



Project Reference No.	M7-095 V2
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Change Management

Action plans must be uploaded through 'Submit a Form' on www.reframingthefuture.net by COB Tuesday 27 May 2008.

All sections must be completed.

Please note: sections 1 – 9 of this document will be placed on the Reframing the Future website. Details of participants in item 11 will only be used in accordance with our privacy policy and will not be published on the website.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

LEARN.T.

1. Convenor's details

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

The goal of this project is to be innovative in responding to the needs of students, and the emerging skill needs and workforce development requirements of industry and communities in the Northern Territory.

4. Project overview (100 words maximum)

Priority area	Skills shortages- Increasing the responsiveness, quality and quantity of training in skills shortage areas, particularly for trades occupations
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This project will provide professional development opportunities to organisations involved, with a focussed change management strategy to affect a strategic 'leap' of participating organisations into focusing on organisational change moving from 'planning change' to 'facilitating emergence of change' - transforming cultures rather than conforming or reforming them.

This project will enthusiastically tackle, with an innovative approach, the huge issues of skills shortages in two of the NT industries that are hardest hit that is Hospitality and Mining. The project will create a visionary sustainable momentum for increasing the responsiveness, quality and quantity of training in these skills shortage areas. This will include but not be limited to developing pathways between the industries including RPL/RCC/common competencies and the use of introductory courses.

5. Project methodology

Please describe how you will facilitate the use of action learning methodology

Change Management will be a focus of the project. As Viljoen (1997) indicates strategic management is not focussed on the process of managing change, but on the end of result of change. This project will incorporate the contemporary approaches to change, creating a vision and desired futures as indicated in the outcome section below. As Mitchell and Young (2001) assert, change management approaches can be developmental transitions, involving developing or remoulding the core cultural values of an organisation, and task focussed transitions...'. Both these two approaches will be used in this project.

We know that to become high performing, RTO's and industry organisations involved in the project will require a collaborative change management strategy. Therefore the following are the proposed activities of this project:

- Determining the current directions both RTO's and industry need to go, including forecasting for the future in terms of skills needs and shortages for both industries
- Develop an awareness of all possible training resources and methodologies available and appropriate for the industry sectors and skills sets
- Then move into the action cycle, provide professional development opportunities using a variety of change management approaches, with the project participants driving the actions needed to achieve their goals with regard to skills shortages.
- As Markides (2001) suggests the final challenge for this group will be the speed with which environments and markets change and therefore the how their industry will need to stretch capabilities and evolve its culture to tackle the new environment while maintaining their business direction.
- Reference other models that have been used to address skills shortages.
- The project may elect to use the *Wheeler Strobel* Two Stage model if appropriate to the participants in the project.

6. Anticipated outcomes

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

This project will achieve the following outcomes for the participants from both industry and RTO's in the Territory that are involved in the training of skills shortages in the Hospitality and Mining sectors by:

- Increasing exposure and awareness and uptake of available training and assessment options, including but not limited to, RPL, RCC, work based assessment, clustering of competencies, portability of skills sets within the industry, introductory courses, and so on.
- Using change management strategies to provide professional development awareness and opportunities, and develop continuous improvement and responsiveness in the approach to both delivery and assessment within their organisations.

- Increased exposure to Change management theories, and utilise the new skills and knowledge change from being reactive, to efficient performing people and organisations and become more productive in addressing skills shortages.
- Develop pathways whereby people can manage a fluid change/pathway between industries in the Territory
- Form this research develop a model that could be used for other industry sectors.

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

- structural and/or cultural modifications to your organisation or faculty

It is anticipated that the organisations involved in the project will identify and quantify skills shortages within their industry now and what is projected for the next five years. The project will facilitate the development of an innovative strategic plan and model to meet these needs.

We will use change management strategies to develop continuous improvement and responsiveness within their organisations, and improve their approach to both delivery and assessment. The project will assist these organisations to recognise achievement of the changes to practice, processes or other factors in assisting responsiveness, agility and addressing skills shortages.

7. Evaluation

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

a) evaluate the participants' learning

- Pre- and post project evaluations from all participants
- Evaluation of the activities and action plans the participants will undertake throughout the workshops and meetings
- Observation of skills and participants learning
- Trial of models developed within the industry where possible

b) Evaluate your project's efficiency and effectiveness.

- A recorded agenda and record of workshops, including all attendees, action items and other relevant details
- Pre- and post project evaluations from all participants
- Evaluation of the data that provides insight into the project team efforts i.e. feedback such as numbers, roles, responses, categories and descriptions. All data will be maximised for reliability and validity. This will be achieved by getting second opinions about everything, taking care with generalisations, extensive research, reporting difficulties or gaps, and checking all numerical data methodically. All of this will increase the likelihood that conclusions will be appropriate, workplace applicable and effective.
- Evaluation of the activities and action plans the participants will undertake throughout the workshops and meetings.
- Making sure the data is relevant to how the project is progressing, by assessing the achievements, and that objectives are being accomplished. Asking whether, there were any other unexpected outcomes of the project. This will be completed by questionnaires and reports from participants, trials of strategies and outcomes of change management actions within the respective organizations.
- Communication of conclusions and recommendations for improvement to all involved throughout the process, with a signed off final report.
- The feedback model will be discussed and planned at the initial meeting to determine everyone's commitment to the evaluation process.

8. Promotion

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

within your organisation(s)	Project updates and outcomes will be featured on agenda at meetings of all organisations involved. Staff will have the opportunity to showcase their skills and learning to peers Monthly newsletters and emails
to industry and other relevant organisations	Presentations at forum , conferences, and industry meetings Website and e-newsletters Promotion at industry events
to the broader VET sector	Presentations at forum , conferences, and industry meetings Website and e-newsletters

9. Project timeframe

Please list project milestones and key dates

Milestone	Key date
Start up workshop	Early mid May
1 st Meeting to develop action plan	By 22 nd May
Action Plan Submitted	20 th May
2 nd Meeting commence project/strategic direction	By 16 th June
3 rd Meeting, working on project outcomes	By 16 th July
4 th Meeting, working on project outcomes	By 11 th August
Engaging VET practitioners forum	Mid August 2008
Mid-term report submitted	19 th August
5 th Meeting, working on project outcomes	15 th September
6 th Final meeting, summation of project	13 th of October
National Forum	Mid November 2008
Final Project report submitted	25 th November
Al aspects of project completed	30 th January 2009