



Curriculum Vitae: Marcus Stuart Bowles

Personal Details

Formal Qualifications: Ph.D. in Public Administration on 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), formally 'rolled' into PhD.

B.A. (Hons) Second Class Division A in public sector management and innovation policy systems. Majored in History, Political Science/Public Administration, with an emphasis on organisational theory and public policy, and innovation management systems. Completed at the Royal Military College Duntroon, University of Melbourne and University of Tasmania.

Professional Training: Certificate IV Assessment and Workplace Training (1998/2000); Diploma of Business (Frontline Management) (1998); Diploma of Training and Assessment Systems (1999).

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Current Exec. Position: Managing Director, Institute for Working Futures Pty Ltd
(abn: 22 054 466 769)

Director, Huon Institute Bowles Family Trust Pty Ltd
(abn: 79 349 827 985)

DoB: 11 October 1962

Marital Status: Married (with two daughters and a son)

Profile Marcus Stuart Bowles

Ph.D., M.Ed., B.A. (Hons), (FAIM, FCILT, FAHRI; and member of various associations IPAA, SHRM, AHRD, AIMIA, ELNET); Certificate IV Workplace Trainer and Assessor (1998), Diploma Training and Assessment Systems (1999), Diploma Business (FLM) (1998).

Dr. Marcus Bowles is a business consultant and researcher. His focus is on capability development and knowledge capital and the enablement of how they are captured, transferred and enhanced at an organisational, regional and national level. He is especially interested in the deployment of collaborative methods and information and communication technologies that can enable and sustain how people and businesses to attain shared futures.

Marcus has been managing director of the Institute for Working Futures Pty Ltd (IFWF) since June 1991. His main consultancy engagements are with large corporations and industries within the transport, mining, retail, wholesale, ICT, and educational industries. In 2007-2008, major consultancies included the:

- Develop a national people capability and learning exchange and web gateway for the transport and logistics industry (see www.talc.com.au).
- Review and restructure of Qantas Airways Ltd. training and capability framework.
- Analysis and modelling of Santos' capability framework and the accreditation, training and e-learning systems.
- National skills planning (vocational and technical education) for industries including business, management, e-commerce, IT, finance, printing, education and cultural.
- St George Bank traineeship and 'on-boarding' strategic and procedural review.

Marcus also leads research projects. His focus is on developing technology to assist in the management of capability, learning, performance and human capital. Working Futures™ has been responsible for some significant breakthrough applications developments and spin-off start ups in markets created by new technology. From late 2002 to early 2004 he concurrently led research at the Knowledge Centre, a joint research hub focussing on e-business and e-learning sponsored by the Commonwealth Bank of Australia, the University of Tasmania in Australia, and numerous national and international research partners including Working Futures™. From late 2005 he led the development and user testing of a national web gateway and learning hub for the transport and logistics industry. He is currently working on mobile and compliance assessment and capability mapping and tracking.

Marcus' PhD focused on technology change and its impact on organisational design and policy frameworks. He has led major projects with numerous companies many of which are Forbes 500 companies. Clients have included Commonwealth Bank of Australia, Qantas Airways Ltd, BHP Billiton, Woolworths, Shell, Santos, Simplot, SGS International, Siemens, Vodafone, MAIB, Seven Network, Cable and Wireless Optus, and Ericsson Australia. Non-private sector clients have included international standards and accreditation bodies; the Department of Defence, regional and sector transport bodies; e-commerce companies; regional development boards; international, national and state government bodies in all sectors; universities; technology vendors; and multiple industry representative organisations.

In addition, Dr Bowles is an author; public commentator; speaker at schools on the future of work and learning; and visiting lecturer in select graduate leadership, human resource development, education, and transport management courses. He has held offices such as honorary research fellow positions at Australian universities and membership of senior public and private boards as both a chairman and member.

Selected Projects

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, e-learning innovation and capability profiling projects

| Project | Client/ Sponsor | Short Description | Time-frame |
|---|--|--|---------------------|
| Transport and Trade Virtual College | Transport and Logistics Centre; University of Tasmania | 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-current |
| Establish national industry relationships for IBSA and Productivity Placement Programmes (PPP) | Innovation and Business Skills Australia (IBSA) | Act as industry ambassador building relationships with large employers that will facilitate PPP needs identification, national reporting and implementation in business, management, education and finance industries | Apl 2008-Sept 2008 |
| Company-wide capability and technical competency frameworks | Santos | Assist refine and author Santos Competencies and functional competencies in key discipline areas | Feb 2008-Current |
| Career framework | St George Bank | Design and develop a career framework and align to national qualifications and government initiatives | 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 | Hurix & 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. | 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) | 8 Feb-27 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 | Dec 2006-July 2007 |

| | | partnerships | |
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| Training expenditure review | Qantas | Identify, confirm and review existing training expenditure (Group-wide). Support process and report outcomes. | 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 |
| Establish e-learning testbed 2006 ‘uni-in-a-box’ | Competency and Compliance Solutions, NCI | Develop a testbed of end-to-end e-learning technologies compatible with .NET environment. Enrol partners and establish vendor supply relationships. | January 2006- March 2007 |
| Redoit™ solution | Huon Institute | Develop converter for taking MSOffice developed files to SCRM and IMS packaging and post to LMS or Web. Develop authoring into SCIRM 2004 and QTI 2.0 options. Develop various XHTML/CSS templates for mobility and accessibility (W3C). | February 2005- Current |
| 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 |
| 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 | Dept. of Health and | Review and report to DICITA and DHHS on | Aug. 2003- |

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| Tasmanian Network project | Human Services (Tasmania) & DOCITA | TTN 5 year, \$5.59m project to connect regions to broadband networks | January 2004 |
| 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 subset) 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 | August 1999 to Nov. 2002 |

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| | | qualifications and succession planning. | |
| 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 |
| 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) and trial of new workplace assessment system and research performance indicators (June 1996 to January 1997 in Tasmania) linking learning to operational improvement. | June 1995 to June 1999 |

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| 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 Based on Section Competencies/Roles | 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 |
| 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 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, national competency standards, and training package projects

| Project | Funding Body | Short Description | Time-frame |
|--|--|---|-------------------|
| Vocational Graduate Certificate of Management (Leadership) | Tasman Business & Educational Media Pty and Working Futures™ | 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 |
| Design and author company-wide curriculum and content | Santos | Design and author participant and facilitator guides and support materials (including assessment kits) for programmes in front line leadership, change, performance, coaching and related areas | Apr 2008-current |
| RPL Kits for graduate qualifications | Huon and Esset | Develop RPL Kit for revised and new vocational graduate certificate courses | Jan 2008-current |
| 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 | Innovation and Business Skills | As part of desktop research project analyse labour market and develop skills shortage map aligned to | Dec 07-Jan 2008 |

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| (nationally) | Australia (IBSA) | IBSA Training packages. | |
| 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 |
| 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 | TECC (government- | Reviewed five programs developed to assist | August |

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| Commerce Centre learning tools and content | funded body) | 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. | 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 |
| 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 |

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| 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 |
| 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 | Skill & Will, | Export of 12 FLM competency-based | August |

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| Republic of China Training | Siemens/SGS/ Microsoft Asia and Clementi | modules and assessment tools to China. Clients with orders included SGS, Siemens International, Microsoft China, Chinese government. | 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 |
| 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 |

Publications

Commercial Publications

- [with Heather Schoenheimer] (2007). *Human capability development: Building Human Resource Development and Knowledge Management to create sustainable competitive advantage* (self published)
- Relearning to E-learning*. (April 2004). Melbourne University Publishing.
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