

# TasTAFE

## Staff Update

Issue 7: April 2013

### MESSAGE FROM STEPHEN CONWAY, CEO TasTAFE

Hello to everybody. I hope that you all had a relaxing and peaceful Easter break. I know this time is a significant religious time for many and also a time to refresh and recharge. In our work context, making sure we use these breaks wisely to create that much needed work/life balance is important. My family and I had a wonderful few days and they appreciate my emerging role as a Tasmanian tourist guide – particularly one who pays all of the catering costs!

I went into Easter feeling very positive about the tasks ahead of all of us in TasTAFE. The level of staff engagement during my recent campus visits and optimism from the stakeholders I have been meeting is very pleasing. The positive anticipation about what the change will bring and the focus of building upon the strengths and talent of our staff has resonated strongly.

It seems that people have appreciated hearing directly from me that we all start anew on 1 July and that there will be trust and faith that we will get on with the demands of our roles in a supportive and developmental environment. The plan to increase the emphasis on our people and the culture in which we relate and interact has also been well received.

I'd like again to put on the record the support provided to me by Malcolm White and Paul Murphy, who of course remain in charge of the Tasmanian Polytechnic and Skills Institute until TasTAFE is established.

Some other important and positive milestones that have been achieved, or are soon to be achieved include:

- **TasTAFE BOARD** – The Expression of Interest for membership of the TasTAFE Board has now closed and I will be working with Kathryn Thomas, our Chair, to put forward appropriate recommendations to our Minister on appointments to the Board.
- **TasTAFE INTERIM SENIOR MANAGEMENT GROUP** – I have also recently held my first meeting with the small group of staff who will make up the first TasTAFE interim senior management group.

The interim senior management group initially includes Gail Eaton-Briggs, Kevin Hyland and Maree Gerke, who will work with Leanne McLean (from the VET Review Implementation Team) and I to start setting some priorities. I envisage the senior management group will eventually have around seven senior staff on it.

- **TasTAFE ORGANISATIONAL SUPPORT CENTRE** – I am in the process of setting up an Organisational Support Centre, and from 1 July my office will be located within this centre –along with other important support functions like a 'people and culture' function.

As everyone understands, there is a lot of work to be done in the next 6 months and beyond. Having a Board, a senior management group and Organisational Support, as well as coordinating the output of all staff that will make up TasTAFE's workforce are important elements of our transition.

## STAFF FORUMS – MAY 2013

In May, Stephen will be back to visit each campus. The purpose of this round of visits is to hold interactive forums to discuss in more detail a range of issues including the structure, corporate priorities, and governance arrangements of TasTAFE.

Dates scheduled for these visits are below – further information re rooms and times will be distributed in the next week or so. Feedback from attendees of past forums indicates that people really gained a lot from being present...

Please choose a meeting which suits you and RSVP to [vet.review@education.tas.gov.au](mailto:vet.review@education.tas.gov.au) by the following dates:

- South – 3.00 pm, Thursday, 16 May
- North – 3.00 pm, Thursday, 23 May
- North West – 3.00 pm, Thursday, 23 May

22-23 May : South			
Wednesday, 22 May	9:30am – 11:00am	Clarence Campus	Room A1-16
	11:30am – 1:00pm	Clarence Campus	Room A1-16
	1:30pm – 3:00pm	Bender Drive Campus	Tea room
	3:30pm – 5:00pm	Claremont Campus	Computer lab – Claremont Plumbing
Thursday, 23 May	9:30am – 11:00am	Campbell Street Campus	Room A1-85
	11:30pm – 1:00pm	Campbell Street Campus	Room A1-85
28-29 May : North			
Tuesday, 28 May	9:30am – 11:00am	Alanvale Campus	Meeting Rooms A2-36/37/38
	12:00am – 1:30pm	Alanvale Campus	Meeting Rooms A2-36/37/38
Wednesday, 29 May	9:30am – 11:00am	Launceston Campus	D1-16
	12:00pm – 1:30pm	Launceston Campus	D1-16
30-31 May: North West			
Thursday, 30 May	9:30am – 11:00am	Burnie Campus	Room D1-14
	12:00pm – 1:30pm	Burnie Campus	Room D1-14
	2:30pm – 4:00pm	South Burnie Campus	Room 2
Friday, 31 May	9:30am – 11:00am	Devonport Campus	Room A2-43
	12:00pm – 1:30pm	Devonport Campus	Room A2-43

## MARCH STAFF FORUMS – SUMMARY

Stephen Conway hosted 14 staff forums around the state in March, with around 180 people attending.

The format for forums included a discussion and feedback on the TasTAFE implementation process to date, followed by further discussion and feedback on the principles and features of the proposed organisational design of TasTAFE. Forum attendees were asked to note the positives, negatives and interesting ideas of both issues which in turn guided group discussions.

Feedback on the implementation of TasTAFE so far was generally very positive, with most staff feeling included in the process through consultations and communications such as the regular staff updates.

There was general agreement in most forums that a continuing dialogue with Stephen on important transition issues would be valued by staff.

In discussions around the proposed features and principles of an organisational structure for TasTAFE, a number of issues were raised consistently. Throughout forums, Stephen discussed actions to deal with some of these issues, which are also listed in the table on the following page:

ISSUE	ACTION
The TasTAFE implementation should place an increased emphasis on the people and organisational culture of the organisation.	<ul style="list-style-type: none"> <li>Establish a specific People and Culture function within the organisational structure aimed at consulting with staff, developing a performance management culture and promoting workplace health and safety.</li> </ul>
The TasTAFE organisational structure needs to focus on increasing the emphasis on IT and other areas of corporate services.	<ul style="list-style-type: none"> <li>Fill gaps in corporate services provisions through TasTAFE roles focussed on managing business partner relationship with DoE.</li> <li>Strategically prioritise investments over time to focus less on bricks and mortar and more on people and IT development</li> </ul>
External communications throughout the transition are important as customers may be confused.	<ul style="list-style-type: none"> <li>Develop and distribute a one pager to assist staff in answering questions from clients as to why change has occurred</li> <li>Reinforce the message of “business as usual” from 1 July</li> </ul>
Clearer guidelines and protocols around internal communications including clear roles and responsibilities are required.	<ul style="list-style-type: none"> <li>Establish an email protocol for across the organisation</li> <li>Establish an internal communications protocol detailing when broadcast messages are preferable as opposed to using management structures for communication</li> </ul>
Clear reporting lines and management roles and responsibilities should be enabled through the new structure.	<ul style="list-style-type: none"> <li>Senior Management and Executive will be distributed across campuses.</li> <li>The first point of contact on any issue should be a line manager.</li> </ul>
Clear governance structures and decision making processes will need to accompany any new structure, particularly if roles such as “campus managers” are not included in any structure.	<ul style="list-style-type: none"> <li>Clear governance structures will be set up, clearly outlining roles, responsibilities and decision making processes.</li> <li>Governance structure will include a “Campus Operations Group” for each campus, to be chaired by a senior manager or member of the executive.</li> </ul>
The re-introduction of the Drysdale Brand was received positively by most staff.	<ul style="list-style-type: none"> <li>NA</li> </ul>
Staff appreciated Stephens desire to increase the emphasis and value on administration staff as being central in achieving student outcomes.	<ul style="list-style-type: none"> <li>NA</li> </ul>
Staff would appreciate more detail on what the new structure will actually look like, and the impact this will have on staffing arrangements.	<ul style="list-style-type: none"> <li>Stephen will host another round of forums in May, providing further detail on organisational structure and governance and processes to transition from existing structures, to new structures.</li> </ul>

## IMPLEMENTATION UPDATE

The implementation of the Government’s response to *The Review of the Role and Function of Tasmania’s Public Sector Vocational Education and Training (VET) Providers* (the review) is conducted over three broad phases:

- Phase 1: June-December 2012 – setting the foundation for implementation
- Phase 2: January-June 2013 – transition to the establishment of TasTAFE
- Phase 3: July-early 2014 – settling in TasTAFE and completion of recommendations.

The establishment of TasTAFE has been the focus of phase two of implementation of the VET review. The progress to establish TasTAFE is currently on track.

As at March 2013, 33 of the 57 recommendations made in the review have now been completed or require no further action, with 24 recommendations being actively progressed. You can find a record of this progress in the March 2013 edition of [Tasmania’s Public VET Reform Implementation Plan](#).

Of the 24 recommendations being actively progressed, 10 directly relate to the establishment of TasTAFE. These recommendations form the focus of attention until 1 July.

The recommendations and responsible workgroups include:

- Recommendation 7 – (Skills Institute/Polytechnic Issues Group)
- Recommendation 20 – (Student management system - IT workgroup)
- Recommendations 12, 14, 15, 49, 16, 18, 19 – (Organisational Design workgroup – now with CEO)
- Recommendation 11 – (TasTAFE Board selection panel).

We're on track towards the establishment of TasTAFE because of a lot of goodwill, a lot of hard work from volunteers in workgroups, and staying focussed on the implementation plan.

If you have any other questions about the implementation plan, please don't hesitate to contact [vetreview@education.tas.gov.au](mailto:vetreview@education.tas.gov.au).

## WORKING GROUP UPDATES

As we move through the first half of 2013 and towards the establishment of TasTAFE, the activity of some workgroups will come to an end, some will increase, and others will continue within the new organisation.

### Organisational Design

Members of the four teams involved in the Organisational Design Workgroup met on 4 March to hear from Stephen Conway his views about a future organisational design for TasTAFE. The Organisational Design workgroup has now completed its work and Stephen has written to the members thanking them for their work.

Since that time Stephen has completed another statewide visit of campuses to meet with staff in forums and discuss those views about organisational design. Stephen will be back again in May to meet staff to discuss organisational design in more detail.

### Legislation

The Training and Workforce Development Bill passed the House of Assembly without amendment on 21 March. You can read the Minister's Parliamentary speech that helps to explain this legislation by downloading the [Second Reading Speech](#).

For TasTAFE, the legislation hinges on a single clause: "*The Tasmanian Polytechnic and the Tasmanian Skills Institute are merged and continued as TasTAFE*". This simple but powerful clause ensures a seamless transition to TasTAFE, which means that Tasmanian Polytechnic and Skills Institute staff will automatically become TasTAFE staff on 1 July. Courses, programs and services will also continue without disruption for students and employers as planned for 2013.

The next step in the passage of legislation for the Training and Workforce Development Bill is for it to be considered in the Legislative Council. Depending on the workload in the Legislative Council, this could happen as early as this week or in a May Sitting.

### Union Consultative Committee

The Union Consultative Committee met on 8 March, with a particular interest in discussing next steps with organisational design and staffing for TasTAFE.

The final draft of the Training and Workforce Development Bill, and the pivotal clause that '*The Tasmanian Polytechnic and the Tasmanian Skills Institute are merged and continued as TasTAFE*' provides for no radical change in organisational design and staffing at 1 July, and instead leaves the second half of 2013 as a transition period to a fresh start in 2014.

This period coincides with negotiation over a new Award agreement, and provides the necessary time so that fruitful discussion can occur. All parties are open to discussion and negotiation.

## Teacher Registration

As advised in the last TasTAFE Staff Update, a series of statewide campus visits and information sessions will be held by the TRB to outline the registration process and what documentation you need to have for your registration.

In the second part of 2013, information will be provided via the TasTAFE Staff Update on how to lodge your registration application. Additional information sessions will be held as required.

Remember, TSI teaching staff will not need to be registered until 1 January 2014 – this means that there will be plenty of time and support for everyone to complete their registration process by the end of 2013.

*\*Please note that registration information on the TRB website currently relates to teachers who are undertaking the registration process for this year. Specific information for TasTAFE staff will be made available once the current registration period finishes.*

## TasTAFE Branding and Communication

A number of staff across both organisations have been involved in progressing the branding and communications work for TasTAFE. Outcomes from this work include:

- **Visual identity** – the visual identity branding for TasTAFE has now been finalised and work is being undertaken to develop a style guide for staff to assist in the implementation of the brand.

TasTAFE will be a sub brand of the Tasmanian Government, and as such, will need to comply with the requirements of the *Whole of Government Communications Policy* and subsequent *Tasmanian Government Style Guide and Logo Policy*.

A toolkit for staff consisting of the TasTAFE Style Guide, an overview of the style requirements, logos in various file formats and a range of templates is being developed so that staff can begin to rebrand documents and resources in-house.

Further information on the toolkit will be available in the next Staff Update. In the meantime, if you have any questions or concerns about the new brand, please contact [vetreview@education.tas.gov.au](mailto:vetreview@education.tas.gov.au)

- **Branding audit** – the branding audit is well underway, with staff from both organisations working hard to identify materials, forms and other collateral that needs rebranding with TasTAFE.

As part of the registration compliance requirements for ASQA, it is important that instances of the TSI and Poly brand being visible in the public space post- 1 July are limited.

A master sheet of branding priorities has been developed to ensure the majority of TSI/Poly branded items are replaced by 1 July. Temporary solutions are being developed for teaching and learning resources and internal signage to assist in keeping rebranding costs low.

Further information on the timeframes around rebranding, including a grace period for low priority TSI/Poly branded items and a final date will be available in the next Staff Update.

- **Internet/intranet** – a sub-group has been established to work on the development of the TasTAFE public facing website, involving staff from both the TSI and Poly, and ITS.

A draft navigational structure has been developed and members of the internet sub-group have taken responsibility for specific areas of the new site to coordinate the review and development of content. Working group members are working with staff in each organisation across all areas to review current content and develop new information that has a TasTAFE focus.

Work has also begun on merging the two course information systems so that TasTAFE clients and students will have a single search point for course information on the new website.

Preliminary discussions have been held in relation to the development of an intranet portal to bring together key information for TasTAFE staff as well as links to Phoenix and Findit, until the full redevelopment of the intranet can take place.

- **Signage** – the request for tender for the provision and installation of external TasTAFE signage was advertised in each of the three regional papers on 23 March 2013. Site visits across the state were offered to all interested parties to enable tenderers to get a feel of the size and complexity of the job. The closing date for tenders is 24 April.

## Teaching Learning and Assessment

Late in February, the TLA Group met with Stephen and a number of elements of past work were endorsed and/or future direction was provided. Key points are:

- **e-learning** – Communities of Practice will shortly be established by Kim Foss.
- **Quality Management System** – the 9-element Quality Management System was endorsed. There have been some changes to the membership of the Quality subgroup who have now commenced developing the associated policy, procedures and guidelines. Thanks to Rosemary Lyne and Jhodi Yovich for their previous significant contributions and welcome to Andrew Mellas, Lisa Baonza and Angela Kaufman.
- **Student support** – three concepts were provided for consideration by Stephen
- **ASQA General Direction: Retention of Student Assessment Items** – a group, led by Anne Blythman and Jon Grant, consisting of Skills Institute, Polytechnic and DoE IT staff has been established to look specifically at associated storage matters.
- **Enrolment and transition** – the group has concluded and any outstanding issues handed to the QL-S Working Group

The TLA group has retained responsibility for some of the continuing registration tasks include the development of a Scope of Registration policy and procedure. This work is being led by Michael Higgins.

## IT

Key IT resources for Polytechnic and TSI staff are:

1. **Corporate Applications** are now available. A list of the most common [Corporate Applications](#) are available for staff on the Intranet (can be used as shortcuts).
2. **Directory Service** – staff and student user account details are available for Polytechnic and TSI staff to view in the [directory service](#) and this also provides sessional student lists at each campus and the ability to email students.
3. **Student user accounts** are able to be managed by all Polytechnic and TSI staff using [vKey](#). Staff are able to access vKey training by contacting their local IT Support staff.
4. **Student email** is now available and uses Internet Explorer at: <https://mail.education.tas.gov.au>

Please note that Polytechnic and TSI staff who cannot find teaching resources or require additional software should log a request into the [IT Helpdesk](#). These requests are handled by local IT Support staff.

Polytechnic and TSI staff should also log any general IT requests via the [IT Helpdesk](#), this includes any issues that they cannot resolve in relation to student accounts using vKey. Students are not to contact the IT Helpdesk directly.

## QL-S Operations Working Group

The QL-S Operations Working Group is currently working on a draft of the TasTAFE enrolment form along with the Enrolment, Resulting and Fee and Levies Policies and Procedures. The group is meeting again shortly to discuss the drafts in detail.

An information day on VET Fee Help was held with Skills Tasmania and the Commonwealth on 15 March. Several members of the QL-S Operations Working Group attended the session along with representatives from the Tasmanian Polytechnic and Skills Tasmanian Institute. There were several presenters from the Department of Industry, Innovation, Science, Research and Territory Education (DIISRTE) and the Department of Education, Employment and Workplace Relations (DEEWR) who spoke on the introduction of VET Fee Help, along with how the VET Fee Help loan scheme works and the data collection and reporting requirements.

A meeting is scheduled for early May with Skills Tasmania and key stakeholders to discuss the implementation of VET Fee Help in Tasmania and to determine in more detail what the impact and requirements are.

## The future of QLS (student management system)

A business case is being prepared to acquire funding for a replacement Student Management System. A request for information is being prepared to gain information about potential replacement systems that are available in the market. If the business case is successful it is envisioned a project will be established toward the end of next year to begin a QLS replacement.

## VET Finance

Progress remains on track for the first part of the financial transition at the start of July. While a 'business as usual' approach will underpin the transition, the behind the scenes work that will be necessary to keep business systems operating under the new Tas TAFE banner are planned and are being worked on.

Budget plans for 2013-14 are also progressing well. In the first instance, the completion of the 2013 year will be based principally on Polytechnic and Skills Institute budget plans that are already in place for the 2013 training year. During the second half of 2013 the changes that are necessary to the existing budget view will be resolved in order to establish a 2014 operating budget that is based on TasTAFE's new business model.

## HR and Work, Health and Safety

The HR workgroup was to be established with an expectation that there would be significant change in the transition from the Tasmanian Polytechnic and Skills Institute to TasTAFE.

This is no longer the case given the way in which the legislation has been drafted using the 'merged and continued' clause. Although HR issues will continue to arise as they would in any workplace, there is no need to establish the HR workgroup for the transition to TasTAFE, but a consultative group with union and staff representation will be put in place following the establishment of TasTAFE.

However, Work, Health and Safety remains a critical issue for the Tasmanian Polytechnic and Skills Institute. A draft, single, unified policy and procedures manual is currently in development. This draft manual will be used in staff consultation during May, leading to an education program in the following months. The aim is for a Work, Health and Safety policy procedures manual to be ready for implementation on 1 July with the expected establishment of TasTAFE. A key priority for a future TasTAFE senior management team will be to incorporate the harmonised policy and procedures manual into an overarching management plan on Work, Health and Safety.

If you have any questions or would like to contribute information or feedback to any of the working groups, please email [vetreview@education.tas.gov.au](mailto:vetreview@education.tas.gov.au) and the implementation team will forward your comments to the relevant working group for discussion.

## LINKS

- **[Launch of the Drysdale brand](#)** – Media release  
available at: <http://tased-media-releases.blogspot.com.au/2013/03/tastafe-introduces-drysdale-sub-brand.html>
- **[Second reading speech](#)**  
available at: <https://www.education.tas.gov.au/documentcentre/Documents/TasTAFE-second-reading-speech.pdf>
- **[Public VET Reform Implementation Plan](#)** – March 2013  
available at: <https://www.education.tas.gov.au/documentcentre/Documents/Tasmanias-Public-VET-Reform-Implementation-Plan-March-2013.pdf>

## PROJECT TIMELINES

The following table provides a summary of the key stages of the project mapped across 2013. Please note that whilst some of the dates shown below are fixed deadlines, others are target dates and may change in the future.

2013								
FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
Visual identity finalised								
Organisational design finalised								
Work commences on asset management								
Legislation passed through Parliament								
Enrolments and transitions finalised								
Final testing of IT systems								
						TasTAFE enrolments		
						Policy settings received from Minister		
						Work commences on TasTAFE corporate plan		

## Skills for Work Program

Behind the scenes and hand-in-hand with the implementation of TasTAFE sits the national skills reform program. The Skills for Work Program is the Tasmanian government's response to the national reform agenda and the Simmons' Review.

The Skills for Work Program is guided by the Council of Australian Governments (COAG) National Partnership Agreement on Skills Reform (NPSR) signed on 13 April 2012. It is also informed by Tasmanian-specific reforms in response to the Simmons' Review, supporting Tasmanian policy objectives and special features of our training system.

The National Partnership is federally funded and worth \$39.1 million of training funds to Tasmania, directly linked to reform over five years. The detail of implementation, targets and payments that govern what happens to the \$39 million is detailed in the Implementation Plan (IP) - a bilateral agreement between the Commonwealth and Tasmania. TasTAFE was at the forefront of considerations for negotiating Tasmania's Implementation Plan.

The NPSR is guided by four themes: quality, access and equity, efficiency and transparency.

The quality theme includes reforms to deliver learning experiences and qualifications that are relevant to individuals, employers and industry through the introduction of an Endorsed RTO Model and Independent Validation of RTO Assessment.

Access and Equity includes reforms to provide greater opportunities for participation in education and training such as the establishment of a National Training Entitlement and Income Contingent Loans (ICLs) through the VET FEE-HELP assistance scheme.

Efficiency includes reforms which are responsive to the needs of students, employers and industry such as Government to Government information Exchange and focuses on the importance of supporting public providers such as TasTAFE to operate effectively in the training market.

Transparency projects include reforms to enable better understanding of the VET activity that is happening in each jurisdiction through improvements to the collection and flow of data within the training system and the establishment of MySkills website – [www.myskills.gov.au](http://www.myskills.gov.au)

More information on the specific projects under the Skills for Work Reform Program and how they will benefit TasTAFE clients and support a successful and strong TasTAFE will be outlined in the coming months.