



Detailed Curriculum Vitae: Marcus Stuart Bowles

PERSONAL DETAILS

- Formal Qualifications:** Ph.D. in technology change and innovation; completed at the University of Tasmania and supervised by Professor Harry Gelber (University of Tasmania and MIT), marked by Professor R.V. Bruce (Harvard University), Professor D. Fleming (Harvard University/MIT) and Dr R.C. Thompson (ADFA/University of NSW) (1991).
- M.Ed. on capability-based management development, training and assessment (1996).
- M.A. qualified on technology and organisational design (1989).
- B.A. (Hons) Second Class Division A in public sector management and innovation policy systems. Completed at the Royal Military College Duntroon, University of Melbourne and University of Tasmania.
- Professional Training:** Certificate IV Workplace Training and Assessment (TAE upgraded 2010); Diploma of Business (Frontline Management) (1998); Diploma of Training and Assessment Systems (1999).
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- Current Positions:** Chairperson, Institute for Working Futures Pty Ltd (*abn: 22 054 466 769*)
- Director, Huon Institute Bowles Family Trust Pty Ltd (*abn: 79 349 827 985*)
- Adjunct A/Professor, Learning leadership and future of industry learning, University of Tasmania
- DoB:** 11 October 1962
- Marital Status:** Married (with two daughters and a son)

1. PROFILE A/PROFESSOR MARCUS STUART BOWLES

Ph.D., M.Ed., B.A. (Hons)

CertIV TAE, Dip.TAS (FAIM, FCILT, FAHRI; FACS, AIMIA)

Marcus Bowles is cofounder of the Institute for Working Futures Pty (Working Futures™), a leading consultancy and research company that assists organisations and regions respond to disruptive change and develop the leadership, workforce and learning capabilities required to succeed.

Marcus is passionate about assisting enterprises, peak professional bodies, policy makers and educational providers assess their futures, refine organisational design and frame the leadership, people capability frameworks and technology systems required to accelerate the transfer of innovation, knowledge and learning.

With over 250 corporate engagements in 20 years Marcus has worked with many of the ASX top 20 and Forbes 500 companies. Clients that include Commonwealth Bank of Australia, SingTel Optus, Qantas Airways Ltd, BHP Billiton, Visionstream, St George, Westpac, Telstra, Woolworths, Shell, Santos, Simplot, SGS International, Siemens, Vodafone, MAIB, Coffee International, Seven Network, and Sony-Ericsson Australia. Non-private sector clients have included international standards and accreditation bodies; an array of the best know professional associations; regional development and health boards; international, national and state government bodies in all sectors of Australia and in support of reforms in New Zealand, South Africa, Malaysia, Indonesia and Singapore. Recent consultancies have included:

- Breakthrough global professional capability standards and credential system for DeakinDigital in conjunction with international research partners (including IBM and Cisco).
- An innovative retained organisation model between Optus and Visionstream.
- The Leadership and Management for the Information Age Framework.
- Review, audit and renewal of a national assessment model and system for Engineers Australia.
- Dual sector (VET and higher education) post graduate rapid innovation and change programme for Agrifood industry leaders.
- A national review of the early release National Broadband Network sites and review the impact on business skills.
- Devise an national ICT skills framework and related businesses and leadership skill needs (eSkills)
- Develop a Future Leadership Capabilities Framework to underpin agility at SingTel Optus.
- National workforce planning including for the ICT, insurance and maritime industry.

- Foresighting in three national industries seeking to transform and seize opportunities in the digital economy.
- Santos and Petronas organisational and skills alignment.
- Major review of technology and people systems at Qantas.

Marcus also works with and within major universities to package domestic and international education pathways and to lead research projects. His focus is on developing technology to improve capability; with particular regard to learning and people management systems, value streams, open educational resources, and mobile and distributed technologies.

Marcus sees technology as an enabler, not a barrier. His research has been responsible for many significant breakthrough business models and technology solutions in learning and HR.

- 1991-97: first learning and performance management system with a competency database and skills recognition service called S-BPALS™ that later became Entity™ and then the Smartbureau™.
- 2001 to 2006: In cooperative arrangements with Channel 7, Cisco, GLC and C&W Optus precursors to MOOCs and on-demand cloud learning services spanning all qualification levels were launched as Multiversity™ and 42Digital.
- 2002 to 2004: Marcus concurrently led research into the future of e-learning at the Knowledge Centre (a joint Commonwealth Bank of Australia, University of Tasmania and international partnership).
- 2004 to 2013: Numerous applications were spun off including the first MSOffice to SCORM learning content and assessment authoring and conversion tool (Lersus™); the online assessment, recognition and reporting tool (Redink™); the first internationally compliant QTI 2.0 mobile assessment authoring and reporting tools that won the IMS [gold medal](#) in 2010; multi-media e-books (that led to Kitaboo); and an open architecture national knowledge sharing and learning portal for the transport and logistics industry (TILIS).

Marcus' academic background includes a Ph.D. on technology change and innovation and a later Masters of Education. He is also an author; public commentator; speaker at schools and professional associations on the future of work and learning; and educator lecturing on select post-graduate courses. He holds and has held offices such as on national business and industry committees, editorial boards of international journals, private educational boards and compliance bodies, faculty and research fellow positions at Australian universities, and membership of senior public and private boards as both a chairman and member.

2. REFEREES

Tony Wilks

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Anne Rutter

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(previously head Learning and OD at Optus and Qantas)

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3. WORK EXPERIENCE

Researcher, Professional Capability Standards, DeakinDigital, Deakin University	2014+
Adjunct Assoc. Professor Industry Training and Research, University of Tasmania	2013+
Principal Research Fellow, Digital Economy and Regional Futures project, Australian Maritime College, University of Tasmania*	2010-2011
Industry Ambassador, Innovation and Business Skills Australia*	2009-2010
Head of Skillworks Leadership and Management Virtual Academy project, Melbourne/Adelaide*	2005-2010
Head of the Transport Integrated Logistics and Information System Project, Transport and Logistics Centre, Sydney*	2005-2007
Head Researcher, Learning to Elearn Project, UNITAS Knowledge Centre (Commercial arm of the University of Tasmania) and Commonwealth Bank of Australia*	2003-2004
Chief adviser, Tasmanian and Australian Electronic Commerce Centre*	2002-2003
Honorary Research Fellow at the Centre for Research and Learning in Regional Australia, University of Tasmania.	2000-2001
Director Multiversity Pty. Ltd. and 42Digital Pty. Ltd. satellite education company with GLC, Channel 7 and Optus.*	2000-2002
Lecturer Consortium of Australian Management Schools in Woolworths MBA program, (author of key units and lectured for University of Tasmania and Adelaide Graduate School of Management)*	1996-7
MD & Chair, The Institute for Working Futures Pty. Ltd.	1994-current
Co-founder Centre for Working Futures Pty. Ltd.	1991-1993
Visiting lecturer in MBA program (Quality Systems and Leadership Communication) for the Australian Graduate School of Management (in Sydney) and Consortium of Australian Management*	1992-94 & 1996
Consultant, Commonwealth State and Territory Vocational Education and Training Advisory Council- Working Party on Mutual Recognition	1991-92
Policy Adviser, Department of Premier and Cabinet, HR Directorate. Adviser on national training reform and restructure of the Tasmanian Public Sector.	1990-91
CEO, Tasmanian Herd Improvement Organisation	1989-90
Executive Officer of the Tasmanian Dairy Industry Board	1988-89
Lectured in Public Administration (Management); University of Tasmania (while Ph.D. candidate)	1986-88, 1990
Human Resource Officer –Health Improvement Commission, Canberra	1986
Australian Department of Defence, Misc.- Graduate Recruit, Procurement Officer, Project Officer Defence Materials Organisation	1986
Trainee Manager – Roger David, Melbourne	1984
Officer Cadet Royal Military College, Australian Department of Defence	1980-83

* Concurrently while Director or Chair of the Institute for Working Futures Pty. Ltd.

4. APPOINTMENTS

Current:

- Member, International Centre for Learning Innovation Board
- Member, Strategic Initiatives Group, AMC, University of Tasmania
- Chair, Institute for Working Futures P/L.

Previous:

- Member, Telework Leadership and Management Advisory National Committee (DBCDE)
- Member, Strategic Initiative Unit, Advisory Board on ICT trends, Australian Computer Society
- Member, Editorial Board for Impact, the Journal of Applied Research in Workplace E-learning
- Chair, Quality Assurance Panel for the national Voc. Grad. Cert. Management (Leadership)
- Co-editor, editor, Australian Journal of Maritime and Ocean Affairs
- Member, Australian Maritime College Research Committee
- Editorial review panel Association for Human Resources International
- Chair, Leadership and Management Virtual Academy Project Steering Group
- National Project Reference Group ICT Skills (Aust)
- Industry Ambassador/ Industry Advisor, Innovation and Business Skills Australia (Aust)
- Funding committee Centre for Research and Learning in Regional Australia (TAS)
- Chair, Board of Billy Blue School of Graphic Design (NSW)
- Chair, Bachelor of Applied Management Quality Assurance Board (SA)
- Member, Board of William Blue School of Hotel Management (NSW)
- Chair, Australian Training Management Quality Assurance Committee (WA)
- Member, Multimedia Victoria e-commerce for small business project advisory panel (VIC)
- Chair, Tasmanian Heard Improvement Organisation Board (TAS)
- Member and Executive Officer, Tasmania Dairy Industry Advisory Board (TAS)
- Member Tasmania Procurement Advisory Board (TAS)
- Member Australian/Tasmanian Electronic Commerce Education Committee (TAS)

5. WORK HISTORY

For a list of clients, consultancy services and references under each service area visit Dr Bowles' website <http://marcbowles.com>

Consultancy and research - Strategic futures, systems and education projects

Project	Client/ Sponsor	Short Description	Time-frame
Adviser Competency Framework	Macquarie Bank/ DeakinPrime	Develop competencies and assessments descriptors and an interview guide for Advisers	Feb-Current 2015
Business model for a global leadership institute	Smart Academy	Develop and advise on business model for Asia-Pacific leadership institute specialising in intensive CPD for Asian leaders	Nov. 2014-Current
Leadership Capability Assessment Framework	Amalgamation - Visionstream/ Optus	Establish a methodology to convert operational Charter into leadership capabilities with assessable criteria	Jan.-Feb. 2014
Review Chartered Assessment Process	Engineers Australia/ DeakinPrime	Review, offer best practice options and confirm revised competency assessment method and process for chartered membership level	Oct-Nov. 2014
Future of Work-Research & Publication	Huon Institute & Knowledge Patterns	Research and confirm the nature of changes affecting work and the impact on job design, employment conditions and education	June. 2014-current
ICT Futures in Tasmania	Australian Computer Society	Research and confirm critical regional workforce data for the ICT industry in Tasmania	Jan. 2014-current
Professional Capability Standards	DeakinDigital	Advice on Business Model and develop capability framework and assessment instruments for Deakin	June-Nov. 2014
Change capability role profiling and development guides	Transport NSW, Change and OD cluster	Advice and develop capability development guides for major change roles in Transport across NSW Government.	Jan. -June 2014
Support profiling and national workforce planning in the ICT industry	Australian Computer Society	Assist in the design, delivery and interface with clients to use MySFIA to correctly profile and plan ICT worked development in the industry and for clients	Jan. 2014-current
Organisational design and people performance systems review	REST	In support of Ignite Performance review, develop and provide implementation guidance to REST development of high performance people systems.	Jan.-July 2014
Curricula and online platform design concept	Smart Academy	Develop an integrated curricula and instructional design for online delivery for international students undertaking leadership and real estate study.	Jan. 2014
Customer service behaviours to reinforce coaching focus	SingTel Optus	Develop LOV capabilities and enabling behaviours. Develop a coaching guide to enable rollout across in country and overseas call centres for agents and leaders.	June-Sept. 2013
Networks Technical Capability Framework	SingTel Optus	Identify, validate and develop a dictionary for technical competencies associated with Network operations at Optus.	May-July 2013
Organisational Design and Capability Realignment	NSW Government Telecommunications Authority	Establish an optimal structure and redesign jobs and enabling competencies for all roles. Model used to become	May-June 2013
Project Cortez	SingTel Optus	Support tender review workshops and finalisation of the retained organisation to manage mobile infrastructure build and maintenance.	May 2013-Dec. 2013
Supply chain cluster strategy and lean manufacturing	UTAS, Enterprise Connect & Productivity Improvers	Project involves designing and providing learning and policy support to a cluster of manufacturing firms in NW Tasmania. The supply chain has been mapped and learning pathways have to be designed to satisfy workforce development needs.	June 2013-Current

Project	Client/ Sponsor	Short Description	Time-frame
Develop an integrated ICT Body of Knowledge	ACS	Working within the Seoul Accord agreement and SFIA develop a seven level ICT capability framework (Body of Knowledge)	Nov.2012-Feb.2013
Foresighting research	IBSA	Investigating the possible futures the NBN may bring and the skill or infrastructure requirements for Printing and Insurance Broking industries	May-June 2012
Optus Digital Futures Capability project	SingTel Optus	Develop, validate and implement capability model to build capabilities and enabling systems that can underpin organisation drive for agility and new futures. Assist roll out and cross-validation of competencies and capabilities in Networks, Technology & Products and other Divisions.	Sept. 2011-Current
Digital Economy & Regional Futures project	AMC, UTas, Misc. enterprises	Research project with multiple projects associated with application of digital technologies to advance regional businesses and communities (www.derf.com.au).	Jan. 2010-Current
Implementation approach for Transformational Leadership Capability Framework	NZ Health, CDHB	Develop pilot for the TL Capability model and develop talent and potential assessment tools	Feb. 2010-Sept. 2011
Develop national ICT Capability Framework and workforce development model	IBSA, Santos, Caltex, ACS	Confirm model and development planning framework for the ICT industry. Link capabilities and model to the international Skills for the Information Age (SFIA).	Jan. 2010-Feb. 2010
Systems and process review of core HR Systems	Coffee International	Consultancy to review international construction and aid enterprise systems and confirm people and knowledge management system	Jan. 2010-May 2010
Stage 1 review of the National ICT Training Package and industry skill trends & parallel review of Digital Games Industry	Innovation and Business Skills Australia	National consultation, research and review ICT skills and future needs given identified trends	Sept. 2009 – Dec 2009
National review of the telecommunications industry	Innovation and Business Skills Australia	Review the workforce structure of the telecommunications industry and determine the impact of the National Broadband Network	April 2009
Transformational Leadership Capability Framework and workforce development model	Canterbury District Health Board	Configure and run Working Futures™ TL Capabilities and development Model in NZ Health, Pilot CDHB	March 2009-Current
Leadership and Workplace Training for IT, Transport and Education	Hunter Institute of TAFE, NSW	Establish collaborative partnership to provide RPL and virtual learning to specific market niches for corporate e-learning	Feb. 2009 - current
Responsible Investment Virtual Academy	Responsible Investment Association of Australasia	Report on possible technology and partnerships for a government funded vocational Diploma to Graduate Academy that will partner UN and international bodies.	April 2009
Development of commercial competencies	Santos	Develop, author and align to qualifications competencies for the Commercial discipline at Santos	Feb. 2009 - March 2009
Investigative research report into ICT adoption by young people and the flexible packaging of Training Packages	Innovation and Business Skills Australia (IBSA)- NQC-COAG JSC	Research and report on the engagement of young people in ICT and how this affects the design and packaging of learning and Training Packages.	February 2009
Development of Project Management competencies	Santos	Develop, author and align to qualifications competencies for the projects discipline at Santos	Jan. 2008-March 2009

Project	Client/ Sponsor	Short Description	Time-frame
Development of legal competencies	Santos	Develop, author and align to qualifications competencies for the corporate and commercial legal unit at Santos	Jan. 2008-Feb. 2009
Transport and Trade Virtual College	Transport and Logistics Centre; University of Tasmania (AMC)	Roll e-learning and learning infrastructure research completed into formation of e-market for free content for transport and logistics. Link architecture build to TILIS project	June 2008-Dec. 2008
Industry ambassador promoting Innovation and Business Skills Australia	Innovation and Business Skills Australia (IBSA)	Act as industry ambassador building relationships with large employers that will facilitate Productivity Places Program needs identification, national reporting and implementation in business, management, education, finance and creative-cultural industries	May 2008-Jan 2009
Company-wide capability and technical competency frameworks	Santos	Assist refine and author Santos Competencies and functional competencies in key discipline areas	Feb 2008-Dec. 2008
Career framework	St George Bank	Design and develop a career framework and align to national qualifications with government initiatives and RTOs	Jan 2008-March 2008
Desktop information gathering, collation and analysis of industries and occupations under IBSA coverage	Innovation and Business Skills Australia (IBSA)	Research project to identify, confirm and analyse data relating to the current status and trends in the Australian labour market. The prime focus being on industries and related occupations under IBSA's coverage as an Industry Skills Council.	Dec 07-Jan 2008
Skillworks™ content exchange	Ascari & Working Futures	Design and develop a business case and enabling technology required to run a capability and assessment exchange	Nov. 07-Jan 2008
National Virtual Transport and Logistic College	TALC	Examine and assist design virtual infrastructure and business partnerships for virtual college. Structure recognition and RTO supply systems	8 Oct. 07-Current
Major training review and situational analysis	Mater Health Care	Undertake a site visit, interviews and situational analysis of the current training, education, learning and development at Mater Health Care	Aug. 07-Dec. 07
Development of an integrated Human Resource Information management System	Santos	Review the existing business needs, functional requirements and assist shape technical specification for a HRD IT system	Aug.-Sept 07
Competency analysis and traineeship systems (Logistics, Catering, Airports)	Qantas	Profile workforce competencies and align and assist design national qualifications, traineeships, process maps and courseware.	June. 07-Aug. 07
Training Review	Santos Ltd	Three part review: (a) Review RTO model, approach and audit government funding; (b) Review and model integrated Santos accreditation, recognition and qualification framework for all workers in all locations; and (c) Develop an e-learning strategy (including review existing HR IT integration)	Feb. - March 2007
Competency analysis and training design process	Qantas - Flight Catering Ltd	Identify process methodology and tools to complete competency analysis and	March-April 2007
Pilot national web gateway model and technology	Transport and Logistics Centre (TALC)	Implement pilot version of transport and logistics web gateway and move model to commercial partnerships	Dec 2006-July 2007
Training expenditure review	Qantas	Identify, confirm and review existing training expenditure (Group-wide). Support process and report outcomes. Consolidate RTO preferred providers.	July-August 2006
Situational analysis for the Qantas Skills and Capability Framework	Qantas	Complete group-wide review for Organisation Efficiency and Management Development Division on the development of capabilities to match improved business processes and compliance regimes	February 2006 –Dec. 2006

Project	Client/ Sponsor	Short Description	Time-frame
Establish e-learning testbed 2006 'uni-in-a-box'	UXELS, NCI Insurance	Develop a testbed of end-to-end e-learning technologies compatible with .NET environment. Enrol partners and establish vendor supply relationships.	Jan. 2006-March 2007
Competency analysis and identification	KPMG and Retail Industry Singapore	Establish process and methodology for national competency systems for retail industry in Singapore	July 2005
Workforce planning and competency systems for ICT industry	KPMG and WDA Singapore	Establish process and methodology for national competency systems for ICT industry in Singapore	Jan-June 2005
Lersus-Redoit™ solution	Huon Institute, Delphi Software Germany	Develop converter for taking MSOffice developed files to SCORM and IMS packaging and post to LMS or Web. Develop authoring into SCORM 2004 and QTI 2.0 options. Develop various XHTML/CSS templates for mobility and accessibility (W3C).	February 2005-July 2007
Develop Question & Testing Interoperability (QTI) rendering tool	UXels Aust. Flexible Learning Framework	Design and provide IP and project management support for development of QTI mobile player.	March – December 2004
Develop a design specification and project manage national capability plan and career, knowledge and learning gateway.	Transport and Logistics Centre of Excellence (NSW and Australia)	Implementation of integrated Transport and Logistics Information & Learning System (TILIS) hub. Design e-commerce and system requirements, complete national industry consultation, and implement design requirements for a new national gateway to coordinate and enable capability growth through education and training in the Transport and Logistics industry of Australia.	Sept – Oct 2004, & Sept 2005-Dec 2006
Strategic review of third party provided, fully outsourced e-learning supply chain	UXels	Review and build business case for completely outsourced e-learning supply chain (including RTO, quality, ICT and services provision)	Oct 2004-Current
Industry Skills Report	DEST, Innovation & Business Skills Australia	Complete a full industry skills report for six of Australia's largest industry sectors clustered under IBSA	Dec 2004-ongoing
Bank-wide Learning and Development Framework	Commonwealth Bank of Australia	Implementation of integrated curriculum, learning, development and management systems for CBA operations.	May -August 2004
CPA Australia E-learning System implementation	CPA Australia	Scope, assist select and implement across CPA Australia IT systems and business processes an E-learning System for 120,000 members globally	July 2004-Jan. 05
Bank-wide Learning and Development Framework	Commonwealth Bank of Australia	Implementation of integrated curriculum, learning, development and management systems for CBA operations.	May -August 2004
CPA Australia E-learning System implementation	CPA Australia	Scope, assist select and implement across CPA Australia IT systems and business processes an E-learning System for 120,000 members globally	July 2004-Jan. 05
E-learning project	CPA Australia	Strategic review and selection of 'end to end' second generation e-learning systems within CPA Australia global education and professional development business units	May 2003-June 2004
802.16 Wireless as regional enabler	Intelitec and HIB	Research and analysis project leading to field test. Included use of RFID and mobile devices.	Feb. 2004-Dec. 04
<i>Learning to Elearn</i> , global review of Elearning and Knowledge Transfer	Commonwealth Bank, UniTas, Tasmanian Government	Research and determine improved models for using elearning to transfer knowledge in order to achieve desired transformations for bank customers and staff. Includes business needs identification and strategy for CommBank and regional development.	September 2002 to January 2004
Review of Telehealth Tasmanian Network project	Dept. of Health and Human Services (Tasmania) & DOCITA	Review and report to DICITA and DHHS on TTN 5 year, \$5.59m project to connect regions to broadband networks	Aug. 2003-January 2004

Project	Client/ Sponsor	Short Description	Time-frame
Regional broadband network technology and initial business case (eSat)	Doherty Hotels Pty Ltd	Establishment of two-way, high speed satellite, wireless and terrestrial integrated infrastructure and business case for company to distribute.	May 2002 to May 2003
Industry ICT & Cluster Development	Aust. Elec. Commerce Centre, Doherty Hotels Pty Ltd	Regional, industry and community development strategy based on a sustainable regional satellite broadband and learning community. Involved building 13 satellite hubs for e-business and digital heritage assets management.	May 2002 to July 2002
Community of Practice for Flexible and Responsive Education in NE Tasmania	Tasmanian Department of Education and ANTA	Provided process, modelled and coordinated community of practice (learning community sub-set) for the region.	May 2002 to February 2003
Audit of EC and ICT Training in Victoria	Multimedia Victoria	Researched, reviewed and reported on all training e-commerce training providers and the courses/programs/assessment/services available in Victoria for SMEs. Also audited and reported on drivers and needs of SMEs for EC and IT training. Completed match and report on fit between supply and demand in EC learning market, at all levels of qualifications.	March 2002 to June 2002
Satellite and Integrated Supply Chain Improvement	Australian Weaving Mills	Integrated process and quality improvement projects and enhanced supply chain efficiency and vendor-managed inventory through integrated ICT & learning and assessment strategies. Built adult learning frameworks that link with schools in community (Devonport, Tasmania).	February 2002 to May 2002
E-Industry Advantage Program	TECC/AECC	Regional sector development strategy for e-industry. Sponsored by TECC/AECC under federal government and Networking the Nation funding.	June 2001 to January 2001
Centre of Excellence in Mobile Internet	AECC, Ericsson	Developed and researched business case for an international Centre of Excellence in Mobile and Wireless Applications based in Australia.	May 2001 to June 2001
Futures Project: Regional Analysis and Workshops	NSW Dept. of Education	Regional delivery 'Futures Schools' analysis and research by Working Futures based on earlier Futures Project.	October 2000
Profiling of National Wholesale and B2B Industry Function	ANTA, Wholesale, Retail & Personal Services Training Board	Occupational analysis and development of competency profiling framework for Wholesale Industry (physical and electronic distribution). Completed in association with Unitas and CRLRA, University of Tasmania.	February 2000
Technology Convergence and Corporate Renewal Trends	Global Learning Foundation	Report on exploring the impact of technology convergence and how corporate organisations (globally) are managing knowledge transfer.	October 2000
Minerva Project - Development of Management Structure and System for Satellite-Based Learning for Select Corporate Clients	Seven Network (C&W Optus, Cisco)	Analysis on converting mass broadcaster current satellite capacity into an education and training service delivery channel and meshing corporate learning in Australia and SE Asia with mass customers needs. Mapping and identifying how they can be serviced by developments in digicast and multicast technological systems.	October 1999 to July 2001
Benchmarking Australia Post Capabilities for First-line and Senior Managers	Coyne Didsbury, Drake and Australia Post	Designed profiling tools and processes to enable a development and assessment centre to be conducted for Australia Post managers. All sessions were to develop personal and team futures and attract recognition as part of qualifications and succession planning.	August 1999 to Nov. 2002
Futures Project	NSW Secondary Principals Council	Reviewed Futures for students, schools as learning environments, balance of education and VET, and review Futurescan™ data/ scenarios.	Feb. 1999 to Dec. 2000
Process Review and Construction of Intellectual and Social Capital model	Traffic Accident Commission (VIC)	Process redesign for Accident Division and building of Knowledge Communities based on capabilities/competency model.	February 1999 to Aug.1999

Project	Client/ Sponsor	Short Description	Time-frame
Establishment of Action Plans for School-to-Work	Australian Student Traineeship Foundation	Prepared Action Plans and strategic analysis for schools seeking national funding.	May to June 1998
Review of School-to-Work Programs	Tasmanian Employment Advisory Committee	Reviewed pathways into industry and overall situational analysis of school-to-work Tasmania.	Feb. to May 1998
Royal Australian College for General Practitioners Training Program Strategic Facilitation	Royal Australian College for General Practitioners	Reviewed national training program strategies, conducted national consultation, prepared strategic plan, and consulted to validate activities and KPIs. Report on areas for potential improvements.	May 1998 to July 1998
Don College Learning Community Strategic Framework	ASTF	Developed a sustainable model for funding school-to-work. Identified measures, model relationship for a learning community and proposed trends and measures for relationships with an emphasis on business and regional development outcomes.	Nov. 1997 to April 1998
Situational Analysis and Learning Program Strategic Plan	The Don College	Developed strategic plan for Devonport Learning Community.	February 1998
Learning Organisational Diagnostic and Process Reengineering	Melbourne East Group Training	Reposition of MEGT in terms of strategic flexibility and responsiveness. Repositioned products, services and structure.	1997-1998
Royal Australian College for General Practitioners Training Program, Tasmania	Royal Australian College for General Practitioners	Reviewed service strategy, prepared a strategic plan, consulted to validate activities and KPIs. Report on improvements.	August 1997 to Jan. 1998
Learning Organisational Diagnostic and Process Reengineering	Hospitality Training Company Australia	Reposition of HTCA in terms of strategic flexibility and responsiveness. Repositioned products, services and structure.	August 1997
Temco-BHP	BHP	Assessor training and auditing of workplace systems. Customisation of nationally recognised training.	Nov. 1996 to May 1997
Woolworths 'Model Stores'	Roelf Vos & Purity Supermarkets (Woolworths)	Identified the impact of training and training expenditure on operational performance and competitive advantage. Established and implemented model stores as case studies and piloted best practices.	August 1996 to May 2000
Strategic Review Royal Australian General Practitioner and Tasmanian Rural Health Training Unit	RACGP	Situational diagnostic, strategic planning and report on current operations and positioning. Completion of a strategic plan and framework to accelerate GP training and service outcomes in rural Australia.	April to August 1996
Woolworths 'Way Ahead: Fresh Futures Initiative'	Woolworths	Integrated delivery and workplace assessment of Certificate IV to graduate certificate courses for Purity Supermarkets, Roelf Vos, Woolworths. Delivery over 24 months (June 1996 to June 1998).	June 1995 to June 1999
Purity/Woolworths Flexible Delivery and Assessment Mechanisms and Models	DEET	Examined and reported on options for building additional flexible delivery and assessment options into existing AVTS 1-4, diploma, advanced diploma and grad. certificate courses. Identified training resource gaps and revised professional development needs. Developed and installed national competency standards and assessment reporting and record system.	October 1995 to July 1996
Traffic Accident Commission: Process Reengineering and Realignment of Manuals	TAC	Assisted Strategic Communication Australia to align skills and knowledge to new positions and teams. Developed manuals for reengineered procedures and formalised process and team competencies. Alignment of competencies against accredited university and TAFE courses.	August 1995 to mid-1996

Project	Client/ Sponsor	Short Description	Time-frame
Based on Section Competencies/Roles			
National Woolworths CBT Implementation Project (Phase III)	DEET, DIRVET, CBT-in-Action project (NSDC)	Developed and piloted RPL, recognition of attainment, workplace assessment, alternate learning modes and supporting learning resource packages, including piloting workplace trainer and assessor courses to Certificate III/IV (aligned with Category 2). Included development of assessment processes and procedures.	July 1995 to December 1995
Illawarra Skills Authority Regional Training	Illawarra Skills Authority, BHP, Port Kembla Port	Analysis of accreditation structures and training plans for company-specific and common port and logistics training needs within the region.	June 1995
National Review of Youth Sector Training Councils	DEET, CCDP	Reviewed all YSTCs and the provision of training, support and recognition for young people. Particular reference to remote and young people with a disability.	October 1994
Review of Competency-Based Training in Remote Aust. & Traditional Cultures	NT Local Government ITC	Wrote a paper raising and discussing issues concerning the link between traditional learning in aboriginal communities and competency-based approaches.	May 1994
Competitive positioning for Hotel Management and Design College	William Blue School of Hotel Management & School of Graphic Art	Market and export analysis and development of courses based on industry standards. Accredited in NSW and nationally recognised. All translated onto AQF in March 1995.	February 1994

Learning - Content development, competency standards, and vocational training projects

Project	Client/ Sponsor	Short Description	Time-frame
Transformational change leadership program	Business Leadership Institute (Sydney) & Smart Academy	Design, develop and load materials for blended delivery to support 2 unit post-graduate program for international students	Jan 2015-Current
Agrifood Celer8	Skills Tasmania, UTAS	Redevelop Grad Cert Management (VET) with Master of Applied Science pathway focussed on rapid innovation and transformation program for agrifood businesses in Tasmania	Nov 2014-Current
Rapid Innovation by Design	Australian Computer Society	Develop an intensive one day session on innovative thinking and practices to accelerate processes from idea to prototype	July-Sept 2014
Executive Leadership Intensive	Asian Leadership Institute	Develop a 10 day intensive for Executive Leadership Program for Chinese Based Huainan Airlines. To be run in Australia.	Current-July 2014
Celer8 – Rapid ICT Innovation	Australian Computer Society	Develop rapid start up short course for entrepreneurial ICT businesses	June 2014
Content development in Grad Cert in ICT and Strategy	Australian Computer Society	Develop three post-graduate units. Including online content, assessment resources and student support materials.	April - June 2014
Advance Diploma in Maritime Operations (Wooden Boat Building)	Wooden Boat School	Pro-bono: Assist wooden boat building school in Franklin Tasmania develop the only remaining Diploma+ award in boat building. Curricula design and competency development activity.	August 2013- Dec. 2013
Integrated change and leadership framework	NSW Transport	Write and align Leadership capabilities consistent with SFIA and CMBok.	Oct. 2013-April 2014
Customer service standards	Optus - Customer	Add behavioural and skill descriptors across the LOV framework and identified customer experience attributes for national and international service employees.	June-July 2013

Project	Client/ Sponsor	Short Description	Time-frame
Telecommunication network capabilities	Optus - Networks	Develop technical competencies to support telecommunications network work.	May-June 2013
Graduate Certificate in Business (Lean)	UTAS, Caterpillar Mining Group, NSW Transport	Develop a more scientific and applied post graduate certificate program aligning to national Lean (Competitive systems and practices) competencies and Master Black Belt requirements.	June 2013- Current
Human capability development text and post-graduate course	Skillworks®	Develop a human capability development manual/textbook	Jan.-May 2013
Develop integrated competency assessment system	Australian Computer Society	Develop integrated assessment and RPL tool for SFIA (www.sfia.org.uk) and national competency standards in IT.	May 2012
Update the Diploma of Management (Transport and Logistics)	Learning Partners, Smart Academy, Skillworks®	Private RTO commissioned update of existing courseware to meet global, South African based client's needs for online T&L management course	March 2010- May 2011
Graduate Certificate in Management (Transport and Logistics)	Learning Partners, Smart Academy, Skillworks®	Customise courseware to meet distance and flexible learning needs of global T&L company. Includes T&L leadership competency framework and 360 degree assessment tool	Jan. 2010-current
Leadership Virtual Academy for Transport & Logistics	Tasman Business & Educational Media Pty	Design content and place online and in clearing house for VGCM (Transport and Logistics Leadership) and Certificate 4 in Frontline Management (online and in clearing house for VGCM (Transport & Logistics) and place on Capable clearinghouse and competency and compliance system	Feb. 2009- Dec. 2009
Design and author Certificate 4 and Diploma in Management	CCM & Water and Resources Authority (SA Government)	Design and author content, tools and online materials and place courses/units on Capable clearinghouse and competency and compliance system	Jan.-May 2009
Vocational Graduate Certificate of Management (Leadership)	Tasman Business & Educational Media Pty and Skillworks®	Design and reaccredit VGCM national course. Author all supporting content for 4 required and 5 other elective units (hard copy and digital).	July 2008-current
Assessment & RPL Kits for Voc. Graduate Certificate and Diploma qualifications	Huon Institute, Esset	Develop RPL Kit for revised and new vocational graduate certificate courses	Jan. 2008-Mar. 2011
CILTA international membership and competency recognition framework	Transport & Logistics Centre and CILTA	Align national, Australian competencies and qualifications to CILT professional recognition and international award courses	Dec. 2008
Instructionally design advice and work for Santos Curriculum	Santos	Provide instructional design and advice to Santos and their subject matter experts on courses and final content presentation.	Oct. 2007- Current
Realign and map Training Packages to skill shortages (nationally)	Innovation and Business Skills Australia (IBSA)	As part of desktop research project analyse labour market and develop skills shortage map aligned to IBSA Training packages.	Dec. 07-Jan 2008
Develop RPL and recognition kit and tools for LeanSigma and supervisory training	Qantas	Align supervisory and front line training to new national (BSB07) competencies and business requirements. Author RPL kit for supervisory level (AQF2-4) and LeanSigma course.	Sept.-Nov. 2007
Creating a learning pathway	Santos	Realign all Santos competencies and capabilities to AQF and national Training packages and recognition requirements	June 2007
Author graduate Supply Chain Management unit	Australian Maritime College	Author content for new Supply Chain Management module in the MBA	May-June 2007

Project	Client/ Sponsor	Short Description	Time-frame
Place VGCM online and into digital object form	Huon Institute (Self)	National Vocational Graduate Certificate in Education and Management placed into SCORM, XHTML and fully W3C accessible form (Web)	March 2006- June 2006
National competency-standards and assessment guides for AQF 7 management and learning	Innovation & Businesses Skills Australia	Write and package qualification and assessment guides for competencies at AQF 7 for national management and educational leadership standards. Assist with national consultation	February – Nov. 2006
National Vocational Graduate Certificate in Education and Management	Esset and associates	Write and revise GCE to full accreditation requirements for VGCM and VGCE aligned to revised DTAA materials (2004 Training Package).	Nov 2005- Jan. 2006
Diploma of Training and Assessment	Esset and associates Salamanca Training	Write and revise DTAA to latest (2004) Training Package, place into SCORM, XHTML and fully accessible form (Web).	December 2004-March 2005
Transformational Leadership, e-commerce, and Knowledge Management and Human Capital MBA units for Transport and Logistics Industry	Australian Maritime College and industry partners	Designed, write and publish Graduate Certificate of Management/ MBA distance and fee for service units including Transformational leadership, Human Capital and Knowledge Management, HRD, High Performance Organisations and Innovation. Prepare content for e-learning and industry capability projects delivered in blended form.	December 2004-Aug 2006
Fully accessible Dip. Of Business (FLM) and	Self funded in partnership with three RTOs	Write and revise FLM to latest (2004) Training Package, place online in SCORM and fully accessible form (Web).	Sept 2004- Feb 05
Design and test ICT and management courses on mobile devices	Intelitec Pacific and HIB	Design and test content over PDAs using GPRS and wireless connectivity. Focus to be on assessment and testing and non-browser-based content.	June 2004- Dec 04
Design and write E-commerce and IT for Transport and Logistics	AMC	Designed, write and publish GCM/MBA unit on Ecommerce. Load content onto IFWF e-learning testbed.	June 2004- December 2004
Design of E-business Learning Guides for National WRAPS	National WRAPS	Designed and developed to ANTA guidelines 4 Learning Guides to meet 4 new WRAPS e-business standards.	Dec. 2002 to Feb. 2003
Design of onsite, offsite and online curriculum for the Lachlan River Campus	Mototo Pty Ltd and World Classroom	Designed integrated Y11 & 12 curriculum for international student (China) and onsite learning to be provided and produced at Lachlan River Tasmania (New Norfolk).	June 2002 to Dec. 2002
Design of online learning and assessment environment for mining industry	Australian Training Management	Designed learning and assessment systems for elearning able to service mining industry management needs in WA, Australia and SE Asia. Placed frontline management & graduate management programs in technology, innovation and leadership online.	May 2002 to March 2003
Australian Electronic Commerce Centre learning tools and content	TECC (government-funded body)	Reviewed five programs developed to assist SMEs adopt and advance e-commerce implementation. Rewrote content into a suite of related products, prepared for national roll-out and placement online and developed delivery and assessment framework for national franchises.	August 2001 to January 2002
Online self-assessment tool & reporting for SMEs	Multimedia Victoria	Devised self-assessment form and reporting process for SMEs to audit and advance their levels of e-commerce enablement and source appropriate training or support services.	March 2002
Major review of IT Training Package ICA99	IT&T ITAB & ANTA	Completed Stage I full review of ICA99 training package. Composed research report, completed consultations, submitted full report.	August 2001 to March 2002

Project	Client/ Sponsor	Short Description	Time-frame
eBusiness Competency Standards Impact on the Australian Retail Industry	WRAPS ITAB & ANTA	Completed two major reports on eBusiness standards' impact on WRAPS training packages. Completed full research report and case studies across Australia and submitted final report on impact and suggestions for renewal of competency standards and retail TP.	August 2001 to February 2002
Integrated high-speed satellite & Internet-based digital learning system (TV, PC and wireless)	Online Education and Training, Education Online, Multiversity, University of Ballarat	Management system design and planning for integrated school, vocational and degree-based (university graduate) management courses. System configuration to include digital, broadband learning system. Delivered over satellite. Negotiated international partnerships, established content relationships, finalised system design and configuration, designed LMS, CMS, content packaging technology and learning environments.	June 2000 to July 2001
Graduate Certificate of Applied Management	Multiversity, ETS, WA and Ballarat University	Design of competency-based and capability-aligned graduate degree course in applied management. Based on Woolworths (Australia) standards, for national recognition and delivery in TAFE and university for domestic corporate, international and interactive online clients.	June 2000 to November 2000
Actors Centre, Australia National Advanced Diploma	ACA	Identified, codified and gained accreditation for new national advanced diploma. Established articulations levels and arrangements from certificate to higher degree levels.	February to May 2000
Development of the National Wholesale Industry Training Package	ANTA, National Wholesale, Retail & Personal Services Industry Training Advisory Board	Managed and developed the national competency standards, qualifications and assessment guidelines for the wholesale industry in Australia. Researched industry structure, identified competencies for occupations/functions, codified profiles into national requirements and authored and validated through national consultation the resulting wholesale training package.	July 1999 to September 2001
MBA program for Woolworths	University of Tasmania & CAMS	Woolworths MBA program, run through University of Tasmania and Consortium of Australian Graduate Schools.	Nov. 1998 to January 1999
Bachelor of Applied Management	Working Futures, TAFE SA	Design of competency-based and capability-aligned undergraduate degree course in applied management. Adopted by Woolworths (Australia), TAFE SA, Skill and Will (China), and for use with corporations in public, retail, international and service sectors.	August 1998 to March 1999
Banking Service Standards	Woolworths (Australia)	Capability profiling of competencies, learning and career frameworks for banking within Woolworths.	October 1998 to Dec. 1999
Capability Profiling	Woolworths (Australia)	Capability profiling of competencies, learning and career frameworks for Woolworths.	March 1998 to Nov. 1998
Woolworths Training Package	Woolworths, ANTA	Finalised training package for Woolworths across all occupational areas and gained national endorsement and establish new apprenticeship frameworks nationally.	June 1996 to August 1999
Capability-based Graduate Certificate in Human Resource Management	University of Tasmania	Codified relationship between competencies, capabilities, and construction of knowledge capital. Designed, wrote knowledge management/human capital program centring on HRD: facilitated and distance education mode of delivery.	January to March 1998
Training Package for National Assessors and Workplace Trainers	ANTA, NAWPTB	Worked with Assessment Research Centre (Melbourne University) in a consortium to devise the endorsed components for the assessors and workplace trainers Training Package. Completed national consultations, devised case studies and made recommendations on design of units of competencies.	Nov. 1997 to January 1998

Project	Client/ Sponsor	Short Description	Time-frame
Competency Profiling of Simplot Retail and Distribution of Executive Structures	Simplot (Australia)	Identified competency profiles for retail office, distribution, marketing and IT sectors (AQF 3-7) of Simplot's Australian operations.	June 1997 to March 1998
Competency Profiling of Liquid Natural Gas Plant/S Workforce	Shell International, Brunei Government	Supporting workforce dynamics capability profiling liquid natural gas plant and all its job areas as part of a 'turn-key' project for SE Asian operations of Shell International.	Nov 1997 to March 1998
Woolworths Service Standards Renewal	Woolworths	Revalidated, expanded and nationally confirmed additions and renewal of April 1996 Woolworths Service Standards.	August 1997 to Dec. 1999
Temco-BHP workplace assessor standards	BHP	Alignment and renewal of assessor training and auditing of workplace systems to national standards.	Nov. 1996 to May 1997
Mutually Recognised National Graduate Certificate & Certificate IV in Workplace Education	Unitas & National Hospitality Industry Group Training	Developed and marketed nationally a graduate programme that has embedded Certificate IV covering requirements for workplace training Category 1 and 2, assessor standards (all); and RPL assessor. Developed for private providers, teachers and defined enterprise clients.	August 1996 to Aug. 1997
Identification of Competency Standards	L. Whitehouse	National competency alignment, to Fashion Industry (Clothing) Level 4 and devised new competencies from AQF level 5 to 7.	March to July 1996
Applied and Quality Management Competencies	Huon Institute & Salamanca Training Centre	Consolidated list of AQF 4 to 8 applied management and quality systems management competencies and national curriculum. Aligned to small business management and front-line management standards.	May to June 1996
Skill & Will People's Republic of China Training	Skill & Will, Siemens/SGS/ Microsoft Asia and Clementi	Export of 12 FLM competency-based modules and assessment tools to China. Clients with orders included SGS, Siemens International, Microsoft China, Chinese government.	August 1996 to May 1998
DaVinci Marketing Competency Identification	DaVinci Consulting Group	Evaluated national and global market needs for strategic marketing education and training and developed nationally/ internationally recognised vocational and general education courses.	May 1996 to May 1998
Whitehouse School of Fashion	L. Whitehouse	National competency alignment, curriculum structuring and assessment tools for commercial fashion provider from Certificate I to advanced diploma suite of courses.	March to July 1996
Scoping Project	Woolworths national, DEETYA NSW	Scoped the impact of competencies and national curriculum on current training resources, delivery & assessment mechanisms for Woolworths national Supermarket Operations. Audited and reported on any deficiencies in national systems and resources.	March 1996 to June 1996
National Woolworths Suite of Competency- based Courses	DEET: Tasmania, ANTA, Woolworths	Developed national courses from certificate to graduate certificate (university) level based on company and associated industry competencies and assessment criteria.	Feb. 1996 to May 1996
Identification of Supermarket and Re-validation of National Woolworths Competency Standards	Woolworths national, ANTA	Validated competencies previously identified for one division in 1995. Confirmed all supermarket operations competencies and obtained national recognition with the SCC for all competencies. National consultative tour and validation.	1995 to Feb. 1996
Competency Descriptors and Workforce Profiling	NSW Waterways Authority & Port Kembla Port Corporation	Identified competency descriptors for 600 jobs across 12 job areas as part of a workplace agreement. Finalised descriptors, profiled job descriptions, developed nationally recognised training and established systems for recognising employee current competencies and granting formal credentials for learning.	November 1995 to Dec. 1996

Project	Client/ Sponsor	Short Description	Time-frame
Translation of pilot Standards into Woolworths	ANTA through Woolworths	Aligned existing Purity Standards and curricula with draft national retail core competency standards and expanded standards to include all Woolworths national functions.	May to October 1995
National Curriculum and Recognition of Current Competency System	NSW Waterways Authority & Port Kembla Port Corporation	Finalised competency-based national modules, developed systems for recognising employee current competencies and granting formal credentials for learning.	November 1995 to 1997

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