



## PROJECT OVERVIEW

### Innovation, Management 2020, Frontline Management and Marketing, Advertising and Sales

#### Background

This project is being undertaken as part of IBSA's continuous improvement process for BSB07 Business Services Training Package and is the consolidation of the findings and recommendations of these four interrelated projects.

- Innovation Systems
- Manager 2020 Principles
- Frontline Management (qualification review)
- Marketing, Advertising and Sales (scoping exercise)

In early 2009 IBSA consulted with key stakeholders around Australia to obtain feedback on:

- the skills required by managers in the 21st century and the role of leaders across all industry sectors;
- how best to embed innovation and creativity into the BSB07 Business Services Training Package;
- the structure and take up of the Certificate III and Certificate IV in Frontline Management; and
- the structure and take up of the suite of Marketing, Advertising and Sales qualifications in BSB07 Business Services Training Package.

Each project developed a range of recommendations. The findings and recommendations of the four interrelated projects that are relevant to this project are summarised below. The final reports for each of the projects are available on the IBSA website, at <http://www.ibsa.org.au/news-and-projects/current-projects.aspx>.

The project involves making changes to the BSB07 Business Services Training Package that address current and emerging industry and enterprise skilling requirements and trends, as strongly identified and articulated in the above interrelated projects and through ongoing industry, government and RTO consultation.

The project will address current and emerging skill needs for managers, as well as fostering innovation as a driving factor in the Australian workforce to ensure productivity, currency and competitiveness within Australia and globally.

#### Innovation Systems

This project aimed to refine and validate draft units of competency, qualifications and skill sets for innovation that had been developed as a result of an earlier project.

Following national consultation, it became clear that there was no support or demand for the draft units of competency or qualifications and skill sets. The deciding factor was that innovation units already exist in BSB07 and other Training Packages and the majority of BSB07 qualifications already provide the option to include innovation units as electives.

There is, however, great interest in innovation as a skill that needs developing in the Australian workforce. This includes:

- support for the inclusion of a skill set in *Managing for Innovation* in BSB07; and
- interest in existing innovation units being included as electives in BSB07 qualifications.

### **Manager 2020 Principles**

This project aimed to explore ways of incorporating Manager 2020 principles at all levels of management and leadership. The BSB07 Business Services Training Package and all other IBSA Training Packages were evaluated to

- identify the current coverage of management, leadership and innovation competencies, with a particular focus on those identified in the:
  - Manager of the 21<sup>st</sup> Century, 2020 Vision report<sup>1</sup>; and
  - Manager of the 21<sup>st</sup> Century: Implications<sup>2</sup>
- determine common and core management competencies for team leaders, supervisors, middle and senior management roles.

The existing units of competency on management and leadership in BSB07 were assessed on how the 23 key topic areas in Manager 2020 Principles are covered in those units. The consultation and research identified that all 23 topic areas were broadly covered. However, some units needed to be updated to include relevant areas in more depth, and it was recommended that 2 new units at AQF 5 be developed.

### **Frontline Management**

In late 2008 the Certificate III in Frontline Management was deleted during the review of the Business Services Training Package and replaced with a skill set for people who were new to supervision or management or were keen to move into these roles.

However, the qualification was reinstated during the validation phase of the review and endorsed on the condition that it be reviewed as soon as possible after endorsement. Following the endorsement of BSB07, a review was undertaken to investigate the extent of industry and enterprise support, usage and credibility of training and qualification outcomes.

The consultation and research confirmed the view that the Certificate III in Frontline Management should be removed from the BSB07 Business Services Training Package because:

- the breadth, depth and complexity of the qualification are out of alignment with other qualifications at this AQF level; and
- there is evidence that the great majority of training providers and enterprises have been utilising either a skill set or the Certificate IV in Frontline Management as the main starting point for skill development in supervision and management.

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<sup>1</sup> The Manager of the 21<sup>st</sup> Century, 2020 Vision. A Report by the Boston Consulting Group for Innovation & Business Skills Australia. Jon Nicholson and Amanda Nairn, January 2006

<sup>2</sup> The Manager of the 21<sup>st</sup> Century: Implications. A review of management development requirements for the future. Ernst and Young. 2007

## Marketing, Advertising and Sales

In early 2009 a review was undertaken to scope the marketing, advertising and sales qualifications within the BSB07 Business Services Training Package to:

- determine the current demand and take up of the BSB07 marketing, advertising and sales qualifications and their value from an industry/client perspective;
- analyse the current structure, content and packaging of the qualifications to ensure they best meet current and emerging industry and enterprise requirements; and
- identify the scope of work required to revise the qualifications, including recommendations on any new units, skill sets and/or qualifications.

The consultation and research identified that:

- new core and elective units should be developed and incorporated into the relevant qualifications;
- a number of units should be amalgamated across the range of qualifications and others should be used as a base to develop new units;
- elective option in relevant qualifications should be expanded to include other existing units of competency; and
- the number of units in some qualifications should be reviewed to ensure sufficient balance and flexibility to meet industry requirements, particularly where the inclusion of new core units could limit the potential choice of elective units.

## Consultation

Consultation will be undertaken on a national level with a range of stakeholders from industry, Registered Training Organisations (RTOs), State/Territory Training Authorities, State and Territory Industry Advisory Boards, unions, employer associations and peak bodies.

A National Project Reference Group (NPRG) has been formed to ensure that the project is managed effectively and ethically; that all tasks, deadlines and milestones are met; that the project produces a high quality product that meets industry needs; and that there is appropriate consultation with all relevant stakeholders.

The consultant is expected to use a balanced range of consultation methods, including face to face consultation, the IBSA website and Review and Feedback Register, online forums, email, telephone interviews or any other methods that are suitable for engaging with a broad cross-section of industry stakeholders. Additionally, an issues register will be maintained throughout the project as well as a communication log.

## Outcomes

- Addition of relevant existing innovation units of competency to the Diploma of Business and Advanced Diploma of Business as elective units.
- Validation by stakeholders of already-assembled skill set *Managing for Innovation* and incorporation into BSB07.
- Identification and validation by stakeholders of critical gaps in BSB07 relevant to Manager 2020 Principles.
- Incorporation of Manager 2020 Principles in relevant units of competency.
- Development of at least two new units of competency at AQF 5 level for managing diversity and managing staff internationally.

- Development of a skill set/skill sets in supervision and management based on reviewing units in the current Certificate III in Frontline Management; validation by stakeholders of this new skill set/skill sets and incorporation in BSB07.
- Review of the existing suite of Marketing, Advertising and Sales Qualifications; and incorporation of the recommended changes from the scoping project in BSB07 qualifications and units of competency.