



# progressing business

**Leadership in Designing the  
Implementation of Lean Six Sigma**

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I N S T I T U T E

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## THEME – WHERE TO IN THE NEXT DECADE?

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# Leadership in Designing the Implementation of Lean Six Sigma in a multi-dimensional organisation

Dave Kelly

CEO of Quality Associates International South East Asia Pty Ltd

## PART A

*This paper has been written in conjunction with the presentation first delivered to the AOQ on October 6, 2009. The paper covers in more detail the discussion points outlined in the presentation and contains all slides shown in the order they appeared. It is split into three parts for the purpose of publication. Further information on any of the tools, methodologies and applications can be obtained by contacting Quality Associates International South East Asia on the contact details on the previous page.*

The paper concentrates on the requirements of designing a lean six sigma program rather than its execution. The up front design and development of the program before

implementation goes a long way to ensuring that the correct success factors and measurables of the entire program are followed and delivered to all relevant stakeholders.

In the terms of our 7D curriculum model this entails a concentration in the Define, Design and Develop phases with the Document and Debrief phases running continuously from program kick off under Define. Deploy and Deliver will be covered in other subsequent papers as will a more thorough overview of the 7D model which model is outlined throughout this paper.

## OUTLINE

In this presentation and paper we will discuss and examine the following implementation criteria to maximise the chances for success in a lean six sigma program – relevant to all organisation types.

Leadership in Designing the Implementation of Lean Six Sigma Outline
■ The multi-dimensional organisation
■ Leaning Lean Six Sigma Implementation
■ Who are my voices?
■ The Lean Six Sigma Implementation SIPOC
■ Aspects of the Lean Six Sigma Program
■ Success Factors
■ Business Links
■ Moving from Define and Design to Deploy and Deliver
■ Curriculum Models and 7D

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- A definition of multi-dimensional organisation although design implementation should still follow a rigorous process regardless of the organisational size and structure
- Seek to lean the implementation of lean six sigma programs using some its own requirements
- Cover the inputs or voices that will drive the outcomes and the measurables of the program
- The SIPOC view of a lean six sigma implementation
- What is generically required for success in a lean six sigma program and how does this effect the implementation
  - Customer Requirements
  - Organisational Maturity
  - Process Maturity
  - Organisational Structure
  - Program Maturity
  - Curriculum Maturity
  - Participant Maturity
  - Participant Buy In
- Defining Success Factors and Measuring Success Factors through Hoshin Reporting
- Ensuring Business Links throughout the implementation of the program
- Deployment kick off – this can start prior to the end of the development phase but should not start before design phase is complete
- How does a lean six sigma program fit into a curriculum model and what are the other 7D requirements

In short the success of the entire program not just each single aspect in isolation of each other.

**ON A LIGHTER NOTE**

I have often been asked what the applications of lean six sigma are and is it limited to certain types of organisations. Lean six sigma has applications everywhere.

Sigma has appeared in the thoroughbred horse racing industry. In fact it ran on the Saturday before the presentation over 1400 metres in the Westfield Doncaster Stakes at Flemington. Yes, as you may have guessed by now Sigma is a horse! I think the handicapper had a lean six sigma background as they managed to get it equal third weight but gave it saddle cloth 6 to get the 6 sigma message on the card.

Number 6 - Sigma went out favourite. Unfortunately due



to uncontrolled process variations in the race or lack of race planning it finished not 1st or even 6th but 8th.

This somehow reflects a view of lean six sigma in some quarters. It often comes in as the flavour of the month and a cure all but fails to meet expectations and deliver business requirements. This can generally be ascribed to a lack of expectation setting and a short fall in implementing a plan for the full program with accountabilities and deliverables required at all levels of the organisation.

It is the hypothesis that lean six sigma programs themselves refuse to learn from their own methodologies and principles. Too often there is a belief that the program will deliver simply by training in the methodology and running projects. There have been examples of training and project development being conducted independently of each other. The whole program needs to include all inputs from all the stakeholders in the organisation including all current business goals, objectives and strategies. The program itself needs to own rigour at six sigma levels with all voices having input into its structure and all reporting levels feeding into the higher program level deliverables across the business and to all stakeholders.

**THE MULTIDIMENSIONAL ORGANISATION**

Without getting into a burdensome amount of detail an organization is said to be multidimensional if its objectives are pursued simultaneously through multiple dimensions

either and including product, region, account, market segment, organisational objectives and so on in which:

- The overall performance of the company is reported simultaneously on each of the chosen multiple dimensions and across multiple levels in each dimension.
- Each dimension has a manager who is held accountable for the contribution of his dimension to the overall performance.
- Managers depend on each other for required resources and are collectively accountable for the overall company performance.

Source: Ackoff, Ashby, Bartlett & Ghoshal, Beck & Wade, Himanen, Prahalad, Prahalad & Doz and Strikwerda through <http://en.wikipedia.org>



Moreover managers in this type of organisation

- Can not, should not or will not work in a silo environment independent of each other.
- Agree on collective key performance indicators that escalate up to higher reporting levels.
- Have an understanding of the value streams of the organisations processes and be aware of upstream and downstream effects of failure in process/sub process which they are in control of.
- Should be champions for the organisation to understand and deliver process maturity at all process levels in order for a continuous improvement culture to exist and

flourish.

The multidimensional organization is a new organization form, although it has been discussed as early as the seventies and subsequently by Ackoff (1977), Prahalad (1980) and Prahalad & Doz (1979), compared to the U-form, the M-form and the H-form of an organisation

#### **U-form – U is for Unity**

It relies almost exclusively on the functional approach to departmentalization. The U-form design is generally used to implement a single-product strategy and the emphasis is on functional activities and coordination.

#### **H-form – H is for Hybrid**

This form relies loosely on product departmentalization with the various products constituting different businesses. It provides protection against cyclical trends but can deliver below par financial performance.

#### **M-form – M is for Multidivisional or Multiunit**

It is similar to the H-form design, but most or all of its businesses are in the same or related industries. The M-form design is used to implement a corporate strategy of related diversification which can leave the organisation open to cyclical trends.

**Source:** THE DESIGN OF ORGANIZATIONS - <http://courses.washington.edu/inde495/lecd.htm>

“The multidimensional organization is not one single specific organization form; it comprises a range of many organization forms. This includes the traditional multiunit organization, which simply is a one-dimensional organization, and remains to be applied in simple, one-dimensional environments. [Managers] cooperate on basis of a common goal and objectives and on basis of shared management information from one trusted source of transaction data to identify the opportunities of the firm and to capture these.” (Multiunit management to multidimensional organizations J. Strikwerda 2008) Profit Centres are customer centric and while dimensions may follow traditional product, region and accounting lines the overarching focus is on the customer. In lean six sigma terms these are the voices that drive projects and continuous improvement.

In short the maturity required in an organisation to deliver a multidimensional approach with knowledge of

value stream, centralised reporting systems, end to end process management at all process levels and sound operations management allows for a higher determinant of success factors required to deliver the business improvements that lean six sigma boasts.

It required the combination of a fall in the costs of information, the development of dynamic multidimensional markets in terms of preference, how goods and services are selected and bought and changing distribution channels from both private consumers and B2B and a new generation of workforce to create this paradigm shift in organization forms and this was as far back as Ashby in 1956 (Ashby's Law of Requisite Variety)

The recognised structure of reporting and efficiency in a true multidimensional organisation places it in good stead for the application of lean six sigma programs as it should fulfill the organisational maturity requirements to make the design and implementation and ultimately the deployment and delivery successful. The requirements of designing the implementation of the program is the balance of this paper.

### **HOSHIN REPORTING**

The claim of an organisation that it follows a multidimensional model is not necessarily a precursor to success in a lean six sigma implementation. The design of the implementation prior to deployment and delivery is still as relevant as ever. A key component of the design is the reporting structure – transparency is paramount for success tracking, impact analysis and adherence to organisational key performance indicators. Organisational reporting structures may be in place but a lean six sigma program lends itself directly to the concept of Hoshin Kanri and the reporting that subsequently follows it.

The discipline of Hoshin Kanri is intended to help an organization:

- Focus on a shared goal
- Communicate that goal to all leaders
- Involve all leaders in planning to achieve the goal
- Hold participants accountable for achieving their part of the plan

All key criteria to a successful lean six sigma implementation from training participants yellow, green,

black and champions to project and program design, implementation and management. The broader program should not be lost in the wider detail of training and projects or their relationship to the business, its strategies and each other.

We have taken this concept through to Hoshin Reporting and the links to organisational KPI that a lean six sigma program should have in place. Adherence to KPI moves the program a step closer to ensuring success and should be forefront in the design of the implementation. Each step in the program including each project should be able to link to the higher level KPI of the shared goal of the organisation. In a multidimensional organisation KPI should be aligned along customer lines and will more than adequately allow the program and projects to reveal Voice of Customer concerns and improvement opportunities.

Some organisational measures may already be in place but the requirement of alignment along Hoshin Reporting lines needs to be a consideration in the design of the program, its implementation and designated success criteria. This enhanced by an understanding of the levels of process of the lean six sigma program and hence it's reporting criteria and lines.

### **PART B**

In Part B we will look further into links with the 7D model, People versus Process in Lean Six Sigma programs, Lean Six Sigma Voices and Leaning the Lean Six Sigma Program Implementation Process.

### **APPENDICES**

#### **Acronyms**

##### **Alpha Order Acronyms**

7D	7 D's of Curriculum Course Development
8D	8 Discipline Problem Solving
ABEF	Australian Business Excellence Framework
ABN	Australian Business Number
ADRI	Approach Deployment Results Improve
AIM	Australian Institute of Management
AITD	Australian Institute of Training and Development
APQP	Advanced Product Quality Planning
AQTF	Australian Qualification Training Framework
ACN	Australian Company Number
BAU	Business As Usual
BCB	Business Curriculum Blueprint
BOWK	Body of Working Knowledge
BPM	Business Process Management

CAPA	Corrective Action Preventative Action
CEO	Chief Executive Officer
COA	Chart of Accounts
CONT	Cost of No Training
CPA	Certified Practising Accountant
DCMS	Document Control Management System
DMADV	Define Measure Analyse Design Verify
DMAIC	Define Measure Analyse Improve Control
ETS	Emission Trading Scheme
FAPM	Federation of Automotive Products Manufacturers
FMEA	Failure Modes Effects Analysis
HR	Human Resources
ICB	Industry Curriculum Blueprint
IPA	International Police Association
ISO	International Organisation for Standardisation
KPI	Key Performance Indicators
LA	Learning Architect
LAW	Learning at Work
L&D	Learning and Development
LDP	Learning and Development Practitioner
LE	Learning Engineer
MP	Master Practitioner
MSA	Measurement Systems Analysis
NRAA	National Registered Assessors Association
OCB	Organisational Curriculum Blueprint
PCB	Professional Curriculum Blueprint
PDCA	Plan Do Check Act
PM	Project Manager
PMBOK	Project Management Body of Knowledge
QAISEA	Quality Associates International South East Asia
QMS	Quality Management System
RCC	Recognised Current Competencies
RPL	Recognised Prior Learning
SIPOC	Supplier Input Process Output Customer
SMART	Specific Measurable Achievable Realistic Timely
SOP	Standard Operating Procedure
SWOT	Strengths Weaknesses Opportunities Threats
TAA	Training And Assessment
TALKS	Training Assessment Learning Knowledge System
TQM	Total Quality Management
WBL	Work Based Learning
WIL	Work Integrated Learning
WL	Workplace Learning

### Selected Curriculum and Education Definitions

#### *Capability Uplift*

Capability Uplift is a measured improvement to enable the business workplace curriculum to strategically develop and support the right focused people to do the right work at the right place and deliver value to the organisation's communities.

#### *Coaching*

Coaching is usually focussed on specific skills or tasks. The coach's role includes helping the participants to

interpret and understand the competencies, gather evidence and provide feedback on progress. A coach should also help to prepare an individual development plan for employees.

#### *Contiguous Education*

A term used to describe an educative method which blends formal and informal learning. It therefore incorporates prescriptive training components together with an emergent syllabus. Source: Hann, Lawyers Practising Learning: Re-Shaping Continuing Legal Education

#### *Informal Learning*

The main features of informal learning are that it is:

- Organic/holistic
- Contextual
- Activity and experience based
- Arising in situations where learning is not the main aim
- Activated by individual learners rather than by teachers/trainers
- Often collaborative and collegial

**Source:** Hann, Lawyers Practising Learning: Re-Shaping Continuing Legal Education

#### *Formal Training*

Formal Training can be considered as classroom or lecture style activity. This is instructor or facilitator lead. Formal Training may or may not have an assessment piece attached to it and does not necessarily have an end to end training process wrapped around it.

#### *Work-based Learning*

Work-based Learning (WBL) - Learning that involves work-place knowledge and skills either in the university or in the workplace that is normally with the formal involvement of the employer. A pragmatic approach employed to meet a need to develop work skills of organisational workers. Their learning is based at work. Sometimes assumes that the learner is developing certain key skills such as interpersonal, information handling, self-application and personal development. Can involve work placement, internship or externship. Source: Hann, Lawyers Practising Learning: Re-Shaping Continuing Legal Education

#### *Work-integrated Learning (WIL)*

Work-integrated (WIL) and work-based learning are umbrella terms to describe the range of educational

programs that integrate formal learning and workplace experience. Examples are work- based projects, unpaid work, apprenticeships, practice firms and co-operatives education programs (Atchison, Pollock, Reeder & Rizzetti, 1999). Also called 'co-operative education' (Dressler & Keeling, 2004), (2.1.2.3). Can be contiguous education if it involves informal learning and reflective practice.

WIL is often linked to professional practice because it envisages that students will be exposed to the complexity and context of professional practice. It can occur:

- On campus
- In simulated work settings
- Within the work experience
- In community based learning activity (Queensland University of Technology, 2007)

**Source:** Hann, Lawyers Practising Learning: Re-Shaping Continuing Legal Education

#### *Workplace Learning (WPL)*

Manifest when there is an appreciation and understanding about the informal nature of much of the important learning that occurs for practitioners at work. Unites learning with work. To find out about workplace learning an educator or researcher must understand its connection to a practitioner's reflection on action and their informal learning. The educative interest is to learn to become a connoisseur of this artistry. Having done this it is possible to explore ways with the practitioner that they might enhance their capacity to learn from their experiences and share this working knowledge with fellow practitioners. Here there is a connection to the notion of co-operative learning but in this case it is initiated by the practitioner not the educator.

**Source:** Hann, Lawyers Practising Learning: Re-Shaping Continuing Legal Education

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 www.acpr.gov.au  
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*ACI is pleased to announce the launch of its new online Risk tool, which supports the release of the International Standard for Risk, the ISO 31000:2009. This practical online resource is designed to provide guidance to assist in the implementation of the new ISO risk standard in a single business unit or across an entire enterprise.*

Developed over a 6 month period by a group of experienced ACI volunteer risk practitioners, the new ISO 31000 Online Risk Tool was developed in response to the recent changes to the Australian/New Zealand Standard AS/NZS 4360:2004, which in late-2009 was replaced by the new International Standard and adopted by Standards Australia and Standards New Zealand and released as AS/NZS ISO 31000:2009 Risk management – Principles and guidelines. Similar in content to the previous standard, the new global standard seeks to complement and improve upon the former guide, to assist businesses in the implementation and continuous improvement of risk management in their organisations.

ACI CEO Mr Martin Tolar says “At ACI we are aware of the ongoing need that many of our members have for practical support services that can be utilised by compliance and risk professionals within their organisations. Through the hard work and direction of some of our dedicated members, we are pleased to provide this timely online resource that translates the information contained within ISO 31000:2009 into a more user-friendly format, easily used either by those who are relatively new to formal risk management or by more experienced organisations making the transition from AS/NZS4360 to the new International Standard.”

The online risk tool is the second in a series of tools developed by ACI, aimed at assisting in the implementation of standards in the business. The online resource is

principles based and has relevance across a diversity of industry sectors and jurisdictions. Organisations who are new to formal risk management can follow the layout of the resource step-by-step, starting at the principles and working through the development of a risk management framework and ultimately through each step of the process. Alternatively, organisations who have already adopted a risk management process, this resource can be used to undertake a review of existing practices or to assist in implementing process improvements. It is also structured in such a way that users may access any specific areas of interest easily without having to go through the entire resource.

The new ISO 31000 risk tool is free to existing ACI members who can access by clicking here and can be purchased from ACI for \$75 AUD inc GST by non members. The new ISO 31000 can also be purchased from ACI at a discounted rate for ACI members via the Online Shop. For further information on the ACI and the new ISO 31000 Online Risk Tool, contact the Sales and Marketing Manager Karen Burdett +61 2 9290 1788 or email [karen@compliance.org.au](mailto:karen@compliance.org.au) or visit [www.compliance.org.au](http://www.compliance.org.au)

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- participate in and contribute to industry Benchmarking;
- foster integration between organisational interfaces.

The Division conducts member activities (details available at [www.aoq.org.au/aerospace.htm](http://www.aoq.org.au/aerospace.htm)).

A Division is a grouping of individuals with like interests. Divisions operate nationally with committee members from various states.

To join the Aerospace Division download a Membership Application Form at [www.aoq.org.au/PDF/Membership-Application.pdf](http://www.aoq.org.au/PDF/Membership-Application.pdf)

# TRAINING

## The Queensland Quality Centre

timely and effective training at your site or ours

### ENERGY CONSERVATION AUDITOR TRAINING

[www.aoq.org.au/EnergyTrain.htm](http://www.aoq.org.au/EnergyTrain.htm)

February, April, June, August, October, December

third Tuesday

March, May, July, September, November third

Monday

Becoming an Energy Champion

February, April, June, August, October, December

third Thursday

March, May, July, September, November third

Wednesday

Advanced Energy Conservation Auditing

### SYSTEMS AUDITOR TRAINING

[www.aoq.org.au/AuditorTrain.htm](http://www.aoq.org.au/AuditorTrain.htm)

23 August 2010

Introducing Quality Management Systems –

the practical approach to ISO9001

23-26 August 2010

Quality Management Systems Auditor. RABQSA

Competency Units QM, AU and TL

24-25 August 2010

Becoming a Skilled Internal Auditor. RABQSA

Competency Units AU and TL

23-27 August 2010

Becoming a Skilled Environmental Management

Systems Auditor. RABQSA Competency Units QM, AU,

EM and TL

26-27 August 2010

Becoming a Skilled Environmental Management

Systems Auditor. RABQSA Competency Units EM (for

those with prerequisites)

TBA

QM Systems for Managers – half day course

### LEAN SIX SIGMA TRAINING

[www.aoq.org.au/LeanSixSSTrain.htm](http://www.aoq.org.au/LeanSixSSTrain.htm)

TBA 2010

Green and Black Belt Training

### COURSES/CERTIFICATIONS -

American Society for Quality Certificates

• CQA • CQM • CQE • CQT • CITE • RCE

New Zealand Organisation for Quality

• CQA via Distance Learning

### CONFERENCES

AgedCare TBA 2010

([www.aoq.org.au/agedcare2010.htm](http://www.aoq.org.au/agedcare2010.htm))

PBCon 2010

([www.aoq.org.au/PBCon2010.htm](http://www.aoq.org.au/PBCon2010.htm))

Pharma 2010

([www.aoq.org.au/RRDM2010.htm](http://www.aoq.org.au/RRDM2010.htm))

Energy Summit 2010

([www.aoq.org.au/EnergySummit2010.htm](http://www.aoq.org.au/EnergySummit2010.htm))

27-28 April 2011

LeanSixSigma 2010

([www.aoq.org.au/sixsigma2011.htm](http://www.aoq.org.au/sixsigma2011.htm))

### Our Training Partners



AUDITOR  
TRAINING  
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NZOQ

AOQ QLD<sup>®</sup>

Contact:

Queensland Quality Centre

Phone: 07 3816 2255 Email: [aoq@aoq.org.au](mailto:aoq@aoq.org.au)

[www.aoq.org.au](http://www.aoq.org.au)



AOQ-QLD® partner

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and the Environment  
matter to your  
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Are you on the correct network charges if under contract?

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- **Tariff Review** *(are you paying too much?)*
- **Contestability Analysis** *(are you eligible for a market contract?)*
- **Strata Contestability Analysis** *(is your site eligible to On-Supply Electricity?)*
- **Electricity Billing Services**
- **Future Costing and Load Profiling for Developers**
- **Contract Renewals**
- **Energy Conservation Audit Courses in conjunction with AOQ-QLD®**
- **Communications Audits**



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**info@wattutilities.com.au**



# Energy Summit 2010

Date September 2010

HOST  
Energy Division

THEME  
Energise Your Bottom Line

LOCATION  
Brisbane

Online registrations  
[www.aoq.org.au/EnergySummit2010.htm](http://www.aoq.org.au/EnergySummit2010.htm)  
or telephone +61 7 3816 2255  
or email [info@aoq.org.au](mailto:info@aoq.org.au)



# AGED CARE 2010

**THEME**

**Optimising Knowledge Transfer Through  
Effective Management Systems**

**STREAMS**

*Quality Management in Aged Care:  
Allied Health Services-Removing Road Blocks  
Responsibility of Aged Care Facility to the Consumer*

**DATE**  
TBA

**LOCATION**  
Griffith South Bank Graduate Centre, Brisbane, Queensland

**CO-HOSTS**  
Aged Care Division  
Griffith Business School, Griffith University

**FOR MORE INFORMATION**  
Telephone: 07 3816 2255  
Email: [info@aoq.org.au](mailto:info@aoq.org.au)  
[www.aoq.org.au/agedcare2010.htm](http://www.aoq.org.au/agedcare2010.htm)

To join the Aged Care Division go to [www.aoq.org.au/PDF/Membership-Application.pdf](http://www.aoq.org.au/PDF/Membership-Application.pdf)

# Pharma2010

IHBI Building  
Kelvin Grove Campus, QUT  
Brisbane, Australia  
DATE TBA

**THEME**

Bioanalytical Quality, GLP, GMP, Contract Manufacturing

**HOSTED BY**

Regulated Research, Development and Manufacturing Division  
and Health Science Department, QUT

**MORE INFORMATION**

[www.aoq.org.au/RRDM2010.htm](http://www.aoq.org.au/RRDM2010.htm)  
Telephone: +61 7 3816 2255 Email: [info@aoq.org.au](mailto:info@aoq.org.au)  
To join the RRDM Division go to  
[www.aoq.org.au/PDF/Membership-Application.pdf](http://www.aoq.org.au/PDF/Membership-Application.pdf)



# Continuity Forum<sup>PTY LTD</sup>

*Sharing knowledge, experience and promoting best practice in business continuity and disaster recovery planning*



We are an active network of organisations that share an interest in seeing that their business continuity and disaster recovery plans are resilient and continually reviewed.

#### Our goals:

- Provide a forum for discussion on business continuity and disaster recovery
- Educate and inform members and the business continuity community
- Encourage development and implementation of business continuity plans

#### Our members:

*A variety of blue-chip companies from:*

**Banking and Finance**  
**Government**  
**Security**  
**Transport**  
**Utilities**  
**IT and Telecommunications**  
**Manufacturing**  
**Retail**

#### Member benefits:

- Member and specialist meetings in Australia and New Zealand
- Conferences and Training
- Surveys and Benchmarking
- Resources and Member Support

## **Round Table Discussion Meeting 2010**

**10 June 2010**

**Melbourne, Victoria, Australia**

Visit our website [www.continuity.net.au](http://www.continuity.net.au) for more information or email [support@continuity.net.au](mailto:support@continuity.net.au) to be added to our email alert list.

AOQ-QLD® partner

# Do you have Executive Staffing Shortages?

## Are you seeking a new placement? FIND QUALIFIED APPLICANTS WITHIN 72 HOURS

*In filling Senior Executive roles, the traditional recruiter starts a process that often takes months to advertise, find and qualify suitable candidates to fill roles that EOL can do in approximately 72 hours.*

AOQ-QLD® is pleased to offer a new service that provides employers an economically efficient method of recruiting staff.

Executives Online (EOL) provides a highly effective, fast and economical service to match client's requirements with candidates from a pre-qualified executive database.

This online service uses extensive metadata search functionality to identify suitable candidates for the client's Job Briefs. EOL then requests a response from candidates who are interested, available and have relevant experience. This starts a streamlined approach which helps match candidates with the company.

Working as your back office facility and bypassing traditional recruiters, EOL provides short lists of suitable and available candidates in days not weeks or months. This opportunity has no ongoing or administration costs, only a small fee for a successful placement.

To lodge a Job Brief visit the website and follow the

prompts [http://www.executivesonline.com.au/licenses/Licensee\\_area/Submit\\_a\\_brief](http://www.executivesonline.com.au/licenses/Licensee_area/Submit_a_brief). (quote licence # 660 when seeking a placement or seeking candidates).

EOL only charge for successful placement of candidates, which has the effect of making EOL's service RISK FREE. Unlike traditional recruitment agencies, EOL has no up-front or progress fees and no advertising fees even if external job boards or databases are utilised.

Professional expertise of executives in the Talent Banks covers:

- CEOs and Managing Directors
- CFOs and Financial Controllers
- CTOs and Technical Directors
- Commercial Directors
- Executive and Non-Executive Directors
- Sales, Marketing and BDMs
- Engineering and Construction Managers
- Project, Program and Change Managers
- Customer Service Centre Managers
- Facilities Managers
- and many more.

A few of the corporations using EOL are:  
Accor (Sofitel)  
Affinity Capital Pty Ltd

- ANZ Bank
- Australian Health Management
- Foxtel Management Pty Ltd
- Kimberley-Clark Corporation
- Minter Ellison Australia
- OneSteel
- Optus Australia
- SAFC Biosciences

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**Submit graphics in high resolution .jpg as separate files.**

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Sustainable Certification is a JAS-ANZ accredited certification body for ISO 9001, ISO 14001, AS4801, ISO 18001, CCF IMS, CCF SCIMS, DESQA well as other third party certification schemes.

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#### **Account managers have unlimited earning potential.**

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[http://www.sustainablecertification.com.au/en/apply\\_online.html](http://www.sustainablecertification.com.au/en/apply_online.html)

Alternatively call our Melbourne Head office anytime between 8.30am and 5.30pm Monday to Friday on +61 3 9328 3844. Take advantage of this exciting business opportunity and be part of a growing team.