

<b>Project ID No.</b>	CP 234 / 2 / 1 / 0 7 amended V2
<b>GOAL</b>	4
<b>SUB-PROGRAM</b>	

## Effective Networking Communities of Practice

Action plans must be submitted online to [www.reframingthefuture.net](http://www.reframingthefuture.net) by COB Tuesday 5 June 2007.

Please select "Submit a Form" on the Home Page Menu and follow the prompts.

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 Details of participants in item 11 will be only be used in accordance with our privacy policy and will not be published on the website.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

Enterprise RTO Association (ERTOA)
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### 3. Project overview

- Increase knowledge of AQTF 2007 and the implementation issues in an enterprise context
- Dissemination of clear information, policy, and directions for AQTF 2007 between representatives of the community. The CoP will provide a filtering process to enable participants to better understand the implications and work toward implementing in a consistent manner.
- Developing common processes, practices and tools to assist enterprise providers implement AQTF 2007
- Building and sharing knowledge across a diverse group of practitioners (multiple roles, locations and types of providers)
- Potential to increase relationships between industry and providers

### 4. Domain of knowledge

This Community of Practice will assist VET practitioners and managers to more effectively manage their responses to the revised AQTF (AQTF 2007) through sharing knowledge and developing new and improved resources to enhance their practice. This community will also have an impact on strengthening provider capability in teaching, learning and assessment and will provide opportunities for many providers to work together collaboratively.

The Community of Practice will bring together a range of ERT0 players as well as representatives of other key VET sectors in order to develop and share practice.

The following are potential areas of shared domain, however it is likely that the domain of knowledge will be solidified over the duration of the project:

- AQTF 2007
- Operating as enterprise RTO
- Teaching and Learning strategies
- Commitment to VET as an HR tool
- Changing HR practices and the desire to integrate these changes with changes occurring in VET the environment

### 5. Facilitating your community of practice

This will be a challenge as the participants have not worked together in the past. They also come from a diverse range of work experiences and will span different work environments. The project run in 2006 has provided a number of insights and with careful facilitation common themes and issues are able to be identified. The 2006 project was successful in bringing a more diverse range of community members into a cooperative project.

The project will run with a number of face to face facilitated sessions in WA (to serve regional CoP members and the east coast. Information provided by RFtF on the role and operation of CoP will be distributed prior to the meeting. At the end of the first meeting there will be an expectation that members recognise the potential the CoP's domain of knowledge can make to their work practices.

The focus and direction of later meetings will flow from the participants needs and the needs of the CoP described in meeting 1.

All four meetings will be professionally facilitated. The focus of the meetings will be to unpack the AQTF 2007 with a focus on determining implementation strategies. While the facilitators have an expert understanding of AQTF07, they also have a corporate understanding of the issues faced by the participants in the community. This depth of knowledge will allow the facilitators to utilise a range of techniques to both build the community and, at the same time focus the community within the defined domain.

The facilitators will underpin all face to face meetings with the following overarching facilitation philosophies:

- Everyone is encouraged to actively contribute
- Active listening will be employed
- Facilitators will use supportive questioning that seeks clarification and insight
- A sense of respect and openness will be encouraged

A range of specific facilitation techniques will be used in the face to face context to support these overarching ways of working such as appreciative enquiry.

An analysis of the prospective participants places the community in the coalescing stage of a community of practice, using Wegner's model (Diagram 4.1, p 38, *The Potential for Communities of Practice*, Mitchell, 2002) moving toward the active stage. Face to face meetings have been held and some degree of work has been done to establish the potential of the group, for instance, all community members have joined with the expectation that they will:

- Development of professional networks
- Increase knowledge of AQTF 2007 and the implementation issues for ERTOS
- Building and sharing knowledge across a diverse group of practitioners (multiple roles, locations and types of providers)
- Dissemination of clear information, policy, and directions for AQTF 2007 between representatives of the community. The CoP will provide a filtering process to enable participants to better understand the implications and work toward implementing in a consistent manner.

This Community of Practice consists of at least two hubs with an outlying hub of "lurkers" or stakeholders who will participate in the Community in a range of ways. This project aims to expand the current community to include regional representation, placing this new community in the potential stage, furthermore it is anticipated that a number of new representatives from ERTO organisations will be involved. In order to move the community forward from potential/coalescing to active a range of strategies will be used as described below.

The existing membership will be used (as mentors and senior leaders) to integrate new members as a matter of priority as the beginning stage. The success of this phase will require facilitation to ensure that appropriate levels of trust and positive constructive dialogue are built. Some of the leverage points to develop this trust include identifying the different landscape (industry and VET) experienced by regional members and their ability to create innovative and specialised responses.

Some strategies identified to establish the domain, build trust and begin to build a cohesive National community as well as developing relationships within the regional hub will involve use of new technologies:

- i. Kick Off communities simultaneously, with similar activities – but personalised according to each hub to encourage ownership and begin to build legitimacy.
- ii. Encourage regular interaction between hubs using technologies such as blog or wiki (see <http://aqtf07.pbwiki.com/> )
- iii. Establish a series of guest presenters to be followed by facilitated professional conversations
- iv. Facilitated meetings at separate hub meetings to generate processes, procedures and analyses of AQTF 2007
- v. Involve other stakeholders through "public" networking event.

Please see next page for diagrammatic representation of facilitation techniques to be used for this community. The diagram illustrates how the actions employed by the facilitators and convenor will contribute to meeting success factors of communities of practice but also aligns against the evolution of a community.

**Mc Dermott's Critical Success Factors**

Focus on Knowledge important to both the business and community members

Find a well respected community member to coordinate the community.

Make sure people have time and encouragement to participate

Get Key Thought Leaders Involved

Create forums for thinking as well as systems for sharing information

Build relationships between community members

Develop an active passionate core group

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**Methods of Meeting Success Factors**

AQTF is a pressing compliance issue for businesses and individuals within organisations are concerned about their ability to successfully implement it. This community addresses individual practice requirements and the results of a better understanding of the AQTF and the opportunity to build a practice around this understanding will directly contribute to the organisation's ability to successfully and seamlessly implement AQTF 07.

In order to overcome difficulties associated with community members coming from different organisations, a wiki will be used to enable community members to share, contribute and organise resources. Community members with expertise in online techniques will actively encourage members to use the wiki and will provide coaching where necessary to assist members to become familiar with this platform.

The schedule of activities has been developed and will be circulated to ensure that members are able to effectively timetable their involvement.

All ERTOA members will be sponsored by their managers, ensuring that high level support is garnered early on in the project. This sponsorship will provide implicit and explicit

Both facilitators are well respected by the community. The WA community will also harness existing member's to contribute to coordination. The President of ERTOA acting as a sponsor for the community adds weight to the support of the community.

A number of Key thought leaders will be invited to become involved in this community including DEST representative, TVET, Auditors from State TAC's. Select senior representatives from ERTOA organisations will present "best practice" strategies.

This will be achieved through the wiki, face to face meetings and teleconferencing. One the strong aspects of this community is the relationships that will be built between Eastern seaboard members and WA members via the teleconferencing. All members will be strongly encouraged to attend the Reframing the Future National conference to meet face to face.

All face to face meetings will be catered and in all cases time will be set aside for informal networking. The facilitators will take an active role in brokering relationships across both community hubs to encourage members to make email and phone contact outside of scheduled meetings. A contact list of all members will be listed on the wiki and provided to all members as a word document.

This phase of the community building will focus almost entirely on building the energy in this group to develop a strong core (particularly in WA). The Eastern Hub is already a dedicated core and members will be encouraged to share the wiki resources as a way of encouraging lurkers. The Eastern Hub will act as a model for the newer WA hub and will provide examples of how a passionate core can achieve successful practice.

**ACTIONS**

NOVEMBER  
Evaluations  
Scope interest in broad networking event

OCTOBER  
Teleconference to discuss outcomes of members' examination of ways to meet the AQTF 2007 requirements in an operational sense from existing enterprise operations (such as performance assessment processes to meet evidence collection and assessment guidelines)

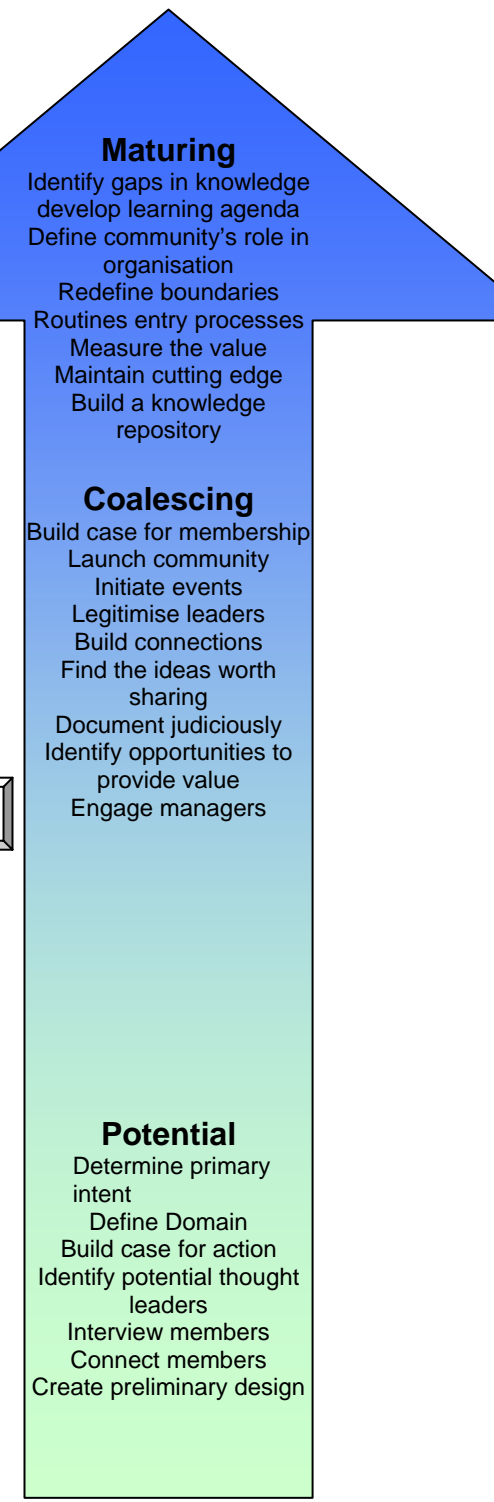
SEPTEMBER  
Face to face meeting to 'unpack' operational issues from AQTF 2007.

AUGUST  
Teleconference to discuss outcomes of members' examination of ways to meet the AQTF 2007 requirements from existing enterprise documentation

WIKI  
JULY PERTH  
**Unpack AQTF**  
Facilitated workshop  
Encourage members to post resources on wiki  
Circulate and promote technology experts – buddy up novices with "technowiz's"

WIKI  
JULY East Coast Hub  
**Unpack AQTF**  
Facilitated workshop  
Encourage members to post resources on wiki  
Circulate and promote technology experts – buddy up novices with "technowiz's"

WIKI  
FEB- MAY  
Email welcomes  
Forward schedule of activities  
Launch wiki as ideas and issues register  
Make personal contact with members  
Distribute contact list and ask members to nominate their speciality area

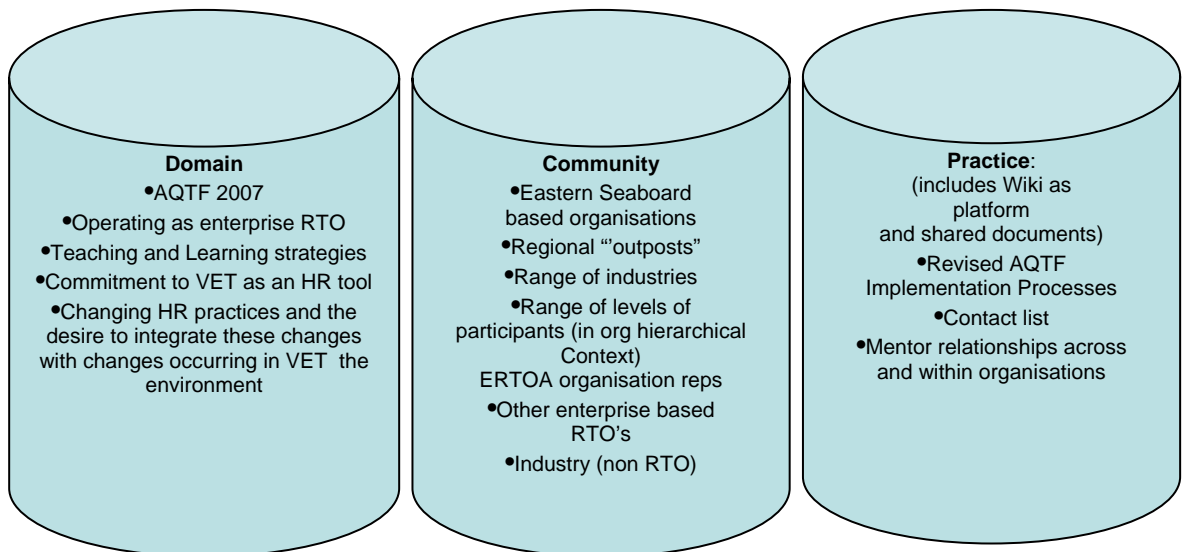


## 6. Structuring your community

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*):

We will support the structure of the community by paying attention to the components of the community. Our facilitation techniques (see above) will ensure that the domain is well established and will also shore up the development of the group as a *community*. A range of practices are expected to be developed through this community, some of the outcomes will be explicit (eg through the wiki, development of a discussion paper, sharing tools and resources) but also the community will encourage the sharing of tacit knowledge. Relationships will be built based on the shared domain and through these connections and the growth of trust between community members, knowledge will be shared both in a community environment and outside of the community context.

The diagram below describes the anticipated domain of the community, the community itself and the expected practice outcomes.



### Domain

A range of techniques will be used to “inspire members to contribute and participate” ( Mitchell, *The Potential for Communities of Practice to Underpin the National Training Framework*, 2002, p. 23). These include:

- Focussing on a subject (AQTF07) that has already been identified as of importance to individuals and organisations
- The first meeting will pay attention to the structure of the community and will identify the boundaries of the domain – what will we look at in this community, what won't we look at.  
**Focus question: What is worth sharing, how will we share, what will we create? What will your organisation want you to produce, what will you benefit from as an individual?**

### Community

**Strategies designed to build a sense of community:**

- This community of practice is complex, but its complexity gives it some strengths. Having an Eastern and Western hub will ensure that there is dialogue across organisations (nationally) and between organisations.
- Ensure that all meetings are facilitated to ensure that everyone has an opportunity to contribute, one method for achieving this will be to ask people to **share stories about their current practice**.
- The community will be encouraged to share findings with other, external organisations and with their management. We will make this easy by producing simple records of the meetings that will allow participants to share findings with their management and with external stakeholders.
- These documents will be loaded onto the wiki, providing another space for the creation of a community and sharing of information.
- Discussion will be held around membership to the community and how much we will share and the timelines for extending the community. The wiki is currently password protected so this will provide a useful discussion point for talking about boundaries and borders within the community and future access to the community by external stakeholders.
- A schedule of events has already been distributed, we want to acknowledge people's busy workloads and want to ensure that people have plenty of time to plan ahead to be involved in the community.

**Practice****Strategies designed to build and promote production of practice**

- The wiki will provide a useful platform for identifying and sharing explicit knowledge such as:
  - Revised AQTF Implementation Processes
  - Contact list

The community will be developed with activities to share experiences in a social context as much as in a work context. A 'safe' environment will be created to ensure respect for the diverse views represented in the CoP.

**7. Anticipated outcomes**

for participating individuals	<ul style="list-style-type: none"> <li>• Development of professional networks</li> <li>• Increase knowledge of AQTF 2007 and the implementation issues for ERTOS</li> <li>• Building and sharing knowledge across a diverse group of practitioners (multiple roles, locations and types of providers)</li> <li>• Dissemination of clear information, policy, and directions for AQTF 2007 between representatives of the community. The CoP will provide a filtering process to enable participants to better understand the implications and work toward implementing in a consistent manner.</li> </ul>
for participating organisations	<ul style="list-style-type: none"> <li>• Developing common processes, practices and tools to assist providers implement AQTF 2007</li> <li>• Increase relationships between industry and providers through examination of best practice partnership models between industry and providers</li> <li>• A high level AQTF 2007 implementation guide for ERTOS is planned.</li> </ul>

**8. Promotion**

Please outline how your project's processes and products will be promoted:

Within your organisation(s)	<p>ERTOAs will 'sponsor' the project through endorsing the activity at its executive meeting.</p> <p>The high level implementation guide (see <i>Anticipated Outcomes</i> above) will be available to all ERTOA members.</p> <p>Notes of each meeting will be recorded and will be available for members to use as a way of communicating actions and activities of the community. This will become a useful tool for community members to communicate activities to their organisations.</p>
To industry and other relevant organisations	<p>The ERTOA group represents enterprises and industry</p> <p>The Eastern and WA hub will promote the community's activities through its professional associations. A simple outline describing the community's activities and aims will be developed.</p>
To the broader VET sector	<p>It is planned that DEST will be involved at the face to face start up meetings. There will also be discussions with DEST regarding involving auditors in the second series of face to face meetings.</p> <p>Non ERTOS (TAFE) will be involved allowing the outcomes to be passed into other RTO networks.</p> <p>Community members/Facilitator/ Convenor will be encouraged to present at relevant conferences.</p>

## 9. Evaluation

An evaluation framework for the project will be developed upon commencement of the project. The framework will detail the objectives, methodology and expected outcomes. It is expected that the evaluation will focus on measuring the successful achievement of the outcomes detailed in *Anticipated Outcomes* above. The evaluation is likely to include:

- A start up questionnaire and a project end questionnaire and
- Analysis of data and inclusion of findings where appropriate in mid term and final report

<b>Outcome</b>	<b>Measure 1</b>	<b>Measure 2</b>	<b>Measure 3</b>
	Start Up	Mid Project	End project
<b>Increase RTO staff knowledge of AQTF07 and the implementation issues</b>	Initial survey to assess knowledge		Final survey to measure increase in knowledge
<b>Dissemination of clear information, policy, and directions of AQTF07 between representatives of community.</b>	Undertake qualitative analysis of existing information and dissemination strategies accessed by community.	Community evaluates effectiveness of sources of information.	Qualitative analysis of satisfaction with current information received.
<b>Sharing processes, practices and tools to assist providers implement AQTF 2007</b>	Initial survey to assess if providers have the information they need to implement		Final survey to assess if providers have the information they need to implement
<b>Building and sharing knowledge across a diverse group of practitioners (multiple roles, locations and types of providers)</b>	Qualify level of satisfaction with current networks.	Community evaluates effectiveness of networks	Qualify level of satisfaction with current networks.
<b>Increase relationships between industry and providers through examination of best practice partnership models between industry and providers</b>	Initial survey to assess if providers have the information they need to implement		Final survey to assess if providers have the information they need to implement

## 10. Project timeframe

<b>Milestone</b>	<b>Key date</b>
Identification of members	June
Welcome pack with pre-reading distributed. Wiki set up	June
Face to face meeting for east coast hub	June
Face to face for regional hub	July
Members examine how to use internal enterprise documentation to meet AQTF needs	July/August
Teleconference	August
Face to face for east coast hub	October
Face to face for regional hub	October
Final teleconference	November