

Project ID No.	CP 355 / 2 / 1 /17
GOAL	4
SUB-PROGRAM	

Effective Networking Communities of Practice

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 – 9 of this document will be uploaded onto the Reframing the Future website. Details of participants in item 11 will be only be used in accordance with our privacy policy and will not be published on the website.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 NSW - Sydney Institute

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3. Project overview (100 words maximum)

What outcomes do you hope to achieve in your project?

The outcomes of the formation of a Community of Practice will be:

- Building of relationships across Sydney Institute to enhance innovation, organisational learning and knowledge management
- Promotion of peer to peer learning
- Building of staff capability and capacity through development initiatives in responding to the needs of the national training system through:
 - quality practices and the AQTF
 - the implementation of existing and forthcoming training packages
 - the quality and consistency of delivery and assessment
- Support a continuous communications feedback process at middle management level providing a consistent approach in delivering and supporting across Institute initiatives and business priorities
- Responding to emerging customer needs
- Upward communications to Board of Management in policy and process improvement
- Support succession and leadership planning for community members

4. Domain of knowledge

What aspects of the national training system will be addressed by your project?
(e.g. establishing relationships with industry clients; improving workplace assessment or delivery;
implementing new Training Packages) (Please add rows as required)

The role of the CEO was created with a new focus on educational leadership which would encompass development of innovative and sustainable teaching and learning initiatives, facilitation, coaching, research and advice on the national and state VTE agenda.

To support their roles as educational leaders professional development will be integrated into the program of activities. Skills will also be build through work based learning teams as sub projects. These sub projects will be formed as self nominated teams from the core group. There are four domains of knowledge in the sub projects these are implementation of the National Training System integrating training packages, recognition processes, delivery and assessment strategies, assessment validation, innovative practice and new technologies and AQTF.

5. Facilitating your community of practice

Please describe how you propose to facilitate your group progressing through the stages of growth of a Community of Practice (see Table 4.1 in the report: *The Potential for Communities of Practice to underpin the National Training Framework*):

Potential:

The CEO/SEO group across the Institute were all working in isolation with no mechanism to share knowledge and understandings. As educational managers they are working to provide quality customer outcomes and meet the needs of the National Training System. It was felt that bringing this group together was essential for progress and continuous improvement in our ways of working. Many of the managers involved in the community have specialist knowledge on particular issues and the dissemination of this would enhance capability across the Institute. There was also an opportunity for managers in new positions to build a common understanding of their role and responsibilities and supporting the new Sydney Institute management structure.

Coalescing:

All CEO/SEO's within the Institute were sent an invitation to participate in the community and on a voluntary basis. However, the Institute executive is fully supportive of the community and its potential outcomes and as such is encouraging involvement by all this group of staff.

An initial meeting was held with excellent attendance and participation from across this group. This meeting was seeking input from CEO/SEO's to identify what their key issues and needs were as a group. The outcomes of this meeting were consolidated and provided the outlined of the project aims. These were put to the community at a workshop for their endorsement as aims for the core project group. As a result sub project teams were self nominated and these will provide progress reports to the core group for dissemination of knowledge.

It was also agreed that a leadership development program would be integrated into project aims. A capability framework was used to identify skills gaps and it is proposed that development opportunities will be included in the program of activities. It is also recognised that participation in sub project teams will provide an opportunity to develop skills through a work based team approach to project management and participation. Team members will again self nominate their roles in teams to enable a learning opportunity. Members will also be encouraged to join more than one sub project team with the suggestion that they participate in one where they have skills and knowledge to contribute and one where they are not as skilled or knowledgeable to enable building of capability.

Active:

Members are now actively participating in core and sub project team activities. The core group will meet once monthly with sub project team convenors managing their additional activities. Attendance to date is excellent and the success of the project will rely on maintaining motivation and relevance of activities. Group members are being encouraged to contribute their ideas and needs as part of the evolving of the community.

A Sharepoint online platform has been set up for members to contribute keep up todate, add to the discussion, post forum questions, etc., this site also provides us with a repository where meeting resources, programs, etc. are able to be located on the one workspace for easy access by all participants. Other new technologies will be introduced to the group throughout the program such as video conferencing, mp3,

podcasting to further support their learning on an individual basis as well as incorporating into their own sections.

Active sponsorship through two senior executive members will provide input from both a bottom up and top down perspective. This gives middle management an opportunity to provide continuous feedback and strengthen their position as a management team.

6. Structuring your community

Please describe how you propose to support the development of the three components of your community: its domain of knowledge, community and practice (see *Effectively Structuring Communities of Practice in VET*):

Domain of knowledge:

The domain of knowledge will reside in the participants as CEO/SEO and will be drawn from across the Institute and bring to the community a range of skills, knowledge and expertise in these roles. This collaboration across Institute will also provide a forum for sharing of knowledge across a range of issues. Four sub projects have been formed each with a particular domain of knowledge. They are the National Training System integrating training packages, recognition processes, delivery and assessment strategies; innovative practice and the use of new technologies, AQTF and management systems.

Community:

Participants have had few opportunities in the past to participate as a group in across Institute initiatives. The geographic spread of the Institute makes face to face meetings difficult, however, the formation of the community has motivated this group to become involved and there is acknowledgment of the benefits to be had through the building of relationships and sharing of knowledge. We will be structuring community meetings in both face to face, online and video conferencing and this will not only make communications easier but will enable skills building in innovative practices and new technologies both on an individual and Institute level.

Practice:

Whilst the community will support the sharing of knowledge and identify those staff members with specialised skills, the formation of subprojects in four domains of knowledge will provide development in a range of key Institute priority areas. The four sub projects are in respect of the National Training system incorporating implementation of training packages, Recognition processes and delivery and assessment, innovative practices and new technologies and management systems. Community members will self nominate their choice of subproject teams in which they wish to participate and this will support learning opportunities for both extending their own capability and also sharing of their expertise. The roles taken up in the subproject teams will also provide development of skills in working with teams and their roles such as leader, facilitator, innovator. A leadership development capability framework will also be integrated into the development aspects of the community and this will inform development activities from both an organisational and personal perspective.

Participants will also build skills in new technologies and use an online platform for communication as a discussion forum, and a resources repository. The use of Sharepoint has just been introduced in the Institute and this group has been the first to utilise on this scale.

7. Anticipated outcomes (see Chapters 6-7 of *The Potential*)

Please describe the outcomes anticipated as a result of your project:

for participating individuals	Increased knowledge of the National Training System and Institute systems Self assessment of skills for development Sharing of knowledge across specialisations Across Institute collaboration with improved communication links Participate in a Leadership development program and working with teams Development of internal and external networks Engagement with peers Skills building in new technologies and integration into practice
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for participating organisations	Build relationships and a collaborative environment for management across the Institute Support the implementation of the new Sydney Institute structure as a result of the management review Build capability and capacity for providing quality customer service Formation of project teams to work through Institute issues in relation to working with the National Training System and meeting accreditation requirements Support leadership and succession planning in management
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8. Evaluation

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

The community will use reflective activities and discussion to evaluate outcomes progressively throughout the program. The online site will also be used for the community to provide their feedback on what they wish to engage in as part of the project. Feedback on development needs will also be integrated into the program plan both as a group and individual perspective, this will be monitored throughout the project.

The sub project teams will also be reporting through the Board of Management sponsor in relation to recommendations arising from the subprojects. Feedback will be provided for direct policy input and alignment and integration into Institute strategic change management processes, the extent of these changes will be a benchmark for the success of the project.

9. Project timeframe

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Information session - strategic conversation - What will the CEO/SEO project look like	March 29, 2006
Start up workshop - identification of project aims	May 12, 2006
Subproject teams - set up through individual group convenors 4 Subproject teams - meetings to be held under separate agendas	Ongoing throughout project
Community workshop	June 16, 2006
Action Plan	June 20, 2006
Community workshop	July 14, 2006
Community workshop	August 18, 2006
Mid term report	September 15, 2006
Mid term forum	September, 2006
Community workshop	October 13, 2006
Best practice showcase	December 1, 2006
Final report	December 5, 2006