

Project ID No.	CA 446 / 6 / 1 / 2
GOAL	2
	SUB-PROGRAM

Strategic and Change Management for Improvement National Training Change Agents

Action plans must be submitted online to www.reframingthefuture.net by COB Tuesday 20 June 2006.

Please refer to 'How to submit an action plan online' in the Reframing the Future handout or on the website.

All sections must be completed.

Please note: sections 1 – 6 of this document will be uploaded onto the Reframing the Future website.

1. Change Agent's details

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Position: Manager Industry Development and Innovation		
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Name and title of your senior manager/CEO who is supporting your work: Mike Brough		

2. Project focus (100 words maximum)

Please summarise the change management activities you propose to undertake that will assist VET provider(s) with the implementation of the national training system, citing those personnel, groups and/or organisations with whom you intend to work.

I will work with the senior management group within the Office of Post-Compulsory Education and Training (OPCET) focusing on change agency approaches and skills. The context for this project is significant national reform through the Council of Australian Governments (COAG) and state strategies and initiatives to meet the challenges of skill formation at a time of rapid socioeconomic change.

The intended outcomes are to develop my own change agency capabilities and a deeper understanding of change agency within OPCET within the context of strategies to facilitate demand driven training.

3. Project methodology

Please describe how you intend to:

<p>identify and diagnose a change management challenge in your own and/or other VET organisations, related to the implementation of the national training system</p>	<p>There is a strong appreciation by OPCET senior and middle management of the issues surrounding rapidly changing skill development demands. One of the challenges in this context is moving from largely supply driven training strategies towards testing strategies that facilitate a demand driven approach to training. Demand driven strategies need to be supported by successful models to engage industry and enterprises and build capability and ownership.</p> <p>My initial assessment of change agency capabilities that are required to assist with this shift:</p> <ul style="list-style-type: none"> • ability to develop flexible strategies that are responsive to rapidly changing skill development needs • capacity to engage effectively with industry bodies, enterprises and their employees, and RTOs • capability to develop, implement and monitor strategies to assist industry and enterprises to become more sophisticated purchasers of VET • an understanding of change agency strategies and processes to provide a conceptual framework to underpin the above capabilities. <p>I will research, use and assess the use of change agency diagnostic tools to assist in validating and/or modifying my initial assessment.</p>
<p>identify and gather data regarding that challenge</p>	<ul style="list-style-type: none"> • hold an OPCET workshop with managers to introduce change agency methods and tools • discuss change agency knowledge and skills at team and individual meetings
<p>select change management processes (based on theories of change management, e.g. Kotter or Cummings & Worley or a mixture or your own) to address that challenge and to bring about change required to implement the national training system</p>	<ul style="list-style-type: none"> • research and analyse change agency frameworks and methodologies to determine appropriate processes to develop change agency capabilities • test selected processes • modify processes if required

<p>use diplomacy in working sensitively with the organisation(s) involved, particularly in agreeing on objectives of the change management activity with the sponsor/CEO</p>	<ul style="list-style-type: none"> • hold meetings with project sponsor • confirm organisational ownership and gain commitment from section managers • discuss progress at management meetings • hold team meetings • hold individual meetings
<p>identify any resistance to the change process</p>	<ul style="list-style-type: none"> • develop, implement and monitor a communication plan which will include a range of methods including workshops, briefings, presentations, intranet newsletter • hold individual and team meetings to check understandings and identify and discuss issues and barriers.
<p>assist the VET providers in the organisation(s) to develop an increased client focus in implementing the national training system</p>	<p>Through individual and team meetings, presentations, intranet communication and reflection assist individuals to:</p> <ul style="list-style-type: none"> • develop an understanding of change agency strategies and processes to provide a conceptual framework to underpin the above capabilities. • engage effectively with industry bodies, enterprises and RTOs.

4. Capacity development

What capabilities as a change agent do you most expect to develop during this program?

- Understanding of change management theories
- Understanding of how to apply change management strategies
- Understanding of diagnostic models for change agency
- Understanding of reasons for resistance
- Diagnostic and prognostic skills.

5. Self-evaluation

Please provide an outline of the methods you propose to use to evaluate the participants' learning and your efficiency and effectiveness.

Because change agency processes are iterative a formative evaluation process is proposed with time built in to management meetings to reflect on progress and change agency learnings.

The project will identify inputs, processes and outputs and an evaluation will use a range of methodologies, including:

- reflection at critical points to draw out insights into the project's processes and outputs
- sponsor and staff input to assess progress and modify strategies where required.

Benchmark data for individuals and myself will be established at the beginning of the project focusing on understandings of:

- issues around supply and demand driven training

- change agency processes.

This data will be updated at the end of the project to assess individual progress.

6. Project timeframe

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Change agency workshop with managers	Early July
Meeting with project sponsor	Mid July
Identify appropriate change agency process tools	July
Individual meetings with managers	July -October
Develop communication strategy	End July
Gather benchmarking data	End July & early November
Implement communication strategy	End July- November
Develop repository on intranet of change agency readings and information	End July- November
Hold team meetings	August -October
Give presentations to management	August & November