



<b>Project Reference No.</b>	<b>M5-416</b>
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## Knowledge Management

Action plans must be uploaded through 'Submit a Form' on [www.reframingthefuture.net](http://www.reframingthefuture.net) by COB Tuesday 27 May 2008.

All sections must be completed.

Please note: sections 1 – 10 of this document will be placed on the Reframing the Future website. Details of participants in item 12 will only be used in accordance with our privacy policy and will not be published on the website.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**

Australian Taxation Office
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**1. Convenor's details**

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**2. Facilitator's details**

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**3. Your project goal (which of the three Reframing the Future goals your project is addressing).**

To develop staff capabilities to continuously improve the quality of competency based training and assessment.

**4. Your priority area (which of the seven priority areas your project is addressing).**

<b>Priority area</b>	Assessment
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**What challenges will you address during your project in focusing on your priority area?**

This project will focus on improving the capability of the Tax Office Compliance sub-plan to manage the competency based assessment of learning by our workforce. This will be achieved through knowledge collection and identification of best practice principles, leading to the development and implementation of a tailored, formal Assessment Framework to guide effective assessment practices.

Via this project, we hope to achieve improvements in assessment in the workplace, use of systems, linking work practices, improving the formation of iKnow assessments, questioning and writing skills.

## 5. Project methodology

We will facilitate the use of the knowledge management methodology by:

- **Sourcing** both explicit and tacit knowledge on assessment from various areas, including Tax Office staff with experience in assessment, external assessment experts, existing documentation within the organisation and recorded knowledge available externally. We will capture this knowledge via research, interviews, facilitated workshops and listening to guest speakers. Experts will be sourced via promotion of the project via formal and informal networks both within the organisation and outside.
- Undertaking knowledge **abstraction** by sifting through the knowledge on assessment gained through research, interviews and workshops to distil the key learning's, knowledge and best practice we need to capture. This work will result in the preparation of a draft "key themes" document which will guide the development of an Assessment Framework for the Tax Office.
- **Converting** the knowledge we have sourced and codified into a prototype Assessment Framework, using user-centric design principles. The prototype will be reviewed by the project team and learning & development practitioners from across the organisation, and tested across training products at varying program levels. Feedback will be collected from all reviewers and testers.
- **Diffusing** the knowledge we have collected and converted into a product. This will include publication of the Assessment Framework as a "living document" to be reviewed, and promotion of the framework throughout the Tax Office via learning and development forums and networks. We will also use existing networks with other public service agencies to pass on the knowledge we have gained on assessment, and we will share our work with the VET industry via Reframing the Future to provide a resource for those organisations needing assistance to improve their own assessment practices.
- **Developing and refining** the knowledge we have captured using feedback and evaluation processes to feed into review of the Assessment Framework. We will conduct an evaluation of assessment knowledge gained by project participants, and also an evaluation of the effectiveness of the knowledge management methodology for this project. After the review and enhancement, we will finalise the Assessment Framework for use in the Tax Office and submission to Reframing the Future.

## 6. Anticipated outcomes

a) What new capabilities do you anticipate the participants will develop during the project?

It is anticipated that participants in this project will develop the following capabilities:

- Undertaking quality and consistent assessment in the workplace
- Using the knowledge management approach to undertake project work
- Using learning management systems (such as iKnow) to facilitate assessment
- Linking work practices to assessment
- Writing skills – Assessment Framework development, strategic assessment questions
- Research skills
- Synthesising information to distil key themes / learnings

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

for participating work teams and organisations	To capture tacit and explicit knowledge within and outside the organisation around best assessment practices, and use this knowledge to develop and implement a tailored, formal Assessment Framework to guide effective assessment practices across the organisation.
for the VET system	To provide assistance and resources for those learning organisations wanting to implement or improve their own assessment practices – Assessment Framework and key themes document.

**7. Evaluation process**

Please provide an outline of the methods you will use to:

- a) evaluate the participants' learning
  - Pre-project survey of participants to determine knowledge level – both in assessment and in the knowledge management methodology
  - Post-project survey as above and comparison to pre-project survey results
  - Interviews / questionnaires with participants at various intervals during the project to determine usefulness of project participation to their learning
  - Post-project quality assurance of use of Assessment Framework and capability to develop assessments by project participants
  
- b) evaluate your project's efficiency and effectiveness.
  - Pre-project assessment of existing assessment guidance and practices (effectiveness)
  - Post-project assessment as above and comparison to pre-project assessment (effectiveness)
  - Discussion with participants at various intervals to ensure continued relevance of research and to identify possible direction changes (effectiveness)
  - Timely achievement of tasks/actions by key dates (efficiency)
  - Post-project questionnaire and quality assessment of use of Assessment Framework for training products across the organisation

**8. Promotion**

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

within your organisation(s)	<p>The learnings and outcomes from this project will also be shared across the Tax Office's workforce of over 20,000 staff via several methods:</p> <ul style="list-style-type: none"> <li>▪ The broad project reference group will involve members from across the organisation – and will be updated via regular communication and meetings at key points of the project.</li> <li>▪ Key forums and networks will be provided with a presentation promoting the project, as well as a project flyer</li> <li>▪ When the Assessment Framework has been developed and is in draft format, it will be distributed to learning and development practitioners across the organisation for review and feedback.</li> <li>▪ The final Assessment Framework will be promoted to learning and development practitioners across the organisation, including a training session to explain and demonstrate its use.</li> </ul>
to industry or other relevant organisations	<p>Compliance Learning and Development is also committed to knowledge sharing and collaboration across the public sector. To promote the project and products developed we will seek out new and strengthen existing linkages between other public organisations such as Centrelink, Defence, ASIC etc and use these relationships to promote our project and learnings.</p>
to the broader VET sector	<p>To promote our project, the products we develop and our key learnings around assessment, we will seek out opportunities to attend and speak at learning conferences, and write articles for submission to VET publications.</p>

**10. Project timeframe**

Please list task/actions and key dates

(Please add rows as required)

<b>Task/action</b>	<b>Key date</b>
<b>Start up workshop</b>	<b>09/05/08</b>
<b>Budget revision and upload</b>	<b>16/05/08</b>
<b>Action plan due (followed by contracts and first invoice (75%))</b>	<b>27/05/08</b>
Preparation: <ul style="list-style-type: none"> <li>▪ Define project – including roles and responsibilities, estimate of time involvement</li> <li>▪ Prepare project flyer – for use in promoting project and recruiting participants</li> <li>▪ Prepare project PowerPoint presentation – for use in presenting at Forums (include What, Where, When, Way, How, Outcomes)</li> <li>▪ Prepare action plan, including key dates</li> <li>▪ Book rooms for meetings</li> <li>▪ Purchase textbooks referred to at start-up workshop</li> </ul>	May
Knowledge Sourcing: <ul style="list-style-type: none"> <li>▪ Send communication to promote project across organisation</li> <li>▪ Determine project participants (experts across the organisation) and hold evaluation of current knowledge of assessment, and of knowledge management methodology</li> <li>▪ Research existing documentation</li> <li>▪ <b>Hold workshop with all project participants and guest speakers</b></li> </ul>	July
Knowledge Abstraction: <ul style="list-style-type: none"> <li>▪ Sort through and synthesise knowledge gained from documentation, project workshop and guest speaker</li> <li>▪ Develop draft key themes document</li> <li>▪ <b>Hold core team phone hook-up</b> to review key themes document in preparation for Assessment Framework prototype</li> </ul>	August
<b>Mid term report due</b>	<b>19/08/08</b>
<b>Mid term workshop</b>	<b>08/09/08</b>
Knowledge Conversion: <ul style="list-style-type: none"> <li>▪ Prepare prototype of Assessment Framework based on key themes document</li> <li>▪ <b>Hold workshop with all project participants and guest speakers</b> to review prototype of Framework and test with products.</li> <li>▪ Collect feedback from participants and undertake evaluation process</li> <li>▪ Undertake further testing of framework within core team and refine as required</li> <li>▪ <b>Hold core team phone hook-up</b> to review and test framework, prepare first draft.</li> </ul>	September / October
Knowledge Diffusion: <ul style="list-style-type: none"> <li>▪ Promote framework using L&amp;D forums across the organisation</li> <li>▪ Hold sessions to explain the use of the framework and to train L&amp;D practitioners</li> <li>▪ Collect feedback from L&amp;D practitioners</li> <li>▪ Prepare promotional information and send to other agencies and RTF, hold workshops to present.</li> </ul>	October

<p>Knowledge Development / Refinement:</p> <ul style="list-style-type: none"> <li>▪ <b>Hold core team phone hook-up</b> to review feedback collected from L&amp;D practitioners and testing processes</li> <li>▪ Refine framework based on feedback</li> <li>▪ <b>Hold workshop with all project participants</b> to undertake evaluation and review process on the project outcomes, participant knowledge and effectiveness of the use of the KM methodology</li> </ul>	<p>November</p>
<p><b>National forum</b></p>	<p><b>17/11/08</b></p>
<p><b>Final report due</b></p>	<p><b>25/11/08</b></p>
<p><b>Final invoice due (25%) and products</b></p>	<p><b>30/01/09</b></p>