

Project ID No.	CMW	210 / 4	/ 1	/ 11
GOAL	2	SUB-PROGRAM		

## Strategic and Change Management for Improvement Strategic and Change Management

Action plans must be submitted online to [www.reframingthefuture.net](http://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 – 7 of this document will be uploaded onto the Reframing the Future website. Details of participants in item 9 will be only be used in accordance with our privacy policy and will not be published on the website.

**Name of organisation funded by Reframing the Future**

TAFE QUEENSLAND

**1. Convenor's details**

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**3. Project overview** (100 words maximum)

In your brief project overview, please describe the specific challenge(s) you will address in this project – posed for your organisation/faculty by the need to support the implementation of a training system that is industry-led, demand-driven and client-focused.

This change management project will bring together senior managers from three different TAFE Queensland entities with complementary innovative histories to form a networked management team, as structured in "Governing by Network" (Goldsmith and Eggars, 2004), to develop new ways of working and delivering TAFE services across the VET sector. This team will focus on external needs of industries and individuals to develop models to serve the "customer of one" through blended, distributive and collaborative approaches.

**4. Project methodology**

Please describe your intended use of either strategic management and/or change management strategies in your project.

Training Delivery through a blended distributed and collaborative model involving all TAFE Qld institute requires significant organisational and structural change. Hence this is a change management project within the overall context of strategic change (Liljoen, 1997)

This project will be supported by an approach to Change management based on the work of Kotter which builds in an adaptive response to emergent issues and unplanned consequences. A combination of action learning and reflective practice supported by Professor Victor Callan of University of Queensland will develop:

- A change management plan to implement blended, distributive and collaborative delivery across TAFE Queensland
- A distributive Change Management Team/Guiding Coalition, as set out within the change process discussed in Leading Change (Kotter 1996), to develop a change management plan and help lead change within the organisations

- A networked management model to sustain established project goals throughout the process and following project completion
- Capacity in change management, network skills and coaching/mentoring leadership styles

The network design will align incentives, measure performance, build trust and share risk.

**5. Anticipated outcomes**

The following outcomes are anticipated as a result of the project:

- structural and/or cultural modifications to your organisation or faculty
  - achievement of the characteristics of a high-performing organisation including an improved client focus.
- Please discuss your project's anticipated outcomes.

The Queensland Skills Plan, released in March 2006 has set a new direction for VET in Queensland. The plan placed a requirement on the State's TAFE Institute's to collaborate on building capacity to implement customized delivery of training through blended and distributed learning models.

The project outcomes, relating to Networked Management of Change to Blended and Distributed Delivery in TAFE QLD will be as follows:

- Increased capacity to customise training to industry needs and across a wide range of National Training Packages
- Increased flexibility of delivery and access to training for all Queenslanders
- Work towards a client focused, responsive culture
- Networked Management Model and Change Plan creating capacity to meet needs of multiple learners/contexts
- Serve as a model for managing change in regards to other VET challenges

**6. Evaluation**

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

Evaluation will be conducted during the life of the project, by a self-assessment strategy involving critical questioning centred on personal performance, and ongoing analysis of success and challenges. This reflection and evaluation process will be built in to skill development.

A learning circle comprising of eight critical industry friends will be developed to provide an evaluation of the projects alignment to industry priorities and objectives. This procedure will be undertaken through using face-to-face or phone discussions to gauge opinions and thoughts relating to the overall success and effectiveness of the project undertaken.

The techniques of metacognition analysis will allow individuals to  
 Reflect in action (during performance) based on a change checklist (Callan)  
 Reflect on Action (after performance) based on a change checklist (Callan)  
 Access metacognitions prior to future performance (Flavell,1981)

**7. Project timeframe**

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Define Scope/Start Up Workshop <ul style="list-style-type: none"> <li>• Videoconference</li> <li>• Confirm approach and participants</li> </ul>	26 May
Research Current Status/Arrange Focus Groups with TAFE Queensland Marketing <ul style="list-style-type: none"> <li>• What is the experience/input of students who have studied by Blended and Distributed Delivery (BDD)</li> <li>• How might people be attracted to BDD</li> <li>• What is the technology and lifestyle profile of potential clients</li> </ul>	13 June

<p>Confirm Outcomes and Action Plans/Visioning Workshop One</p> <ul style="list-style-type: none"> <li>• Share current practice and achievements</li> <li>• Clarify outcomes and vision - what it means to lead TAFE Queensland in BDD</li> <li>• Identify how to engage institutes</li> <li>• Identify how to collaborate with the lead institutes, product services</li> <li>• Confirm action plan: <ul style="list-style-type: none"> <li>- Methodology</li> <li>- Outcomes</li> <li>- Evaluation</li> </ul> </li> <li>• Victor Callan to provide input re Leadership <ul style="list-style-type: none"> <li>- Networked management</li> <li>- Strategy development</li> </ul> </li> </ul>	15 June
Confirm details of future meetings, workshops, video conferences (DS)	20 June
Submit Action Plan	20 June
Provide a common area for information regarding project – Sharepoint (WK)	21 June
Establish Toolkit Group to develop a universal BDD resource (GW, LP, GS, WK) - use Wiki	23 June
<p>Vision and Change Management model finalisation (CW) – discussion board</p> <ul style="list-style-type: none"> <li>• Customised Kotter</li> <li>• Flex (Barrier Reef Model)</li> </ul>	23 June
Provide information regarding Evaluation Review Process (VC)	23 June
Focus Group Submission Brief (GW, LP, PC, BMcK)	23 June
Vision Finalisation	23 June
Develop a Framework for Collaboration (BMcK, CW, TK). Concentrate on tiers 1,2 and 3 – Video Conference	30 June
Submit conference papers for Learning Technologies Conference (JB, DB, GW)	30 June
<p>Progress Check/Video Conference</p> <ul style="list-style-type: none"> <li>• Collaborative spaces</li> <li>• Approach to strategic change</li> <li>• Identify industry critical friends</li> </ul>	21 July
<p>Workshop Two</p> <ul style="list-style-type: none"> <li>• BDD Toolkit Report</li> <li>• Communication Plan</li> <li>• Victor Callan to lead finalisation</li> <li>• Confirm a variety of actions identified in Workshop One</li> </ul>	11 August
<p>Engaging other Institutes to encourage collaboration with Lead Institutes - Face To Face and State-wide Video Conference</p> <ul style="list-style-type: none"> <li>• Invitation to institutes to contribute to toolkit including needs and expectations</li> <li>• TAFE Directors Queensland Forum</li> <li>• Trial and evaluate one new product at selected institutes</li> <li>• Provide information through:- <ul style="list-style-type: none"> <li>○ Conference</li> <li>○ Newsletter</li> <li>○ Website (Sharepoint and Wiki)</li> </ul> </li> </ul>	September TBA
<p>Customisation to Suit Industry Needs/Video Conference</p> <ul style="list-style-type: none"> <li>• Fish bowl activity with industry friends to challenge – BDD framework and leadership model</li> </ul>	9 September
Confirm mid term report - Workshop	September
<p>Review Draft Implementation Model/Workshop Three</p> <ul style="list-style-type: none"> <li>○ Business systems</li> <li>○ Principles and guidelines</li> <li>○ Technology systems</li> <li>○ Quality systems</li> <li>○ Skills/knowledge</li> <li>○ Report internal and external</li> </ul>	13 October

Learning Technologies Conference <ul style="list-style-type: none"><li>• Presentation</li><li>• Form community of practice – BDD from participants</li></ul>	9-10 November
Video Conference – Final report evaluation and review	20 November
Reframing The Future Conference attendance	28-29 November
Final Report and acquit funds	5 December