

Project ID No.	CP 86 / 7 / 1 / 7
GOAL	4 SUB-PROGRAM

## Effective Networking Communities of Practice

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 – 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 Details of participants in item 11 will be only be used in accordance with our privacy policy and will not be published on the website.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

Business Skills Victoria (BSV)
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### 1. Convenor's details

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### 2. Facilitators' details

Name: To be announced
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### 3. Project overview (100 words maximum)

**What outcomes do you hope to achieve in your project?**

To expand and sustain a network of stakeholders - the Victorian Security Industry Advisory Committee (VSIAC), which was formed in August of 2005 and has an investment in delivering quality outcomes from the Asset Security Training Package (PRS03) and the Victorian Security Act. This group will become a community of practice that will aim to improve security training practices in Victoria by providing advice on security training matters, including quality and consistency of training delivery. The VSIAC will prepare a report on recommended security training practices for Victoria.

### 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)

#### Improving consistency in teaching and learning and Training Package relevance

The VSIAC, Victorian security registered training organisations (RTOs) and interested parties such as enterprise trainers and assessors will be invited to participate in self directed learning opportunities regarding the implementation issues of PRS03 to achieve consistent, high quality training outcomes. Units of competence from PRS03 are utilised for Victorian security licensing purposes.

These opportunities would revolve around a series of two face to face professional development and networking workshops and three to four meetings based in Melbourne. Representative personnel from the Construction and Property Services Industry Skills Council (CPSISC) and the Victorian Curriculum Maintenance Manager would be invited to attend the workshops.

Workshop topics/discussion:

- Suitability of present PRS03 competency standards utilised for security licensing purposes in Victoria.
- Suitability of training and assessment tools.
- Suitability of security training.
- Mutual recognition.

A report on the above would be presented to the Victorian Council for Security that reports to the minister and to the CPSISC. This report could encompass a 'Change Management Process' – a model that defines past state and proposed future state.

### Strategic Partnerships

This project proposal will reinforce collaborative arrangements and strategic partnerships for the implementation of the national training system. Linking competency based training and licensing is a very important aspect of national training framework (NTF) implementation. Through the common challenge to implement sound security practices, based on PRS03, the VSIAC will seek to unite participants to foster trust and knowledge sharing.

## 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*):

The VSIAC will go through facilitated professional development activities and opportunities to share information and form partnerships, to address PRS03 implementation issues. This will establish the common goals to enable the VSIAC to evolve into a Community of Practice.

The VSIAC participants will benefit directly from this project by:

- Gaining opportunities to learn.
- Gaining resources – time; money; information; raw materials; legitimacy; status, in the context of working towards a major government initiative.
- Developing an ability to manage uncertainty and to solve complex problems, endeavouring to meet skill shortages in the security industry.
- Developing an ability to specialise in key security industry requirements, via the collective experiences of the VSIAC members.
- Providing rapid responses to changing market demands.<sup>1</sup>

With regard to the five stages of growth as outlined by Wenger: potential, coalescing, active, dispersed and memorable<sup>2</sup>, I anticipate the VSIAC community of practice will reach the 'active stage' by the end of the project period:

- Potential: the VSIAC stakeholders have a common interest to improve Victoria's security training practices but are plagued by stakeholders' conflicting agendas.
- Coalescing: members will come together (through meetings and workshops) and explore common goals.
- Active: members will engage in developing 'a practice' that will revolve into running workshops to develop the report to the Council listing recommendations for an improved focus on Security training.

The VSIAC community of practice will underpin the NTF by:

- Establishing trust, goodwill and cooperation for security stakeholders in Victoria.
- Collaborating across industry, unions, RTO and licensing authorities.
- Using the Asset Security Training Package as a basis, improving stakeholders knowledge of this Training Package and making recommendations to CPSISC that may assist with the review of PRS03.

## 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

<sup>1</sup> This reflects Fulop and Linstead's example of a 'Community of Practice', 1999, p. 446. The VSIAC Community of Practice will also meet Chen and Prusak definition of a Community of Practice (2001, p.56) in that the group of identified people share the goal of furthering industry VET practices in the security industry.

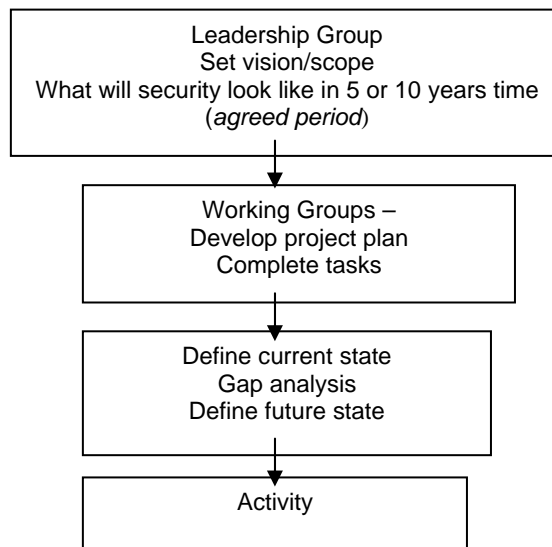
<sup>2</sup> John Mitchell and Susan Young 'Communities of Practice and the National Training Framework', p2.

Wenger et al (2002) recognises that it is: 'the domain that creates common ground and a sense of common identity. A well-defined domain legitimises the community by affirming its purpose and value to members and other stakeholders.'<sup>3</sup>

The domain of knowledge will be developed for the VSIAC via a work based learning process that will entail:

- Setting clear objectives and performance targets.
- Researching to support, verify or amend objectives and targets.
- Communicating effectively at all times with work based participants and other key players.
- Keeping activity to target.
- Documenting all new information.
- Monitoring learning/understanding.
- Evaluating overall program with a view to the re-setting of objectives.
- Encouraging participants to further their learning.

The above mentioned will be accomplished by focusing on developing a metamodel for taking non competent individual into a fully competent security operative in a set time period.



**Community**

Wenger et al (2002, p34) believe that the community element is crucial to an effective knowledge structure. They define a community as follows: 'a group of people who interact, learn together, build relationships and in the process develop a sense of belonging and mutual commitment'.<sup>4</sup>

The VSIAC is a State-wide network with a common domain – security training practices in Victoria. The challenges faced include different the various different agendas, including safety issues, training versus business realities and the need to change the perception of the industry.

The stakeholders include the Victoria Police (licensing agents), RTOs, employers' associations, unions, the Industry Skills Council (CPSISC), Office of Training and Tertiary Education agents etc.

Community building activities will include encouraging different levels of participation, working towards a common goal, establishing workshops and fostering a positive relationship built on trust between the stakeholders.

**Practice**

Wenger et al (2002, p38-39) discusses that a 'practice' is a 'certain way of behaving, a perspective on problems and ideas, a thinking style and even in many cases an ethical stance a practice is a sort of mini-culture that binds the community together'.<sup>5</sup>

The VSIAC report to the Council will be the key to this groups 'practice'. This report will encompass the following:

- Tapping stakeholders' knowledge to identify a common goal for the future of security training practices.
- Capturing this common knowledge in a relevant cohesive manner.
- Applying ideas to real scenarios (i.e. proposal for units that should be incorporated in Victoria's Security licenses and comparison of security licensing practices with other states, especially NSW).

<sup>3</sup> John Mitchell 'Effectively structuring communities of practice in VET' p13

<sup>4</sup> John Mitchell 'Effectively structuring communities of practice in VET' p19

<sup>5</sup> John Mitchell 'Effectively structuring communities of practice in VET' p26

- Ensuring the recommendations for future practices are written in a 'user friendly' manner.
- Using the workshops as a forum for action, communication and problem solving.

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

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

for participating individuals	<p>Increased knowledge and vision (there has been a tendency for some group members to be too introspective).</p> <p>Sense of trust/common purpose.</p> <p>A supported avenue for positive change.</p> <p>Networking opportunities.</p>
for participating organisations	<p>A sustainable 'change management' process/innovation.</p> <p>Broadened outlook/ reinforcement of strategic direction.</p> <p>Safer work environment achieved through increased productivity.</p> <p>Sharing of information/ increased knowledge bank.</p>

### 8. Evaluation

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

#### Self-evaluation strategy:

The VSIAC will evaluate processes during the course of the project in the following manner:

- Ensure discussion and reports are based on industry experience.
- Ensure report recommendations reflect group discussions based on real and day to day industry practice and core-business application.
- Conduct experience sharing and open problem airing to encourage holistic learning to take place.

### 9. Project timeframe

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Conduct a survey on security training and assessment in Victoria	June/July 2006
First workshop	7 <sup>th</sup> July 2006
Draft report to the ministerial council	1 <sup>st</sup> of September 2006
Conduct meetings	TBA; June/July September and November
Final workshop	October 2006
Final report to the VSIAC	November 2006