



Project Reference No.	M7- 212
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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 Details of participants in item 11 will only be used in accordance with our privacy policy and will not be published on the website.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

Education Centre Gippsland

1. Convenor's details

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2. Facilitator's details

Preferred facilitator, yet to confirm.

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

ECG's Reframing the Future is focusing on the goal of, innovation in responding to the needs of students, and the emerging skill needs and workforce development requirements of industry and communities. ECG intends to embed new teaching and case management strategies, including ICT into the engagement, support and enhancement of the learning experiences of our diverse client groups. ECG delivers a range of accredited education and training programs across South, West and Central Gippsland, South East Melbourne and the Latrobe Valley. ECG's training programs, case management support services and capacity building programs are aimed at meeting the individual aspirations of adult learners as well as meeting the workforce development needs of employers across the geographic service area. With changes in the nature of work and increasing sophistication in the use of technologies across all industries there is a need to adjust ECG's delivery and communication methods to ensure that we are able to respond effectively to local skills development needs.

4. Project overview (100 words maximum)

Priority area	Diversity - Enhancing practitioners' capabilities to work with an increasing diverse client base, in particular with aboriginal, disability and other equity groups
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In your brief project overview, please describe the specific challenge(s) you will address in this project – posed for your organisation/faculty by the need to support the implementation of a training system that is industry-led, demand-driven and client-focused.

ECG's focus for 2008 is to improve the outcomes for individual learners and clients through the development and implementation of new teaching, learning and case management practices across the organisation. This project will provide the opportunity for review and evaluation of existing practices along with investigation of the practicality and effectiveness of technologies in engaging and facilitating learning for specific, diverse client groups.

5. Project methodology

Please describe how you will facilitate the use of change management methodology.

The use of the selected methodologies is intended to introduce new perspectives on the way that classroom paradigm influences teaching styles, and enable staff to trial newer, more flexible modes of delivery and to explore the potential these modes have on improving learning outcomes for various client groups. Currently ECG has a small number of skilled staff members that are embedding limited e-learning into their practices and work in relative isolation.

ECG has chosen to base its change management on a mix of models – Kotter and Wegner, McDermott and Snyder. This will allow for self and department investigation which will show the need for action. The Wegner, McDermott and Snyder's Communities of Practice allows for cross dissemination of information across a dispersed, siloed organisation. Currently ECG has small numbers of staff members that are embedding limited e-learning into their practices. These staff work independently and often in 'relative isolation' due to ECG's structure and geographic dispersion. Through the Communities of Practice approach, ECG will broaden its current practices enabling staff to work in collaboration to explore new emerging technology concepts. Activities that will occur in this process are:

- Engage key change management facilitator,
- Self evaluation of current teaching and learning methodologies and practices against emerging changes of diverse clients
- IT Skills Audit – Have we got the skills to assist our clients?
- Re-affirm ECG's ICT strategic direction through an all staff workshop
- Develop Communities of Practice which specifically focuses on collaboration, relating to current and potential practices. (Communities of Practice will consist of staff members from each department, who then engage their individual departments into inquiry of their market and cliental) Some meetings will occur through using Live Classroom.
- Community of Practice applies the research into a professional development plan.
- Series of workshops, (The How To...) including; client management of outcomes, ICT and E-Learning practices with an emphasis on sharing knowledge and skills. The professional development is going to be the critical point as this needs to be effective training that will give staff the opportunity to implement skills in a practical manner.
- IT Skills Audit
- Self evaluation of changes to methodologies and practices
- Build operational plan for each department on how all members will embed ICT and E-Learning
- Communities of Practice to become a part of ECG's culture of sharing expertise and experiences.

6. Anticipated outcomes

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

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

- structural and/or cultural modifications to your organisation or faculty
- achievement of the changes to practice, processes or other factors to assist responsiveness, agility and to assist the organisation address the priority area your project is focused upon.

Please discuss your project's anticipated outcomes.

The use of the selected methodology, is intended to introduce new perspectives on the way that the classroom paradigm influences teaching styles. This will enable staff to trial newer, more flexible modes of delivery and to explore the potential these modes have on improving learning outcomes for various client groups.

As a result of this project staff members will be expected to identify, implement and evaluate new or under utilised strategies that have been identified as effective in facilitating outcomes for diverse client groups. The Communities of Practices, will share their new skills with confidence in using the various technologies and practices available. This will then add more relevant and flexibility to teaching and case management practices.

ECG will be able to keep pace with the learning needs of its client groups through an internal cultural change. Staff conversations, networking and meetings will have a natural conversation of sharing of new teaching, and client management strategies. ECG will ensure flexibility and responsiveness in delivery, content and learning environment relevant to the work life experiences of different target groups, e.g. youth at risk, aboriginals, people with a disability, and people seeking employment and people who are in employment and are wanting to up skill.

ECG will become more effective in facilitating relevant outcomes for diverse client groups. A cultural shift of sharing expertise and experience will happen as part of a nature process through Communities of Practice.

7. Evaluation

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

- a) evaluate the participants' learning
- b) evaluate your project's efficiency and effectiveness.

At the beginning of this project a self evaluation of current methodologies and practices along with an IT skills audit will be conducted to identify the degree of alignment of teaching and learning strategies with client outcomes. In addition to identifying gaps in knowledge and skills the self evaluation and audit are intended to provoke the staff to begin thinking about the options that are available. Along side the initial staff workshop will be an opportunity to benchmark against current industry practices. This will allow staff and ECG to establish a clear operational plan with measurable outcomes relating to the uptake of new client focused practices and use of technologies.

The Communities of Practice will provide the forums for staff to analyse the changes in their own practices and the practices of their individual work teams. By conducting structured Community of Practice meetings the project facilitator and convenor will be able to judge the effectiveness of the participants in leading change with their peers and provide support, skills and techniques where necessary. The assessment of uptake will be reported on in relation to ECG's strategic direction.

At the conclusion of the project the number of staff members that are confidently using the technologies will be evident from a post project IT skills audit and the delivery plans for each program. Each department's operational plan will reflect the plans to further embed e-learning into their areas in 2009.

8. Promotion

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

within your organisation(s)	To gain participants the project will be spoken about in the broad context of ECG. This will occur at staff meetings (including department, campus and all staff meetings). ECG's communication board (E-Bulletin), will have short brief updates on the projects progression.
to industry and other relevant organisations	ECG works closely with the local governments in its geographic area including closely with the Baw Baw Shire in the creation of its Learn, Work, Develop strategy, Bass Coast in the implementation of its Education Strategy, Cardinia Shire in the implementation of its Education Strategy. ECG is also a member of Community Colleges Victoria. Our expertise and experience in this project will place ECG in a leading status to inform these partners of the methodologies used and outcomes.
to the broader VET sector	An ECG representative will be able to speak about the Reframing the Future project at both Community Colleges Victoria and the V.E.T. Women's Forum

9. Project timeframe

Please list project milestones and key dates

(Please add rows as required)

Milestone	Key date
Gain Facilitator, Conduct IT Audit, Self Evaluation Completed and Participation from Staff in Workshop One	Mid August
Communities of Practiced formed with key staff drivers identified. Each Communities of Practice complete inquiries into their market, and recommendations made for Workshop Two	Mid September
Series of Workshops – The “How to ...” strategies workshop, completed	End September
Communities of Practices, key staff share knowledge and skills learnt	End October
IT Skills Audit and Self Evaluation	End October
Operational Plan for each department completed, reflecting emphasis on embedding new practices	Mid November