of what an ASQA auditor would consider a suitable time to be current? For example, Industry release 12 – 18 months ago?

Trainers and assessors need to be engaged with the Industry to ensure their knowledge and their skills are up to standard with Industry requirements for the qualifications they are delivering. Especially important in Industries that see regular change (construction industry) – skills and techniques obtained from Industry experience. This varies between Industries so there is no particular set amount of time. The need to evaluate the knowledge and skills of the individual trainer/assessor and is a challenge for full time trainers. Providers are responsible for ensuring all trainers/assessor maintain currency, including contractors. Industry release programs should be considered as part of an overall strategy to maintain currency.

Is mapping of resources to demonstrate compliance with SNR 15.2 and 15.3 an ASQA mandatory requirement?

Mapping is not required for any standard. Providers are required to demonstrate how the standard has been met – this could be through mapping. Mapping on its own is not enough – it might be a way of helping get through the process more quickly but it is not a requirement.

ASQA Facts vs Fiction

Is a company logo sufficient to meet the AQF Issuance of Qualifications policy or does it have to be a watermark?

The AQF's Issuance Policy under 2.1.6 states the following:

"Sufficient information must be provided on a testamur, record of results and graduation statement to ensure that the documentation is able to be authenticated and to reduce fraudulent use.

The testamur will contain sufficient information to identify correctly the:

- Issuing organisation
- Graduate who is entitled to receive the AQF qualification
- Awarded AQF qualification by its full title
- Date of issue/award/conferral
- Persons in the organisation authorised to issue the documentation, and
- Authenticity of the document, in a form to reduce fraud such as the issuing organisation's seal, corporate identifier or unique watermark."

A "corporate identifier" could be considered a company logo. However, RTOs need to show how they reduce the risk of fraud and they can do this by considering:

- The use of special paper
- Watermarks +
- Copy-evident paper - on an original document it is essentially invisible to the untrained, naked eye but on a scanned or copied document the lines, dots and dashes will outline a word (frequently VOID) or symbol that clearly allows the copy to be identified.
- Serial numbers
- Note the security measures on the back of the document so someone looking at it knows what measures have been taken.

Note: you can find more indepth suggestions by going to http://en.wikipedia.org/wiki/Security_printing

Who can use the FAQ section on the ASQA website, how do you put up a question and how long does it take for a response?

The only time answers are published on the website is when they are asked over and over again. With the

InfoLine questions are responded within 10 working days (generally).

Other areas discussed included:

Nominal Hours / volume of learning

The Training Packages 'Nominal Hours' are primarily used as a funding measure, they are used as a guide to how much a State Government is prepared to pay for learning. Whereas AQF describes 'volume of learning', providers are not bound by either, they are guides.

Regardless of timeframes, a provider must be able to demonstrate that the requirements of the course have been met as the hours are only guides (could be 50 nominal hours but delivered in 3 hours – this is fine as long as the requirements of the course have been met). Providers would have to justify 'how' they managed to do this.

Transition to updated qualifications

An RTO must use the current training product unless a student would be genuinely disadvantaged, they have a right to be issued with a qualification that is current with Industry requirements.

The date for transition/teach out is the date of publication on TGA (12 months). The teach out is 6 months after this 12 months. When a qualification is deleted from a training package there is 18 months to teach out (no transition).

General Point

Interpretation of standards – the ASQA infoline does not provide a service to interpret the standards, it is their role to measure whether a provider has met the standards, not provide advice.

We acknowledge that there are many great consultants in the Industry but there is also the 'dark side' of consultancy where scare tactics to make a dollar is also very prevalent. If you are considering a consultant don't just take the first one that "sounds like they know what they are talking about" or because you need to get something done 'quickly', ask for referrals from people in the Industry or if you have found a consultant ask for references from more than 2 of their previous/current clients and do speak to these people. Ask the hard questions, remember this is your business not theirs and at the end of the day you are responsible for how your business operates and the choices you make. If anything were to go wrong, the consultant wouldn't lose their business, you would. And no matter what, if you want to know something get it from the source, go directly to ASQA and ask, even if you consider your consultant great, know for yourself from the source what is what.



The Southern Cross Connection

ASQA Compliance Manager 2012

For Registered Training Organisations

What is the ASQA Compliance Manager?

- The ASQA Compliance Manager is a structured system of folders and files, created to help private providers prepare the documentation and processes required to apply for and maintain RTO status in Australia.
- From July 2011, RTO registration, registration renewal or extension of scope must comply with the new 2011 Australian Skills Quality Authority (ASQA) Standards. RTOs will need to upgrade their compliance systems to meet the new ASQA Standards.
- The ASQA Compliance Manager is designed to guide RTOs and RTO applicants through the process of upgrading / setting up their systems and documentation to comply with the new Standards.
- Policies and procedures are cross-referenced to both ASQA and AQTF Standards to aid transition.
- The system is divided into linked sections for ease of use:

The ASQA Compliance Manager:

- Simplifies implementation and ongoing maintenance of the RTO's Quality System.
- Provides useful tools and information to simplify navigation, document control and customisation.
- Provides tools to simplify ongoing maintenance of registers.
- Provides quick access to forms and templates.
- Supplies over 40 sample Forms, Registers and other useful documents are in the relevant folders.

The Quality Management folder system is flexible and can be customised to reflect the size and scope of your organisation and adapted as it changes over time

ASQA Compliance Manager will help you get on top of the new compliance requirements.

Please visit our website
www.southernxconnection.com
 where you can view in more detail how the ASQA Compliance Manager interface works.



This month we introduce Michelle Weaver, CEO of Velg Training. After completing her Bachelors of Education, Michelle went on to complete a Graduate Certificate in Education (Leadership and Management). Michelle taught for a few years in Australia and then went overseas to work at the Bournemouth University for a few months. She was doing web design in the nineties when the World Wide Web was still in its infancy.

In 1999 Michelle returned to Australia where she taught economics and accounting at St Margaret's Girls School near Brisbane. They soon realised that Michelle could teach the VET students so she was moved to VET students and by the end of 2001 she was asked to be the VET Co-coordinator.

From Humble Beginnings To A National Organisation In Five Short Years

Michelle from an early stage had a knack for finding information and explaining it to her co-workers. Since most school teachers were not really knowledgeable in the VET sector, she became a ready resource of information for a lot of them. She formed a group of schools, where Michelle joined monthly meetings with other VET Coordinators in those schools. She soon realised that she was the one who was always explaining, teaching or doing presentations to explain things that others were asking for her help with internal reviews. Michelle's husband was a lawyer and pointed out to her that she was doing all this work and not charging for her time that she was spending on educating others. He encouraged her to go into business for herself and setup a consultancy. At the time Michelle wasn't sure if she could do this so she moved into a Careers Counsellor at Cannon Hill Anglican College. It took her husband two years to finally convince her to risk her stable pay and a good job to go out on her own and start her own business. She did that and on the 1st April 2003 she started the Voc Ed Learning Group. Voc Ed Learning Group later became commonly known as VELG and the organisation was re-branded two years ago to their current name of Velg Training.

Michelle started consulting with schools as that was her background and she knew there was a big demand for further education and know-how about VET within the schools sector. In the first year of operation Michelle got her hands on a list of every School in Queensland and their fax numbers. She registered an ABN and went down to Office Works and purchased a fax machine and wrote up a flyer (which she still has to this day) and sent it out to all the schools. Within 48 hours she had 122 replies for participation and she had to close it down. Michelle could see there was a business in this, and selling the workshop at \$100 a piece she had made the same amount of money in one day that would have made working for three months in her old job. This was the encouragement that she wanted and it got her kick-started to pursue it with gusto.

She continued with these workshops and did about nine per year. At this time Michelle's twin sister (who was working for an RTO) asked "Why aren't you doing these workshops for the other RTOs? in Queensland" Michelle realised that she could widen her market and she began serving the entire RTO sector within Queensland. She then decided to move into NSW because she figured that they might also need these workshops. She was soon questioned by the NSW governing department at the time as to why she was running workshops in NSW without their approval. Michelle stood her ground, as she believed she was helping the industry and offering valuable information. Over time organisations from NSW have become one of Velg's biggest clients.

Michelle realised as a result of the NSW experience that she should perhaps approach things differently when

going to other states. She approached the governing bodies in Victoria first approaching the clients there and they were very happy to welcome Michelle into the state. Pretty soon Velg was a national organisation with the exception of Tasmania, which they have been approaching via Webinars and other smaller events in the last six months.

Democratic Leadership Style... To A Point

Michelle believes her management style is quite democratic and she encourages and fosters innovation. However, it has to be balanced with decision making and getting to a result. *"As the CEO I involve the employees in decisions. As a business owner I feel I am better served by a more democratic approach, as I believe this promotes responsibility and individual leadership. I learnt early in the piece that if my business was to be efficient and achieve its full potential, all my employees needed to work together as a well-functioning team... Bringing out the best from my staff is an important part of my management style. In the words of Henry Ford, coming together is a beginning, keeping together is progress and working together is success."*

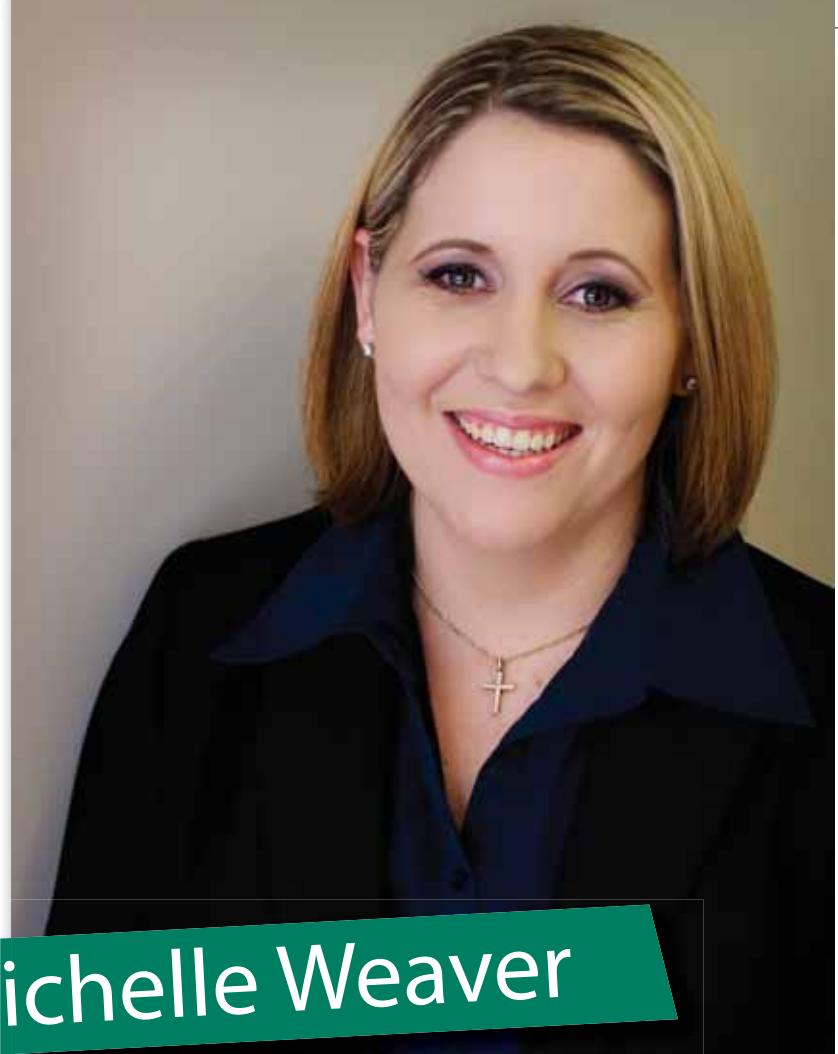
Introducing Michelle Weaver

She is open and honest about her background that when she started her business journey in 2003 she mostly had theoretical knowledge, as she was a senior secondary teacher. *"All my experiences were based on what I learnt from a textbook. Ten years on I can confidently say I have the personal skills and capabilities of running a very successful business. Fast forward to 2012 I believe I have skills in the area of finance, marketing, sales, leadership and communication. To run a successful business it is essential that you recognise the limits of your abilities and know when it's best to hand over tasks to others. I offer my staff a sense of direction and get them to share their visions for the business by creating the conditions for them to achieve results."*

Positive About Industry Evolution But More Work Is Needed

When asked what Michelle thought were some of the changes happening within the VET Sector, Michelle believes that there has been some good steps taken in the past few years with a renewed emphasis on quality, particularly in the training and assessment that is being provided, and an intention to ensure national consistency in learner outcomes across all industry areas.

However, she believes that there is more work to be done. *"I don't agree that we truly have a national system in place until Victoria and Western Australia join the Australian Skills Quality Authority (ASQA)."*



She illustrates that with an example, *"See I've got a School that has been with us for six years and they still have got problems. Personal Development (PD) is very important to RTOs but in any business when things get tight, the first two areas that go (down) are Marketing and PD. Once there was a lot of money in PD but these days RTOs are not spending any money or time on this as much as they should. When it comes to people, because it changes and it constantly changes it is so difficult to stay up to date."*

"I believe there needs to be an industry voice and I'm actually an advocate that they come up with some sort of points system like the Board of Teacher Registration here in Queensland. Generally speaking the demand to keep up to date and current means that most VET Coordinators or RTO Managers have a life span of about 18 months to 2 years. They are getting burnt out, it's hard to keep up to date."

Michelle is an advocate of the National System. *"All States need to come under one system. We need to have consistency instead of having State branches and departments so that it all comes under one place."*

Over her years of dealing with a whole range of organisations, she has seen some horrific things that RTOs are doing. She is also critical of the Certificate in a cereal box approach where some RTOs are delivering fast tracked certificates. *"Doing a TAE course in 2 or 3 days is not acceptable, of course they are not going to know how to write an assessment in two days."*

Some Common Mistakes That RTOs Still Make Today

Some of the issues that Michelle and her staff see with RTOs on a regular basis include:

- Issuing Qualifications that are not on their scope
- Issuing Statements of Attainment from superseded training packages
- Lack of detail in staff records for Professional Development
- Staff that are training without meeting the HR determinations

The most common mistake she sees is RTOs delivering qualifications that are not on their scope or delivering units of competency that are either superseded or not on their scope.

When Michelle was asked about things that she loves about this Industry she commented that seeing the 'students' actually graduate, to see the student that had a hard slog to get through and graduate into an area they wanted to get into that's the best thing.

She thinks the Industry Skills Councils (ISCs) do a really good job but she thinks some give more than others and there is room for improvement there. *"We do audits for departments, non-profits, schools and normal RTOs and it's interesting to see how they didn't realise they didn't know something. But once they know what they needed to know then they were able to get in and get it done. And I think the sad part about VET is that if you can't afford to do PD or get information from other places then it's a difficult industry to navigate your way through."* For instance, Michelle did a Power Point presentation on 'Staying connected in VET'. She sat down and did a list of every acronym and the list got to beyond a 100 acronyms! Furthermore if someone tried to view it as a hierarchical organisational chart there simply wasn't one for the VET industry. It took two people three days to work it out and that is something that they give to all their members now.

It is recognised that there is a lack of good reliable information, a lack of free workshops and webinars and people do need help and guidance. Michelle's comment to this was *"I'm not in this business to make a million dollars a year, I'm in this business because it doesn't exist. ASQA say they are not here to advise you, if they took this off and they were to provide templates you needed to use and gave that guidance, then that would be fantastic. I'd be out of a job but I'd still be happy."*

Business Advice From A Master

After nearly ten years in Business, Michelle has learnt some real practical know-how. The biggest problem

Michelle faced in her business journey was that she didn't have a strategic plan; as initially she didn't think it was necessary. She hadn't put strategic goals, KPI's etc in place, even though she was teaching these things to her students. She has since addressed that and Velg have developed a culture of revisiting and revitalising their strategy and their mission every 2-3 years.

Michelle has always been a conservative and prudent businesswoman and had rules around making sure she was adequately resourced financially. She always makes sure that Velg have the resources and money they would need for a series of workshops before putting it on. She also applies this principle to hiring new staff and ensures they have one year's worth of wages in reserve before hiring someone new. *"In recent years, I have put in place that the business actual saves the salary required for the new position for the first twelve months before hiring anyone new. I like to know that the business can afford the new team member."*

Michelle is also an advocate for long probations for new staff. *"I learnt my lesson that 3 month probations do not work, you really need to see someone over a 6 month probation period."*

Building systems and building a real integrated business where everything works is another master key that Michelle believes has helped to foster an environment where her staff can be innovative. Velg have built their own custom software system to keep track of all attendees, manage finances, billing, attendance and marketing. This software system has cost Velg more than \$200,000 over the past two years but it has given her a lot more control, insight and visibility into the business.

Achievements And Awards

Michelle is a big believer in going for industry and business awards. She encourages anyone who is doing well and excelling at what they do to employ this to help build their profile. Some of the awards and accolades that have been extended to Michelle include –

- **Westpac's Most Outstanding Business Women at the Northern Region Awards** in May 2011.
- **2010 Young Business Person of the Year Award in the Lord Mayor Business Awards**, which celebrates the achievements of businesses based in Brisbane. The awards judging panel paid tribute to Michelle for her success in building a strong business and her innovative and diverse thinking.
- **Finalist in the 2010 Ernst & Young Entrepreneur of the Year Awards** (northern region) and was a finalist for the 2010 Brisbane Young Entrepreneur of the Year Award. She was the only female finalist in her category.
- In 2009, Michelle won the Young Business Women's Award at the 2009 Telstra Queensland Business Women's

Awards and was a finalist in the national awards. The judges were impressed how Michelle had turned her business (a one-woman-band operating out of Brisbane) into the national leader of VET PD services in Australia.

- Michelle was also a finalist in the 2009 Women in Business Awards, promoted through Queensland Business Review.

The Future - Social Media And Professional Development

When asked where she sees Velg Training in the next 5 years she commented "*I believe we are well on our way to leading the Professional Development organisations in Australia. That's definitely been able to be supported that we had 830 people attend VELG conference for 2012 making it the largest conference for the VET sector in Australia for a number of years. The other would be the ability to spend a lot more time in social media and webinar development*".

Family And Work Balance? – Get Help ☺

Both Michelle and her husband Matthew chose to have careers and a family so they set about creating a lifestyle that allowed them to come home and enjoy their family without the added stress of all that goes with working parents. They chose to have help at home with the

children and the house so they could have the lifestyle they wanted. Michelle doesn't see her work as a job, she loves what she does and she loves her children and that's what she is passionate about.

Final Words

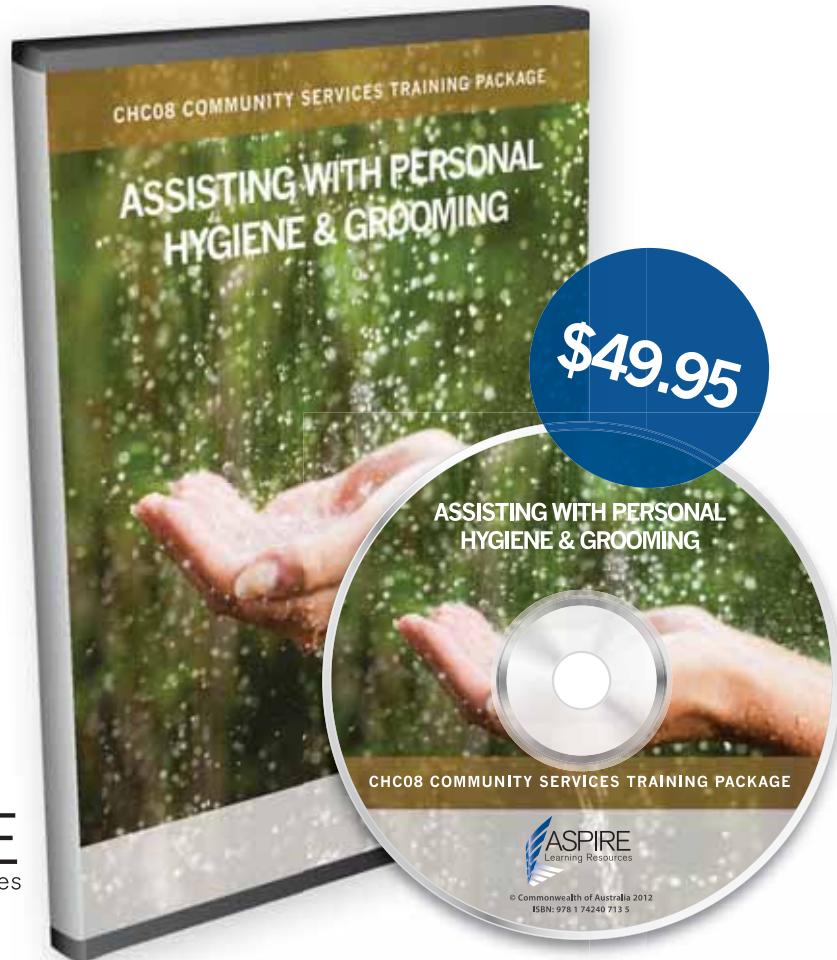
When asked if she had any last words for this article, Michelle had this to say, "I guess my point is that – we should think about considering the VET Sector as an evolutionary one. One that works in steps of progression – morphing to adapt to the changing needs of learners, skills shortages, government funding and regulatory frameworks. One that must be delicately balanced with financial viability, sound business practices and the establishment of secure, dependable processes.

Sometimes I think people are forgetting why they become an RTO in the first place or become so overwhelmed by paperwork that miss the key feature – the learner."

NEW! ASSISTING WITH PERSONAL HYGIENE AND GROOMING DVD AND FACILITATOR'S GUIDE

Funded by the Workplace English Language and Literacy Program (WELL), Aspire Learning Resources has developed a new DVD and Facilitator's Guide, which links directly to the CHC08 Community Services Training Package to support the delivery of:

- **CHCICS301A**
Provide support to meet personal care needs
- **CHCAC319A**
Provide support to people living with dementia
- **CHCDIS323A**
Contribute to skill development and maintenance



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“ “

There is a school of thought that argues, what's work got to do with happiness? Work is work and why should you expect to enjoy it or have a good time?”



The Happiness Advantage: Top 10 Positive Psychology findings to apply at work

By Sandeep Sethi

In the last two decades, there has been a whole raft of new research that is pointing to not only the benefits of the happier workplace but also scientifically laying out tools and techniques that are proven to be successful. There is a paradigm shift going on. Yet, most workplaces haven't quite caught up with that idea and are still stuck in old methods of "the carrot and the stick", "work is serious and isn't supposed to be fun", "financial inducement is the only thing that counts" etc.

Latest research is proving just the opposite is true. Our work lives have a profound impact on every other area of our life. Happier employees and a happier workplace can be directly attributed to better retention rates, more employee engagement, higher rates of success in marketing, sales and even higher profits for the business and better health, better relationships at home and greater general well being for the employees.

Pioneers in the field like Dr. Martin Selgmann, Sonya Lyubomirsky, Dr. Tal Ben-Shahar and Shawn Achor (to name a few) have helped create questionnaires, surveys, techniques and tools that are easily accessible to be used at a personal and professional level.

At a personal level there are some key tests and resources that can be accessed online to help anyone draw a baseline on where they are currently on the happiness scale (yes it can even be measured!)

Some of these tests can help us measure our overall happiness level, measure our character strengths (which when applied in our daily lives automatically brings greater satisfaction, performance and happiness) and measure our work life satisfaction as well. A great resource is the University of Pennsylvania's Authentic Happiness site. It has over 2 million users from around the world and all the resources on the site are free.

You can access it at www.authentichappiness.sas.upenn.edu

Beyond taking the tests and helping establish a baseline, there are easy to apply strategies that can be put to use at the workplace –

Offer Genuine and Specific Praise 1

Studies have shown that there is a specific way in which praise must be given to achieve the maximum effect. It must be genuine and must be specific for a particular act or actions that have been performed. Furthermore, if the praise or commendation is accompanied by genuine interest and asking a question or two about the actual act or process it amplifies its effect. Are you simply saying "well done" and then moving on with no specific interest in what someone did well? That has the same effect as someone taking no interest whatsoever. Specificity and genuineness counts!

Encourage Volunteering 2

Large corporates understand this. For example NAB encourages its employees to volunteer their time to community and charity organisations. When we give of our talents, abilities and natural strengths without a profit motive, it lights up pleasure centres of the brain and releases feelings of well being that are long lasting. Health benefits, feelings of gratitude and well being also ensue.

Recognise the power of Intrinsic Motivation 3

Old school of thought says that people only work for money. The more financial inducements you give them the more they respond. Research is conclusively proving this to be false. Money as a motivator is only beneficial to a point. In most developed countries, our average income already exceeds that level. After that level, the satisfaction factor of a job well done, encouragement and clear direction towards working for an outcome become the main motivating factors. Scientists call this 'intrinsic motivation' where the motivation to do a job well is the driving force and not money.

The Priming Effect 4

Many managers are in the habit of checking on their employees before a big deadline or when something important is needed. How they "check up" makes all the difference. Studies have shown that managers who focus on the positive strengths of the employees and say words to the effect of "I know you have done a great job / preparation so far, we will do great with this

deadline / project / presentation" prime their team for success. Contrast that with the standard more common approach of saying something to the effect of "this is very important, don't mess this up." The negative approach saps the confidence of the employees, makes them a lot more prone to doubting their abilities and to fail.

Remove Clutter and Distractions

It is estimated that most employees spend 107 minutes of an average working day checking emails, responding to interruptions by co-workers, interrupts by managers and other activities relating to clutter on their computer desktop or paperwork. This not only has an effect on the productivity but also has adverse health effects such as increased stress levels, difficulty in concentrating and focus. Studies have shown elevated risks to certain diseases, high blood pressure and increased difficulties with inter-personal relationships away from work. To combat this a structure and routine needs to be created at an organisation level where emails, clutter and impromptu interruptions are kept to a minimum.

Smile and Make Eye Contact

Eye contact and a smile are very simple gestures. Yet, it is surprising how infrequently they can be practised in the workplace. Studies have shown that eye contact in meetings and inter-personal interactions increases our empathy and the ability to relate and connect deeper with each other. This in turn helps grow trust, teamwork and positive feelings within a team. Smiling or having an easy going expression (instead of a frown which a lot of people may not even be aware of that they are projecting) can also elevate moods, reduce stress and help individuals connect. Furthermore, 20 minutes of smiling a day over a 4-6 week period can even reduce and eliminate depression just as effectively as anti-depressants!

Social Investment

Being able to interact with co-workers in a non-work environment has a big effect on teamwork, cooperation and communication levels. Companies that ritualise and create encouraging environments where socialising is practised regularly tend to reap the best rewards. We have been taught, incorrectly, that when the going gets tough, the tough get going (presumably to a secluded spot to work harder than ever). Most individuals tend to isolate themselves in times of stress and tend to develop a 'bunker' mentality. These are the same individuals that suffer the most amounts of stress and increase their chances of failure. Instead, this is exactly what is counter-intuitive. Time spent with their social support circle, building and calling on social networks can have a profound impact on their ability to succeed and come out on the other side unscathed.

Negative to Positive Ratio

How many times an employee is encouraged or has a positive interaction with his/her superiors versus a

negative interaction has been shown to have significant effect on productivity and work satisfaction as well as levels of happiness. Most organisations that are struggling have a ratio of 2:1 or below of positive versus negative interactions. So even if as a manager you praise twice as much as you criticise you are still in the red zone. To move into the green zone a minimum of 3:1 ratio is recommended. To thrive and truly create a strong team ratios of 6:1 are shown to be the most effective. For a lot of managers this may be the hardest thing to change in their habits of interaction with their team.

Neuroplasticity

This is another area where old long held beliefs are being proven wrong. It is commonly believed that the human brain once formed into adulthood is fixed and cannot be changed. Again, latest studies are proving just the opposite. Human brain is not only extremely resilient and flexible, it can be changed and literally 're-wired' in a matter of months. This lays rest to the idea that "you can't teach an old dog new tricks". Instead, the more managers recognise that their team can be trained into new patterns and behaviours, the more they can focus on the positive within each team member and encourage and cultivate positive belief. Studies have also shown of a 'Pygmalion Effect' where teachers who were told (wrongly) that certain students were "gifted" when in reality they were actually the opposite and had learning challenges, over the course of a term displayed extraordinary levels of improvement and went on to fulfil their teacher's expectations of them! This again is a powerful factor that can be applied at the workplace and how the managers view their team has a profound effect on their performance and outcomes.

Copernicus Effect

Latest research is pointing to the fact that we have the paradigms back to front. We are all taught that happiness is the result of success. In fact, it is just the opposite. Copernicus discovered that the Earth orbits around the Sun and not the other way around and completely changed what we believed on its head. A similar revolution is underway in modern psychology. We need to understand that happiness is the Sun and success the orbiting Earth and not the other way around. By placing happiness and work satisfaction front and centre in the corporate ethos we will foster more success, happiness and satisfaction for the organisation and all the people within it.

Some of the points above may seem obvious and some others may be new information for you. Regardless, it is how many you apply and institute into your workplace that will make all the difference. Change of attitudes and views have to be driven from the top down. To know and not to do is the same as not knowing. What out of the above strategies can you employ in your organisation today?

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THE CHANGING FACE OF SEO

How To Promote Your RTO On Google

By Will Swayne founder of Marketing Results

Many RTOs have identified the potential of Google as a primary client acquisition tool. But do you ever feel like whenever you think you're just starting to understand online marketing and SEO, Google changes the goal posts and you're back to square one? Or, maybe you're finding the competition is hotter than ever before and it's harder to attract quality website traffic and enquiries that convert into clients. If these problems sound familiar, you're certainly not alone.

The game has changed. Have you evolved with it?

The rapid pace of change in the online sphere certainly keeps things dynamic and interesting. But on the other side of the coin, most "tactics" that worked like gangbusters for a time, eventually have their day and fade into obscurity. A few of these over the last 8 years I can recall include:

- Bulk commenting on forums with links back to your website
- "Squeeze pages" focused on simply collecting contact information instead of delivering value
- Using software to create hundreds of articles for SEO purposes

And the list goes on. Sometimes it seems Google's operating principle is, "if people are making money out of it, make it illegal!"

Google has recently rolled out major algorithm changes to the free side of Google (aka "organic SEO") aimed at improving the quality of search results.

These changes are actually good news for RTOs who possess a depth of knowledge and quality information in their subject area, and are able to use this content to promote their offerings.

Broadly speaking, what Google is trying to do is to weed out as many "SEO tricks" as possible, and reward the most relevant content with the highest rankings.

In years past, you would often see websites that were "low quality" from a user perspective, appear at the top of the search results. Google is getting better and better at removing these sites from the top rankings and placing genuinely "better quality" content, as judged by users, in the top positions.

They're not perfect, but they're getting better.

What this means is that SEO strategies that worked well even 3 months ago, are no longer likely to work as well (and may even attract a penalty). We've made significant changes to the SEO strategies we employ for clients in order to adapt to the new regime.



Our four major recommendations for RTOs are:

1 Publish or die. Publishing high-quality content including articles, blog posts, white papers, podcasts and videos are critical for populating your site with enough.

2 Share more on social media: Social Media is now more closely allied with Search Engine rankings. What people are saying about you and how content is being shared on Twitter, Linked In, YouTube, Slideshare (and many others) etc. now influences rankings more strongly, and this trend is set to continue. SEO technology firm SEOmoz estimates these "Social Signals" currently contribute around 14% to Google's SEO algorithm. So yes, you need to be active on social media websites, but you also need to keep your activities focused to ensure you maximise the value of your time.

3 Quality trumps quantity. One high-quality link is better than 100 low-quality links to your website. What's high quality? Typically, a relevant content-based link, from another content-rich website, is high quality. So an article on a relevant blog that links to you is good; a link in an obscure web directory is not.

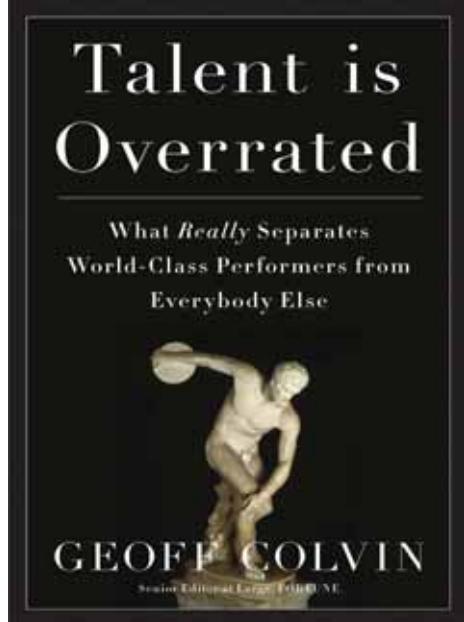
4 Authorship. "Authorship" is an attempt to link specific content to specific people. You may have noticed Google results changing and certain results

appearing with a thumbnail photo and a name of the author (like the image below). These thumbnails make results much more prominent and increase click through rates dramatically.

The bottom line is that RTO marketers who see themselves as "content creators", and who produce content consistently will start to steal search share from their competitors who are only looking to throw money at their marketing problems to make them go away.

BIO

Will Swayne is an expert in "Leverage Marketing" - achieving greater marketing and sales results with less effort. He is the founder of Marketing Results, a digital agency that specialises in creating a consistent flow of quality sales leads and ideal clients from the web. Get the free e-course, 7 Steps To Doubling Your Website Leads at www.marketing-results.com.au.



Talent is Overrated

what really separates world class performers from everybody else

Geoff Colvin, Fortune's senior editor at large, is one of America's most respected journalists. He lectures widely and is one of the regular lead moderators for the Fortune Global Forum. A frequent television guest, Colvin also appears daily on the CBS radio network, reaching seven million listeners each week. He co-anchored Wall Street Week on PBS for three years. He lives in Fairfield, Connecticut.

We tend to think we are forever barred from all manner of successes because of what we were or were not born with. The range of cases in which that belief is true turns out to be a great deal narrower than most of us think. The roadblocks we face seem to be mostly imaginary.

If talent is overrated then what accounts for the successes of extraordinary performers? In short: a lot of hard work over thousands of hours over many years. More accurately, a lot of what's called "deliberate practice" where we're at our edge and consciously, intensely developing new skills.

The Ten Year Rule

The phenomenon seems nearly universal. In a famous study of chess players, Nobel prize winner Herbert Simon and William Chase proposed "the ten year rule," based on their observation that no one seemed to reach the top ranks of chess players without a decade or so of intensive study, and some required much more time.

Even Bobby Fischer was not an exception; when he became a grand master at age sixteen, he had been

studying chess intensively for nine years. Subsequent research in a wide range of fields has substantiated the ten-year rule everywhere the researchers have looked. In math, science, musical composition, swimming, x-ray diagnosis, tennis, literature, no one, not even the most "talented" performers, became great without at least ten years of very hard preparation.

If talent means that success is easy or rapid, as most people seem to believe, then something is obviously wrong with a talent-based explanation of high achievement.

The Mozart Myth

Wolfgang's first four piano concertos, composed when he was eleven, actually contain no original music by him. He put them together out of works by other composers. He wrote his next three works of this type, today not classified as piano concertos, at age sixteen; these also contain no original music but instead are arrangements of works by Johann Christian Bach, with whom Wolfgang had studied in London. Mozart's first work regarded today as a masterpiece, with its status confirmed by the number of recordings available, is his piano concerto no. 9, composed when he was

twenty-one. That's certainly an early age, but we must remember that by then Wolfgang had been through eighteen years of extremely hard, expert training.

Was Wolfgang Mozart a born genius? No, first consider the fact that Mozart's dad, Leopold, was a famous composer who literally wrote the book on how to teach children music. He'd been practicing for years with Wolfgang's older sister and got to work with little Wolfgang around the time most little ones are toilet training. When you look at his career, you'll see that, as Colvin points out above, Mozart put in eighteen years of remarkably diligent training before he created something truly extraordinary.

As Carol Dweck (the Stanford researcher and leading authority on motivation and achievement) asks in her great book mindset, "is it ability or mindset?" Was it Mozart's musical ability or the fact that he worked till his hands were deformed? Was it Darwin's scientific ability or the fact that he collected specimens non-stop from early childhood?

Know Where You Want To Go

Step 1, obvious yet deserving a moment's consideration, is knowing what you want to do. The key word is not what, but knowing. Because the demands of achieving exceptional performance are so great over so many years, no one has a prayer of meeting them without utter commitment. You've got to know what you want to do, not suspect it or be inclined toward it or be thinking about it. There's no way we're going to put in the necessary work without this clear picture.

They All Knew It But...

Colvin outlines research done on violinists at the music academy of West Berlin where professors were asked to rate their students into three basic groups

1 Students with a chance to go on to become international soloists.

2 Students not quite that good but still pretty awesome.

3 Students who would likely go on to become music teachers.

Researchers got all kinds of data on these students. According to Colvin: "by age eighteen, the violinists in the first group had accumulated 7,410 hours of lifetime practice on average, versus 5,301 hours for violinists in the second group and 3,420 hours for those in the third group. All the differences were scientifically significant."

He points out the fact that all the students knew that practicing by themselves was the most important

thing they could do to improve their skills. They also all agreed that it wasn't particularly fun. But, as it turns out, only the top two tiers actually practiced on their own a lot. Whether we want to become musical geniuses or just better human beings, we need to do the things we know are best for us.

Michael Beckwith talks about how discipline can turn into "blissipline". The gift of self-discipline is that it has the power to take you beyond the reasoning of temporary emotion to freedom. Think of how empowered you've felt on occasions when you haven't given in to the 'I don't feel like it' syndrome and honoured your commitment to yourself. The combination of love for something with the willingness to do what it takes to practice it, discipline results in freedom.

Practice & Napitations

Practice is so hard that doing a lot of it requires people to arrange their lives in particular ways. The two top groups of violinists did most of their practicing in the late morning or early afternoon, when they were still fairly fresh. By contrast, violinists in the third group practiced mostly in the late afternoon, when they were more likely to be tired. The two top groups differed from the third group in another way they slept more. They not only slept more at night, they also took far more afternoon naps. All that practicing seems to demand a lot of recovery.

Do you hop online and watch your day dwindle away in reactive activities all day long or, do you have clear goals on what you want to achieve and discipline yourself to crush it before you let the day get away? Powerful thing to ponder? Remember this and put it in to practice way more often! "napitations = nap + meditation". You must tend to rise with or before the sun, meditate, move, work hard, take a napitation and then get back to working hard.

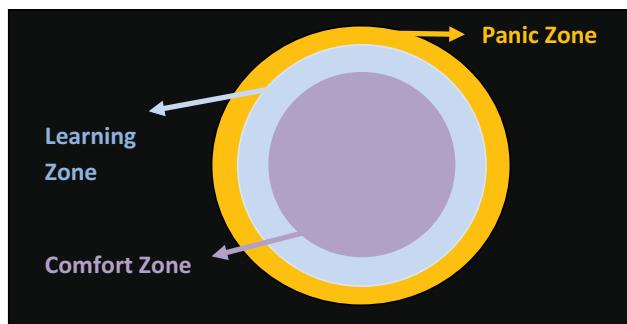
Deliberate Practice

Deliberate practice is characterised by several elements, each worth examining. It is activity designed specifically to improve performance, often with a teacher's help; it can be repeated a lot; feedback on results is continuously available; it's highly demanding mentally, whether the activity is purely intellectual, such as chess or business-related activities, or heavily physical, such as sports; and it isn't much fun. After presenting that definition, Colvin proceeds to focus on each of those elements. Know that simply showing up and "practicing" isn't gonna cut it. Think of a recreational golfer who goes to the driving range and "practices" for an hour or so versus the professional who goes to the course and deliberately, intensely, and passionately works on improving their game.

Book Summary

Comfort, Learning & Panic Zones

Noel Richy, a Professor at the University of Michigan Business School and former chief of General Electric's famous Crotonville Management Development Center, illustrates the point by drawing three concentric circles. He labels the inner circle "comfort zone," the middle one "learning zone," and the outer one "panic zone."



Only by choosing activities in the learning zone can one make progress. That's the location of skills and abilities that are just out of reach. We can never make progress in the comfort zone because those are the activities we can already do easily, while panic-zone activities are so hard that we don't even know how to approach them. Identifying the learning zone, which is not simple, and then forcing oneself to stay continually in it as it changes, which is even harder, these are the first and most important characteristics of deliberate practice.

Great Innovations & Roses Blooming

The greatest innovators in a wide range of fields like business, science, painting, and music all have at least one characteristic in common; they spent many years in intensive preparation before making any kind of creative breakthrough. Creative achievement never came suddenly, even in those cases in which the creator later claimed they did. Great innovations are roses that bloom after long and careful cultivation. Again, we like to kid ourselves those great innovations just pop up out of nowhere into the laps of born geniuses.

Falling On Your Butt 20,000 Times

A study of figure skaters found that sub-elite skaters spent lots of time working on the jumps they could already do, while skaters at the highest levels spent more time on the jumps they couldn't do, the kind that ultimately win Olympic medals and that involve lots of falling down before they're mastered. Landing on your butt twenty thousand times is where great performance comes from.

What Do You Really Believe?

What do you really want? And what do you really believe? Do you really believe that you have a choice in the matter? Do you believe that if you do the work, properly designed, with intense focus for hours a day and years on end, your performance will grow

dramatically better and eventually reach the highest levels? If you believe that, then there's at least a chance you will do the work and achieve great performance. But if you believe that your performance is forever limited by your lack of a specific innate gift, or by a lack of general abilities at a level that you think must be necessary, then there's no chance at all that you will do the work. If you have only a certain amount of intelligence, a certain personality, and a certain moral character well, then you'd better prove that you have a healthy dose of them. It simply wouldn't do to look or feel deficient in these most basic characteristics. Although people may differ in every which way in their initial talents and aptitudes, interests, or temperaments, everyone can change and grow through application and experience.

If you're stuck in a limited, fixed mindset but want to step into a fuller expression of your potential, study and learn more about how you can make the shift.

We Can All Become Better

The evidence offers no easy assurances. It shows that the price of top-level achievement is extraordinarily high. Perhaps it's inevitable that not many people will choose to pay it. Whereas the evidence shows also that by understanding how a few become great, anyone can become better. Above all, what the evidence shouts most loudly is striking, liberating news: that great performance is not reserved for the pre-ordained few. It is available to you and to everyone whether we feel called to dedicate our lives to achieving greatness or simply to become better human beings.

What the evidence shouts most loudly is striking, liberating news: that great performance is not reserved for the pre-ordained few." ~Colvin

Great performance is available to you and to your kids, to your friends and to your family; to everyone. No matter who they were, or what explanation of their performance was being advanced, it always took them many years to become excellent, and if a person achieves elite status only after many years of toil, assigning the principal role in that success to innate gifts becomes problematic, to say the least. The work is so great that it seems no one can sustain it for very long. A finding that is remarkably consistent across disciplines is that four or five hours a day seems to be the upper limit of deliberate practice, and this is frequently accomplished in sessions lasting no more than an hour to ninety minutes. Their framework isn't based on a simplistic "practice makes perfect" observation. Rather, it is based on their highly specific concept of "deliberate practice."



Delivering brighter Recruitment Solutions to your business



VET Sector Recruitment

Shine Recruitment specialises in recruiting for a diverse range of sectors including the Vocational Education and Training industry. We have a particular focus on recruiting staff for RTO's, GTO's, and AAC's within metro and regional areas of Australia.

Our experienced team recognise the complexities of the VET industry and understand the changing environment, the increasing focus on compliance and challenges involved in staying commercially viable. It is now more important than ever to recruit high calibre, performance driven and motivated candidates into your organisation.

Shine Recruitment has extensive experience in attracting professionals to this unique industry and have the ability to source candidates to fill a wide range of positions including:

Administrators
Trainers
Training Managers
Regional / Area Managers

Field Consultants
Account Managers
Compliance Managers
Senior Management / Executives

The Shine Recruitment team are experienced in the industry and are passionate about assisting your business in securing the right candidate for your company culture, mission and values.

Services Include:

Partnering with your business to complement your existing recruitment activity.

Attracting truly talented candidates through our strong networks and existing database.

High quality screening and interviewing process saving you precious time.

Comprehensive reference checks and the provision of detailed reports.

Providing accurate and helpful recruitment related advice to VET sector businesses.



Still Using Outlook?



Microsoft Outlook is one of the most popular e-mail clients available for messaging and communication. While it is popular, it has its weak spots. The price of this program can be a setback, and Outlook may offer functions not needed.

Some of the alternatives to

Microsoft Outlook pride themselves on the fact that they deal better with Spam. This article will be helpful for those who are looking for change.

Web Mail v/s Email Clients

When new to the internet, the difference between web mail and email clients can be confusing to a person. Both web mail and email clients use the internet to read and send mail. When someone sends you an email it is stored on an email server. The email server can belong to a company that offers web based email accounts, your ISP provider or your web hosting provider. How you "pick up" your email will depend on what type of email account you have. If you are only using web mail, then the emails that you don't delete are stored on the email server. With an email client the emails are stored on your computer.

Web Mail

With web mail, you read or send email through your browser and the web mail interface.

Some examples of web mail are:

- Yahoo! Mail
- Gmail
- Hotmail
- The web mail service provided with your web hosting
- The web mail service provided with your ISP (Internet Service Provider) account

Email Client

An email client is a piece of software on your computer that you use to read and send emails from your computer. The advantage of using an email client is that the emails are stored on your computer and are accessible faster than using a web based email interface. Also, with an email client you can read the messages you already received without being connected to the internet. You can also compose email while offline. Once connected again to the Internet, the emails can be sent.

There are various email client programs available. Some of the more common email clients are:

- Outlook Express – This comes with Windows for free.
- Outlook – part of the Microsoft Office collection of programs
- Thunderbird – comes with the Firefox browser
- Contact management software – may use Outlook Express to send email from the contact management software.

Gmail

Gmail is a free, advertising-supported email service provided by Google. Users may access Gmail as secure webmail, as well via POP3 or IMAP4 protocols. Gmail was launched as an invitation-only beta release on April 1, 2004 and it became available to the general public on February 7, 2007, though still in beta status at that time. The service was upgraded from beta status on July 7, 2009, along with the rest of the Google Apps suite.



With an initial storage capacity offer of 1 GB per user, Gmail significantly increased the webmail standard for free storage from the 2 to 4 MB its competitors such as Hotmail offered at that time. Individual Gmail messages, including attachments, may be up to 25 MB, which is larger than many other mail services support. Gmail has a search-oriented interface and a "conversation view" similar to an Internet forum. As of January 2012, it has 350 million users worldwide.

Top 10 reasons to use Gmail

1. Less spam
2. Search
3. Conversation view
4. Built-in chat
5. On the go
6. Lots of space
7. Labels, filters, and stars...oh my!
8. Priority Inbox
9. Secure
10. Free!

Outlook vs. Gmail

Search

Microsoft greatly improved its search capabilities with Outlook 2007. This is probably the most important reason users of earlier versions would upgrade—because searching in Outlook used to take hours to perform. Their search is now powered by Windows Desktop Search and does a good job of returning results fast. But Gmail is still much faster. And as an added hassle, if Outlook ever returns incorrect or incomplete search results you have to dig into the settings to tweak or rebuild your search index, hoping that you can fix the problem.

One advantage of Outlook search is that it searches within attachments. Google Desktop Search would accomplish this if you used a separate email program (even Outlook), but the Gmail web interface does not. Still, the inability to search within attachments is a small price to pay for the superior speed and accuracy of Gmail's search.

Verdict: Gmail wins for a faster and more reliable search.

Folders vs. Labels: How to File Messages

Gmail departs from the traditional folder tree by using "labels," which are essentially tags. What's nice about labels is that one message can be assigned multiple labels (effectively making it appear in what seem to be separate folders) without having to copy the message. For instance, if a message relates to both "family" and "work," then with Gmail you can mark it with both labels and find those messages in either of those label-folders. In a traditional tree, you would have to choose only one folder (or duplicate the message).



Outlook has always had categories, which behave similarly. In version 2007, Outlook created a faster system that used color-coded/named categories and Search Folders to perform nearly the same functionality as Gmail.

On the surface, labels seem superior to a folder tree—after all, tags are the preferred method of identifying data on many new web sites. There are a few problems with labels, though:

- There's no such thing as "sub-labels." As such, if you decide to use Google like a folder tree, you'll quickly discover that the hierarchy is only one-level.
- There is no drag and drop functionality in the Gmail web interface (most likely since applying a label isn't necessarily moving it from one label to another). Since Gmail's search is very fast, the need for finding items by how they've been filed becomes less important.

In Outlook, a label-like feature is available but harder to access. It has additional filtering and organisational capabilities, but most users might not dig that deeply into the software to find them, especially since in Outlook one still has to work with the folder tree to move items out of the Inbox.

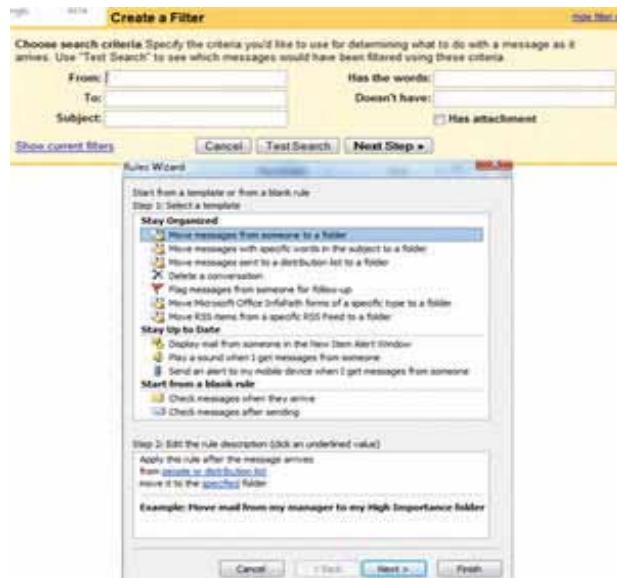
Verdict: Gmail wins for a simpler and more flexible approach.

Rules vs. Filters: How to Automatically Process Mail

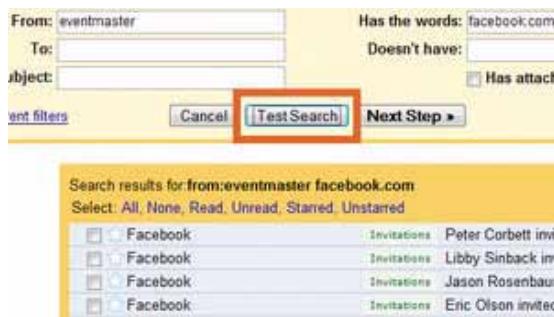
Outlook has many more options for routing messages than Gmail, or at least it appears so. Compare these two screenshots for an idea:

While it appears there are more options available within Outlook, Google has done a better job of helping people get to the most relevant options right away. Gmail also allows you to test exactly how the filter would behave before you save it:

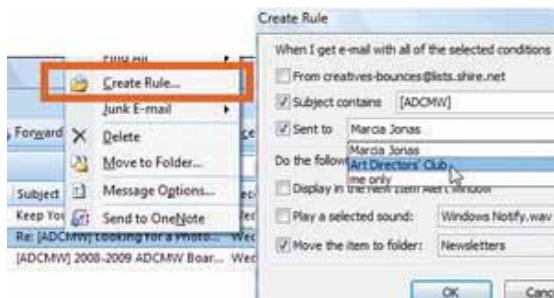
Outlook has taken a step in the right direction by providing a right-click option called "Create Rule...."



It does a better job of exposing the most relevant information, but it's still not as easy to configure or test as with Gmail.



Verdict: Google wins for a simpler, more approachable interface.



Storage Space

Outlook with Microsoft Exchange often has a high price associated with server storage space. In other words, most companies limit the amount of storage space for an "Exchange store"—the amount of Exchange data you're allowed to store on the server. Usually this equates to somewhere between 100 MB and 2 GB (since email storage is expensive for businesses) but there is a glitch. Outlook stores all the messages you read in a single file on your hard disk. This is usually a .pst file. Outlook has a problem when this file gets over 2GB in size, and can start to object when it gets to this limit. (Note: - This depends on the version of outlook you are running – earlier versions can object around 1GB.). Gmail users have 6.76 GB for no charge (or 25 GB for \$50/year). The storage they provide regularly increases.

Verdict: Gmail wins for generally offering more space for less (or no!) money.

	Google Gmail	Outlook 2007 w/Exchange
Search	X	
Folders & Labels	X	
Rules & Filters	X	
Contacts	X	X
Spam Filtering	X	
Storage Space	X	
User Experience	X	X
Workflow		X
Mobility		X
Support		X
TOTAL	7	5

Google Apps Sync for Microsoft Outlook

Many business users prefer Gmail's interface and features to products they've used in the past. But sometimes there are people who just love Outlook. For them, Google has developed Google Apps Sync for Microsoft Outlook. It enables Outlook users to connect to Google Apps for business email, contacts and calendar. And they can always use Gmail's web interface to access their information when they're not on their work computer.

Key features include:

- Email, calendar, and contacts synchronisation. For email, the plug-in uses the offline Gmail protocol, which is much faster than IMAP or other methods.
- Free/Busy lookup and Global Address List functionality, which makes it easy to schedule meetings with your colleagues, regardless of whether they use Outlook's calendar or Google Calendar.
- A simple, two-click data migration tool which allows employees to easily copy existing data from Exchange or Outlook into Google Apps.

Conclusion

Outlook and Gmail are very different approaches to email organisation. Over time, Google has begun to add more features and Microsoft has improved its search and scaled-down complex features. Gmail has become an increasingly mature product that can be used for business. The addition of tasks and integration with the Google Search Appliance positions Google squarely against Microsoft.

At the same time, Microsoft has long been making progress in the Software as a Service space, primarily with their hosted Exchange offering and now with hosted Microsoft CRM. Microsoft announced that it would begin offering these services directly instead of just through partners, with starting prices well under \$10/user per month. This positions them squarely against Google.



Have you heard the tale of the Two Frogs?

Two frogs are put in two pots of water. One contains boiling hot water and the other contains cold water that is slowly being warmed up. Which one do you think survived?

The first frog that is put in the boiling water jumps out & saves himself straight away. The one put in cold water boils to death!

Why? Because he got used to the gradual heat and accepted his fate. Has it been a bit like that with you and your college when it comes to Software?

Frustrated and let down by your Student Management Software?

Want to move to something better but feel stuck? You may have years of data entered into a clunky, unproductive system and it all seems too hard to make the shift?

It's not just data you have to worry about. There's staff re-training to be done and money to be spent buying new software.

Besides, what if you moved to a new system and it didn't deliver as well? It becomes a case of "**better the devil you know!**" doesn't it?

Meanwhile, you have overworked staff that absolutely hate the systems they are forced to use. Using multiple systems that don't talk to each other, doing double (sometimes triple) data entry!

There are other issues too that we hear with clients we work with all the time. Buggy software that doesn't quite

work or new updates that just make things worse!

Then there are issues around things like Compliance Reporting, AVETMISS Submissions which are time critical for you but your Software Vendor just doesn't care or respond to your urgent requests for help.

You don't have to put up with all this!!

What if you could find software that was reliable with all the bugs ironed out and backed by people who had a proven track record of partnering with people like yourself?

Software that was easy to use but also smart enough to grow with you?

Software that could combine your marketing, finances and student admin all in the one easy to use system?

How would you feel if you

knew you had a software provider that you could truly count on?

Where you could call and speak to someone and they had an answer for your problem without giving you the run around?

What if they took care of your data migration so that you didn't have to stress about importing data from your clunky old system?

What if they trained you and your staff and left videos of the training with you so that you and your staff could refer back to them whenever you needed?

What if they did all this and it didn't cost the earth? What if they stood by you to make sure you got through the audits and data submissions

as they came up? And got the results you wanted and made sure that you were happy with everything - **GUARANTEED!**

I know what you may be thinking... This is impossible! Software providers just don't care, after all they are not the ones going through Audits or having to juggle all the pressures that you are faced with.

Download our FREE Software Buyer's Guide - "28 Key Points You Must Know Before Spending Any Time Or Money On Student Mangament Software"

Scan this QR Code to download the report now



Call us on 1300 305 302

or visit www.collegesoftware.com.au to download the FREE Report

VELG 2012 National Conference

RTO Success Magazine was an exhibitor at the recent VELG 2012 National Conference that was held at the Gold Coast Convention and Exhibition Centre. Their theme this year was 'Learn, Connect and Thrive' with 45 elective sessions across three streams that were Policy and Compliance, RTO Management and Teaching and Learning. We met with subscribers and other RTOs who had received a complimentary copy of the magazine. The feedback was lovely and some great ideas were received.

If you have never been to a VELG conference these pictures will give you an idea of what it's like. The conference was over 2 days and was attended by 830 delegates.

Keynote Speakers Day 1

National VET Regulation FAQ session - David Garner, ASQA Compliance Operations
Inspirational Stories - Mark Callaghan, CEO WorldSkills Australia

A sample of Day 1 sessions included:

Running a Successful RTO - Dr Greg and Gillian McMillan
Embedding Quality in Training - Cassandra Gandolfo
The Accidental Leader: What's your style? - Nick McEwan-Hall
RTO Management: Keeping it simple when it's complex - Peter Basell
No more excuses: the LLN answers - Irena Morgan
The power of visuals in Training - Catherine Logue



Keynote Speaker Day 2

Motivational Speaker - Dr Karl Kruszelnicki

The National VET Conference welcomed Dr Karl as the motivational, keynote speaker to inspire delegates to think outside the box. Dr Karl is one of the most exciting, knowledgeable and inspirational speakers in Australia! In March of this year he was declared one of Australia's 100 National Living Treasures.







A sample of Day 2 sessions included:

Reform in VET: What RTOs need to know about the Unique Student Identifier - Kathryn Shugg

Troubleshooting Competency Based Assessment - John Dwyer

Staple it to their heads: How to make your training stick - Sharon Ferrier

Managing an Enterprise RTO: Providing high impact training to meet organisational need - Paul Rasmussen

Mini Auditing: Save time, resources and systematically reduce risk - Ray Earl

Quality eLearning/eAssessment on a budget - Wendy Clarke



Delegates even had the opportunity to get a free back massage or mini manicures at the GCIT Beauty Therapy booth.





VELG Training worked in conjunction with the Gold Coast Institute of TAFE to afford a number of select students who were undertaking qualification in 'Events Management' with opportunity to participate in the planning, coordination and facilitation of the event.

We enjoyed the conference and are looking forward to the 2013 conference.

Policy

A policy is a descriptive government, private "statement of intent" important organization.

INTERNAL AUDITS

Do I outsource or not?

by Carmel Thompson

The Southern Cross Connection

The most common consultancy service I provide by far for my RTO clients is the conducting of an annual audit. Many clients ask: "Where does it state in the Standards for NVR Registered Training Organisations that I have to conduct an internal audit, how often and whether or not I need an external auditor to conduct the audit?"

The answer is – It is not specifically stated in the Standards but is implied throughout. However standard SNR6 (New RTOs) or SNR17 (Continuing RTOs) states:

Management systems are responsive to the needs of clients, staff and stakeholders, and the environment in which the NVR registered training organisation operates as follows:

17.1 The NVR registered training organisation's management of its operations ensures clients receive the services detailed in their agreement with the NVR registered training organisation.

17.2 The NVR registered training organisation uses a systematic and continuous improvement approach to the management of operations.

17.3 The NVR registered training organisation monitors training and/or assessment services provided on its behalf

to ensure that it complies with all aspects of the VET Quality Framework.

17.4 The NVR registered training organisation manages records to ensure their accuracy and integrity.

We all know how stressful it is to fall behind in our compliance requirements, especially if we get a notice of a forthcoming Government audit. Therefore I believe it is good business practice to arrange an audit with an external auditor once per year. This ensures that you (the RTO) make an effort to update all your staff files, assessments, minutes of meetings, registers, student handbooks, Industry consultation records, etc by the date that the audit is scheduled to occur. Then a different set of eyes will validate that they meet the requirements of the Standards.

The external auditor will no doubt identify some minor (one would hope) non compliances and suggest improvements that will increase the efficiency of your current policies and procedures. You can then record these improvements in your continuous improvement register to be sighted at your next official audit.

Many small RTOs, particularly those with only one or two courses on scope, may decide to conduct their

own internal audit. This is fine but the danger with this practice is that small training organisations have the same challenges as any small business. Often the administrative and compliance chores take second place to training and sourcing new clients. You start off with the best of intentions but there are just not enough hours in the day! Since I started my own RTO in 1994 until I sold it last year I always had an external auditor review my organisation in December each year. Then over the Xmas/New Year holidays I would genuinely try to address any non compliances so that I could start off the new year with a clear mind and an efficient business.

COMMON NON COMPLIANCES AT INTERNAL AUDIT

From my personal experience as an ASQA/AQTF External Auditor, since the implementation of NVR Standards the issues listed below are the most common non compliances at internal audits:

1 Training and Assessment Strategies (TAS) that are not comprehensive enough to satisfy SNR 15. Some training organisations have not updated to the ASQA requirements. Training and assessment strategies are often not sufficiently detailed to give information to trainers/assessors, students, employers and Industry regarding:

- How you will train
- How you will assess ie methodologies
- Who you consulted in the Industry regarding your TAS
- Who your trainers are and their qualifications
- Units and electives that are offered for the qualification and packaging rules.

2 Wording on Qualifications. There is much confusion around the wording on qualifications and you should check regularly at www.aqf.edu.au to ensure you have them right. Be particularly careful when issuing Statements of Attainment for Skill Sets and Licensing requirements. Also be extra careful that you have the unit codes correct as these are constantly changing these days.

3 Assessment Tools. Many training organisations still do not have marking guides for their assessors and sometimes mapping of competencies to the assessment instrument is too vague. Purchased resources and assessments have to be customised to your target group for that course.

4 Staff Files should have a HR Matrix (which ideally will be included in your training and assessment strategy) up to date with current professional development activities and qualifications.

5 Registers for Procedures like continuous improvements, risk control and staff meetings need to be updated and Industry consultations recorded with documentary evidence.

6 Retention of Student Records Requirements should be adhered to as they have changed recently.

INTERNAL AUDIT – PEACE OF MIND

Audits whether conducted by an internal or external (or both) auditor ultimately bring us peace of mind. There is so much required to keep up with the constant changes of our national registration system in order to remain compliant, that often the administration and compliance chores are left on the back burner at the end of the week. We all “mean to do them” and “want to do them” but there just isn’t enough time. Therefore it is essential to have good systems that allow us to make sure that every day requirements are incorporated into our compliance management practices.

Can I share what worked for me over all those years as an RTO.

1 Conduct an audit internally myself on one or two Standards at the end of each month. I did this religiously – even if it was over the weekend. So divide the standards into 10 compartments (forget December and January) and review one section monthly. In other words break the chore up into manageable chunks.

2 Have an external auditor come in every December and review all of the documentation and internal audits.

With this practice, which I followed religiously, I was never too concerned to extend my scope of registration and attract an audit. And renewals of registration were a breeze.

I have included a screen shot of a matrix from my compliance system of a standard for the internal audit template that you could use to set up a matrix for your own RTO.

S16.7: Complaints and Appeals		
The RTO provides appropriate mechanisms and services for learners to have concerns reviewed and addressed where appropriate. Complaints and appeals are addressed efficiently and effectively.		
Compliant Y/N: <input type="checkbox"/>	Checked by: <input type="text"/>	Date: <input type="text"/>
See Policy and Procedure Manual : • Procedure: Complaints and Appeals • Function: Complaints and appeals processes, Preventive action, Staff information, Client information systems, Monitoring and review, Continuous improvement, Data collection.		
Action	Evidence	
<ul style="list-style-type: none"> • Clients of the RTO are treated equitably. They: <ul style="list-style-type: none"> - are clearly informed in a timely way how to complain or appeal - have the opportunity to present their case - have access to an independent arbiter if this is needed - are clearly informed of the outcomes of the complaint or appeal - have realistic and fair timelines for complaints and appeals. • Complaints and appeals are managed effectively: <ul style="list-style-type: none"> - Records are kept of complaints and appeals - Action is taken to address the root cause of complaints - Staff agree on action arising from complaints - Changes are made to RTO systems to prevent recurrence. • Complaint and appeal data informs prevention and improvement: <ul style="list-style-type: none"> - The cause of the complaint is addressed, and resulting improvement is in place and working - Feedback is obtained from complainants regarding satisfaction on how the complaint or appeal was dealt with - Records of complaints and appeals are reviewed to test for specific issues (or staff or services) leading to complaints and appeals and whether they are resolved in a timely manner - Monitoring and review of complaints and appeals is integrated with the continuous improvement cycle. 		
Additional Evidence Required:		Officer
Organisation specific documents and resources.		Deadline

Follow my advice and you can remove the stress from your next notification of a forthcoming audit.

It's Not NEWS

Making a comeback after the June issue, we present for your entertainment, some things we truly find funny, inspirational (or both) from the world wide web. This month we feature a snippet from www.theoatmeal.com. This is from a bunch of guys that have great insights into our day to day world. The feature this month is, How A Web Design Goes Straight To Hell. Enjoy



From: eventmaster Has the words: facebook.com
To: Doesn't have:
Subject: Has attachment
 Next filters Cancel Test Search Next Step ►

Search results for: from:eventmaster facebook.com
Select: All, None, Read, Unread, Starred, Unstarred

<input type="checkbox"/>	Facebook	Invitations Peter Corbett invited
<input type="checkbox"/>	Facebook	Invitations Libby Sinback invited
<input type="checkbox"/>	Facebook	Invitations Jason Rosenbaum invited
<input type="checkbox"/>	Facebook	Invitations Eric Olson invited

Create a Filter

Choose search criteria. Specify the criteria you'd like to use for determining what to do with a message as it arrives. Use "Test Search" to see which messages would have been filtered using these criteria.

From: Has the words:
To: Doesn't have:
Subject: Has attachment
 Show current filters Cancel Test Search Next Step ►

Rules Wizard

Start from a template or from a blank rule
Step 1: Select a template

Move messages from someone to a folder
 Move messages with specific words in the subject to a folder
 Move messages sent to a distribution list to a folder
 Delete a conversation
 Flag messages from someone for follow-up
 Move Microsoft Office InfoPath forms of a specific type to a folder
 Move RSS items from a specific RSS feed to a folder
Stay Up to Date
 Display mail from someone in the New Item Alert window
 Play a sound when I get messages from someone
 Send an alert to my mobile device when I get messages from someone
Start from a blank rule
 Check messages when they arrive
 Check messages after sending

Just a few “minor” changes.

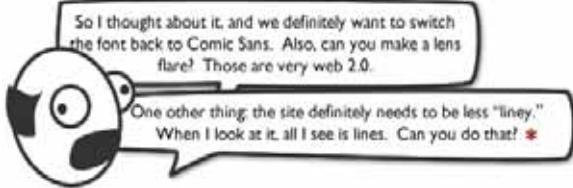
So this design is perfect, but I'm the CEO so I feel obligated to make changes to feel like I've done my job properly. Also, I'll use phrases like "user experience" and "conversion oriented" to sound smart even though I barely know how to use a computer.

Could you make the design "pop" a bit more? It needs to be more edgy. It doesn't quite feel right.*

* Author's note: Clients have actually said all these things to me. To this day I still don't know what "pop" or "edgy" mean in regards to web design. I also don't know how to design websites based on someone else's feelings.

Minor changes start to add up

Soon they become not-so-minor



* Author's note: a client actually said this to me. The design had no horizontal rules or lines of any kind, they were referring to the rectangular shape created by things such as <div> or <p> tags.

You are no longer a web designer

You are now a mouse cursor inside a graphics program which the client can control by speaking, emailing, and instant messaging.



* Author's note: I once had a client take my design and start revising it themselves in photoshop. They would then send me updated versions of how they felt it should look.
After the 13th revision I fired the client.

The client gets others involved

"Looks great, but I want to get feedback from my friend, co-workers, uncle, pet hamster, etc"



* Author's note: I actually had a client include their mother in the design process so she could provide feedback and criticism.

An abomination is born

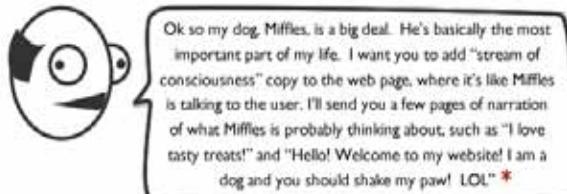
The client has completely forgotten that they hired you, the web designer, to build them a great product.

If you were an engineer designing the turbine of a commercial airplane, would they interfere then, I wonder?



All hope is lost

You begin to fantasize about other careers, like someone who digs ditches for a living or gives sponge baths to the elderly.



* Author's note: I did not make this up - a client actually made this request. I've never come closer to brainwashing someone with a car battery as I did that day.



Inspire ME

Featured this month –



"An Australia in which our young people have the desire, the motivation and the opportunity to reach their full individual potential."

Beacon, a national non-profit organisation working in around 130 secondary schools across all Australian States and Territories in 2012, believes every young Australian can develop an independent will to achieve personal success for themselves and their community.

Since 2001, Beacon has had an impact on over 82,000 young people in more than 150 schools and communities in every Australian State and Territory. Established 23 years ago with the initial No Dole program in Tasmania, Beacon focuses on students who are "falling between the cracks", typically from low socio economic status (Low SES) schools, by engaging the student in practical, solution focused programs that mobilise the school, parents and businesses in the community to create positive opportunities and knowledge for skills development. It has scaled to a large, national presence with deep school and business/community relationship; it is therefore now uniquely placed to demonstrate what works to support the post school transition of low SES young people and to therefore indirectly drive these changes into all low SES schools.

What are their Aims?

Through self help and enterprise Beacon aims to achieve its vision at the community level. They aim to influence the attitudes and culture of Australians, so that each young person develops an independent will to achieve personal success through gainful activities, for themselves and their community.

What Do They Do?



Beacon underwent a Social Return on Investment (SROI) analysis assessment in 2009. SROI is an internationally recognised framework for measuring and accounting for the broader concept of value, incorporating the social, environmental, and economic benefits for a range of stakeholders. Key findings

Inspire Me

from this report demonstrate that by embedding a program into the school curriculum, a young person's ability to successfully transition from school to further study, training or work is enhanced. A key component of the program success was shown to be the strong connection forged between businesses, communities and schools.

Their Values & Beliefs

Passion

We are motivated to make a positive difference to the future of young people and we go the extra mile to achieve the right outcomes and get the job done. We use our passion and enthusiasm to inspire others.

Team

We are proud to be part of a supportive, collaborative team and we respect our people and those with whom we work. We build meaningful, lasting partnerships that we value.

Professionalism

We do what we say and act with uncompromising integrity by taking pride in being professional, both in the way we act and our appearance.

We continually grow our own knowledge and stay informed.

Flexibility

We actively encourage change and challenge the status quo with open-mindedness and flexibility, adapting to different situations and people. We understand the individual needs of our stakeholders and are respectful of their differences.

Innovation

We take the initiative to remain one step ahead and we look for opportunities to grow and have the courage to put forward new ideas. We actively seek creative solutions and reward innovation.

A community approach to tackling youth unemployment

The Beacon Foundation has an established track record of helping inspire and motivate students to either stay in school and increase their educational engagement and attainment or choose a positive pathway that enables successful transition to employment, further education or training. The Beacon partnership model is ultimately self-sustaining. Usually within three years, Beacon schools become self-sufficient with the aim of graduating them to "Platinum Status". Their unique program works in secondary schools to support young people to develop this focus through engaging and influencing the attitudes and behaviours of the broader community.

1 Core Programs:

Beacon's programs support young people to develop a positive pathway focus through engaging and influencing the attitudes and behaviours of the broader community. By harnessing community involvement, it works within schools to ensure young people are either earning or learning at vulnerable transition points in their lives.

2 Core Activities:

Charter Signings:

Beacon's signature event where Grade 10s publicly make a pledge that by the following year they will be in further education, employment or training. Supporting adults attend the charter signing, including members of Local, State and Commonwealth Government, Beacon corporate partners and local business and community members.

Business Events:

An event for members of the local business community to initiate, build or celebrate business support for the school's Beacon program.

Beacon Student Ambassadors:

Ambassadors are elected from within the participating cohort to provide a link to the organisation and running of the Beacon program within the school and community. BSAs are involved in organising, preparing and hosting events, and have many opportunities for self development.

Business Blackboard:

Businesses visit the classroom to share their knowledge with students, matching real life situations to the school curriculum. Engagement Opportunity: Volunteer to participate as a presenter. Development of and implementation of your own corporate in school program.

3 Customised Activities

Personal Development and Employability Skills:

Beacon recognises the importance of high aspirations, self esteem and employability skills. Programs such as Prepare for Work, Mentoring, and Beacon's High Impact Programs help provide students with these skills and values.

Speed Careering:

Workshops are run to enable students involved in the Beacon program to obtain up to date and first hand information about their future options. A range of businesses present to students about their industry and career paths.

Industry Knowledge:

Students and teachers learn more about specific

industries and careers available when exposed directly to an organisation. Beacon facilitates a range of activities, such as site tours, school visits and sponsor developed programs, to create these opportunities.

Career Education:

Events such as the school's work experience program or mock interviews are intertwined into the career education curriculum throughout the year and can be enhanced by the Beacon network and business support built through the Beacon program.

Teacher Professional Development:

Beacon recognises teachers need support to embed the elements of the Beacon program into the school curriculum. To facilitate this, Beacon offers a range of Professional Development opportunities for teachers, including connecting schools with Industry experts.

Polish:

A one day workshop that helps young people prepare for their careers through personal presentation and communication training, giving students the skills to conduct themselves appropriately when entering the world of work and throughout their employment. Core to the program is a sit-down lunch that gives students an opportunity to network with potential employers and use their newly found communication and culinary skills acquired in the morning tutorials.

Lunch With The Girls:

A one day program targeting young 15-16 year old children who are at risk of disengaging from school or are without a positive female role model. Interaction with female mentors through participating in workshops on emotional intelligence is where the strength of the program lies. During the one day program twenty girls are given the opportunity to engage with a group of successful professional women from a variety of backgrounds as mentors.

BBQ With The Boys:

A one day program, under development and that was piloted in 2011, that targets 15-16 year males who are at risk of disengaging from school, or who are without a positive role model. The 20 young men who participate in this one day program have the opportunity to interact extensively with male mentors through workshops and physical activities. The programs focus is on the development of self awareness, motivation, resilience and responsibility in all participants.

4 Helping Schools:

When compared to other youth attainment and transition initiatives, a key distinguishing factor of the Beacon model is the provision of direct support and one-on-one resources for schools. As an active participant in the school environment, Beacon has the established credibility and connections to significantly

leverage across clusters of schools in allotted regions. Beacon has a split of metro, regional and remote schools. Ongoing one-on-one support is provided by the Beacon Partnerships Managers to each school Beacon Co-ordinator via personal visits, phone and/or email. Their evaluation process rigorously measures three main outcomes – retention, engagement and employment. Beacon schools have comparatively better retention, employment and participation than the national rates, which is particularly compelling considering Beacon schools are in socioeconomically disadvantaged communities.

How Can You Help?

1 Donate

Invest in Beacon and help tackle youth unemployment:

The Beacon Foundation (ABN 42 129 090 464) is recognised as a charitable institution and has deductible gift recipient (DGR) status so that all donations of over \$2 to Beacon are tax deductible. If you would like to help and would like to see an Australia in which young people have the desire, the motivation and the opportunity to reach their full individual potential please visit beaconfoundation.com.au and go to the Support Us menu for more information.

2 Become Partner:

Beacon is a progressive Australian not for profit organisation, intent on forging strong and mutually beneficial relationships with Australian businesses such as yours. Beacon Foundation recognise that Australian businesses today face many challenges. In today's competitive environment, companies that can differentiate themselves by forging stronger links with their business partners will hold a significant advantage. What if these business links were not only consistent with your business objectives, but also attractive to your employees, delivering that 'feel good' factor? The organisations who are currently involved in providing jobs for the Real Futures initiative are: **Sinclair Knight Merz (SKM), Leighton Contractors, Komatsu, Monadelphous, Beacon Foundation, Liberty Financial, Jardan Furniture, Nambour RSL through Club Training QLD, Newmont, Pilbara Echo , Mine and Quarry Service, McConnell Dowell, Fruitbox, Hanseactic Marine, One Harvest.**

To discuss how you can commit jobs and be part of the Real Future Generation Project, contact Program Director Rosemary Conn on 0420 278 307, or email rosemary@beaconfoundation.net for more information.

Inspire Me



3 Support Beacon:

"At the centre of our work, and the heart of Beacon, is the power of relationships." ~ Beacon. For young people to be inspired and motivated onto a positive pathway, they need to be connected with, and supported by the whole community. Beacon links young people with the opportunities, services and supports; and connect them with those Australians who have the capacity, skills and resources to help.

4 Become a Volunteer:

There are many ways you can become involved in supporting the Beacon program through volunteering your time, expertise or by attending one of the many Beacon events. Below is a list of core Beacon program events – if you would like to volunteer in some way, please contact their Head Office team in Hobart on (03) 6234 4155.

- **Financial support – direct financial contribution:** Support a specific Beacon program, school or community. Support for Beacon through their Partnership Managers who are the backbone of Beacon's community based programs.

- **Staff Volunteering and Mentoring:** Students and teachers undertake a hands-on tour of a business site to learn more about a specific Industry and careers available within it. Staff visits the classroom to share their knowledge with students, matching real life situations to the school curriculum. Students engage with business volunteers in a mock interview to refine their job interview skills.

- **Raising our profile:** Help raise awareness of Beacon's valuable work. Introduce Beacon to your supply and chain partners Place Beacon's distinctive red logo on one of your products, in your company newsletter or on display in your workplace.

- Attend the event and actively support young people in your local community.

- Attend event – a unique opportunity to develop a relationship with your local school community & network with other business partners.

- Mentoring Beacon Student Ambassadors can be both rewarding and enjoyable. Opportunities to assist ambassadors with personal development in the areas of public speaking, hosting, chairing committees and networking.

- Organise an Industry tour of school visit and expose young people to the range of opportunities within your Industry.

- Participate as a presenter; share your personal journey and the opportunities that exist within your chosen field.

- Opportunity for women to participate as mentors.

- Core to the success of these programs is the participation of a broad range of volunteers to facilitate or run these events. It is a great opportunity to have business either involved in coming into the classroom, or taking students to business places for mock interview, work experience placements or other career focussed events.

- Attend the sit-down lunch. Potential presenter opportunities for employees.

- Opportunity for men to participate as mentors.

What Did They Achieve?

October 2011 – Buddy Up big success at James Meehan HS, An amazing Charter Signing was held at James Meehan High School recently in Sydney, New South Wales.

Beacon Board

Beacon is guided by an executive committee of voluntary Board members who oversee their policy, direction and governance. Bill Lawson AM was the founder of Beacon in 1988 and remains as Chairman. Bill is a senior Engineer with SKM. David Jones joined Better Place as Executive Director in September 2011. He spent the prior 17 years in the private equity Industry.



1. GSA National Conference

Change is the only constant: connect, collaborate and celebrate

The 2012 Government Skills Australia (GSA) National Conference is bringing together the Government and community safety sectors to connect, collaborate and celebrate the future of skills and workforce development. The 2012 conference will be delivered over two days through interactive discussion, workshops and plenary sessions.

Date and Time

Monday, 19 November, 2012 - Tuesday, 20 November, 2012
9:30 AM - 3:30 PM
E. Australia Time

Location

Novotel Melbourne
270 Collins Street
Melbourne, Victoria 3000
03 9667 5800

2. NCVER Research Forum - Does completing matter? Understanding and measuring completions in VET

Governments have recognised low completion is an issue, but we need to understand why this occurs. At this one-day national research forum, we look at how completion rates are measured, how Governments can set up structures to increase completion rates, for whom completion matters and how skill sets fit in.

Speakers

- Dr Kaye Bowman, Consultant
- Mr Bruce Callaghan, BCA National Training Group
- Mr Ian Curry, Australian Manufacturing Worker's Union
- Dr Tom Karmel, NCVER
- Associate Professor Duncan McVicar, Melbourne Institute of Applied Economic and Social Research

- Ms Patricia Neden, Innovation & Business Skills Australia
- Ms Sandra Pattison, NCVER
- Ms Kym Peake, Department of Education and Early Childhood Development
- Mr Robin Shreeve, Australian Workforce and Productivity Agency

• Ms Linda Smart, Brotherhood of St Laurence

For more information or to register online visit www.ncver.edu.au/news/events/completions/forum.html

Event details

Venue: Melbourne Exhibition Centre

Address: 1 Convention Centre Place, Melbourne, VIC, 3006

Date: 21 Nov 2012

Time: 9.30am to 3.30pm (Registration opens at 9.00am)

Cost: Earlybird: \$300 (payment made by 19 October 2012) Standard: \$350 (payment made after 19 October 2012) Registration includes morning tea and lunch.

3. National Adult Language, Literacy and Numeracy Assessment Conference 2013

Theme: Building on evidence to improve skills

Date: 9–10 May 2013

Venue: Ultimo College, Sydney Institute, NSW

The aim of the National Adult Language, Literacy and Numeracy Assessment Conference 2013, building on evidence to improve skills, is to bring together evidence-based research with Industry and training perspectives in order to share and discuss issues around the assessment of language, literacy and numeracy (LLN) and implications for effective vocational and workplace education and training.

Participation in and feedback on the inaugural National Adult Language, Literacy and Numeracy Assessment Conference, held in May this year in Melbourne, was extremely positive and convinced us that there is a continued need for this kind of evidence-based professional learning.

"It was great to see so many delegates at the adult LLN 2012 ACER Conference. It is a real indication of the interest in addressing LLN skills across Industry, higher education and vocational education. I gained a great deal of knowledge from the key note speakers and workshops and look forward to attending the next one."

Simone Reinertsen, Transport and Logistics Industry Skills Council

Who should attend?

The conference is designed for senior managers and training personnel in Industry and the Vocational, Education and Training sectors.

About the presenters

Speakers will include researchers, managers and co-ordinators with local and international expertise in LLN skills and adult learning, from Industry and the VET sector, along with policy makers from Industry, Industry skills councils and Government.

4. 2 Great event for November

Professor Hugh Durrant-Whyte: Connecting Australia's Infrastructure

On Thursday November 22nd, Prof Hugh Durrant-Whyte will talk to us about why Infrastructure is no longer concerned with just concrete, asphalt, steel or copper. He will discuss how future infrastructure will be driven by information and our ability to use information to optimise, operate and maintain increasingly complex infrastructure systems.

Cost of each of these events will be \$15 for members and \$25 for non-members to be held at:

Venue: Griffith University Parklands

INDUSTRY CLASSIFIEDS

Classifieds - Jobs Vacant



RTO Success Group is dedicated to bringing cutting edge, practical and engaging resources to the RTO Industry.

We help RTOs get better in every aspect of their business including Management, Compliance, Marketing, Administration, Academics and Technology.

We are passionate, thrive on a challenge, driven to succeed and serve at the highest levels. Above all, we want the journey to be fun and rewarding for all involved.

We are based in Queensland (Gold Coast) but distance is not a problem for the right candidate. We are pioneers in Virtualising and would invite all candidates from around Australia to apply.

If you are someone who resonates with the above, then we are looking to fill the following two roles -

1. Business Development Manager - You have experience in working with Businesses and the Corporate sector. You love the challenge of taking a company through fast paced growth from 0 to 1.5 Million + in 18 months.

You are already well into your business journey and have built up a wealth of experience, contacts and confidence that you can bring to the group and are happy leading and growing people around you.

2. Telephone Sales - You are someone who is a people person. Loves to talk on the phone and build relationships. You have a calm, confident manner and experienced in dealing with business clients. You love variety and would like to be part of a fun, dynamic and growing team.

If the above sounds like fun, please email sandeep@rtosuccess.com.au with your details and we can arrange a chat.

Pricing for Classifieds and Jobs Vacant

Simple Ad (maximum 50 words) - FREE

Up to 150 words + logo - \$110 incl. GST

Up to 250 words + logo + boxed ad - \$165 incl. GST

This section is dedicated to Industry Buy/Sell and Jobs Vacant Ads

Please send ads to advertise@rtosuccess.com.au

RTO For Sale – Unique Opportunity to Grow Your Income and Experience the Lifestyle of Hervey Bay in Queensland

Fraser Coast Training is based in beautiful Hervey Bay, gateway to Fraser Island, servicing the Wide Bay and all of Queensland. We have trainers and assessors who are aligned with us in providing quality training and assessment. Quality training packages for Loadshifting, both high and low risk courses are included and compliant up to March 2014.

Turnover in excess of \$300,000.
COSTING- Asking Only \$186,000. Visit www.training.gov.au and search for RTO code 31061 for further details on courses and scope.

HUGE POTENTIAL TO EXPAND FOR THE RIGHT BUYER. Don't miss out on this unique opportunity to enjoy the lifestyle of Hervey Bay and own a thriving Training Business at the same time! This business may easily be relocated as well if you wish.

Call JOHN on 0417 008 053 for an obligation free chat or for further information call 07 4125 2559.



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	7					9		
3				4				8
	8	6				1	3	
		3		6		4		
2		8	7		3	9		1
		1		8		7		
	6	7			3	5		
9			1					7
	2				1			

Medium

	9		5		7		1	
4				6				8
	1	8			4		3	9
	3		8	7	1		4	
2	4			5			8	7
3				1				2
	5		7		6		9	

Hard

Solutions for the above Sudoku puzzles in the next issue

8	6	1	7	9	2	4	5	3
9	3	2	5	1	4	6	8	7
5	7	4	3	6	8	2	1	9
6	4	3	8	5	9	7	2	1
7	1	9	2	4	3	8	6	5
2	8	5	1	7	6	3	9	4
4	5	8	9	2	7	1	3	6
1	2	7	6	3	5	9	4	8
3	9	6	4	8	1	5	7	2

Medium

7	6	2	9	3	4	5	1	8
3	5	8	2	1	7	4	6	9
4	9	1	6	5	8	7	2	3
6	1	9	3	7	2	8	5	4
2	3	4	5	8	9	6	7	1
5	8	7	1	4	6	3	9	2
1	4	3	7	9	5	2	8	6
9	2	5	8	6	3	1	4	7
8	7	6	4	2	1	9	3	5

Hard

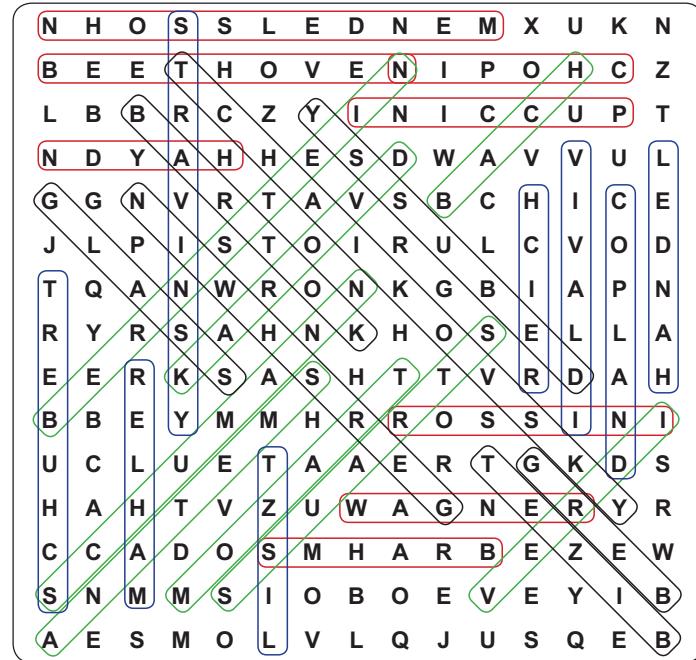
Solutions from last month, Oct 2012

Word Puzzle

H	O	P	E	F	U	L	C	C	G	I	D	D	Y	T
D	N	U	C	O	J	L	U	C	H	E	M	H	E	N
E	Y	T	N	U	A	J	I	F	T	I	C	A	L	A
Y	N	A	Z	I	B	R	S	R	E	O	P	P	A	I
J	Y	I	V	Y	O	C	A	Z	N	E	R	P	T	D
D	E	O	U	H	L	E	B	V	L	J	L	Y	E	A
E	J	B	P	G	H	L	I	Z	U	U	O	G	D	R
T	D	U	U	T	N	V	I	W	F	B	E	L	E	N
H	E	R	H	L	I	A	H	S	K	I	E	O	L	L
G	Q	G	O	A	L	M	S	D	N	L	R	W	B	Y
I	I	S	L	L	O	I	I	D	A	A	F	I	A	R
L	E	H	T	I	L	B	E	S	H	N	E	N	I	R
E	E	X	U	B	E	R	A	N	T	T	R	G	M	E
D	E	T	N	E	T	N	O	C	T	I	A	E	A	M
F	N	I	V	L	U	F	R	E	E	H	C	Z	B	E

- | | |
|-----------|--------------|
| Amiable | Hopeful |
| Blissful | Jaunty |
| Blithe | Jacund |
| Carefree | Jolly |
| Cheerful | Jovial |
| Chipper | jubilant |
| Contented | Lighthearted |
| Convivial | Merry |
| Delighted | Optimistic |
| Droll | Radiant |
| Ebullient | Sanguine |
| Elated | Silly |
| Euphoric | Thankful |
| Exuberant | |
| Giddy | |
| Gleeful | |
| Glowing | |
| Happy | |

Solution from last month, Oct 2012



Coming **Next Month**

www.rtosuccess.com.au

RTO | SUCCESS

Customer complaints,
opportunities or problems?

Top tips for
surviving your office
Christmas party

Getting ready
for the mobile
revolution



Dec 2012
\$14.95 inc. GST



**Soft Skills in the workplace,
are they important?**

Do you have products or services that can assist the **Training and Education Industry?**

Have you got your 2013 Marketing Action Plan sorted?



To Download the FREE
Report "Successful
**Direct Marketing - How
to Implement a 10 Step
Action**
**Plan for Maximum
Exposure and Sales"**
Visit
[www.rtosuccess.com.
au/10StepActionPlan](http://www.rtosuccess.com.au/10StepActionPlan)

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RTO|SUCCESS

Let me ask you something...
**How do you go to your market
with your product or service?** Via
email? Going to Industry Events?
Presenting Face to Face? Cold
Calling? **Are you guilty of using
the same marketing methods as
everyone else in your space?**

*Have you noticed that most of the
common marketing methods are no
longer as effective?*

Marketing Emails are getting deleted
without being read or going straight
to the spam folder. Exhibiting at
Industry Events is expensive and you
are in a crowded space with all your
competitors.

Presenting face to face works but
is very time consuming for you
and your staff. Cold Calling is an
interruption for most people. When
was the last time you bought a
product from a cold call?

So, what is the solution? How do
the big successful corporations do it?
They use all forms of media and focus
on building their brand and unique
message. "But I don't have millions
to spend!", We hear you.

What about direct mail? It is
expensive and takes at least a few
thousand dollars just to do one single
mailout.

We have an answer. You can take up
advertising space with this magazine
for the whole year for what it will
cost you to do a single campaign or
go to one Industry Event.

**A full year's worth of niched print
media advertising, targeted to your
market can do wonders for your
brand.** Reach out every month to the
VET Sector including CRICOS &
ELICOS Colleges.

Would you like to know more about
how using 'old school' methods like
print media can make a big difference
to your business and bring you a
constant stream of quality leads?

We have created just the resource that
you can use to help you with that -

**"Successful Direct Marketing
- How to Implement a 10 Step
Action Plan for Maximum
Exposure and Sales"**

It is loaded with actionable tips for
running a successful ad campaign in
print including tips and strategies
from some of the best minds in
marketing for SMEs.

Here's to a super successful 2013 for
you. Best wishes,

Sandeep and all the team at RTO
Success.

TIME TO REST ASSURED, *'TEAMS'* HAS YOUR COLLEGE COVERED

TEAMS is the ultimate feature rich & easy to use software that will take your RTO management to the next level. Using TEAMS allows automation of your marketing and reduces admin costs. Get compliance ready and access comprehensive reports at your finger tips!

- ✓ AVETMISS Compliant
- ✓ Email, SMS & CRM features
- ✓ Timetable & Attendance
- ✓ Competency Counts & Surveys
- ✓ Complete Student Financials



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for an online demo or a detailed proposal.