

## Inner Melbourne Action Plan

### Progress Report

#### Action 7.7 - Work Integrated Learning (WIL) Project

##### Purpose

The purpose of this document is to provide a status update for the IMAP WIL Project. The document will also outline the strategy, context, goals and actions for the project, in order to gain confirmation and support of the approach from the IMAP Executive Group.

The recent focus for the IMAP WIL Project has been to discover, analyse, establish connections/networks and plan future phases of the project.

##### Background

IMAP has a strategic objective to recognise and support 'key workers' and advance opportunities to increase human capital and skills diversity by building on existing relationships with the tertiary education sector.

The IMAP Councils have chosen to focus on universities and TAFE due to the social and economic impact they have on the inner Melbourne region.

#### *Universities and TAFEs...*

##### ATTRACT

- Knowledge workers to the city
- International students to the city
- Increase tourism

##### CONNECT

- Diverse industry networks
- International academic networks

##### GENERATE

- Large scale employers
- Revenue
- Create future employees

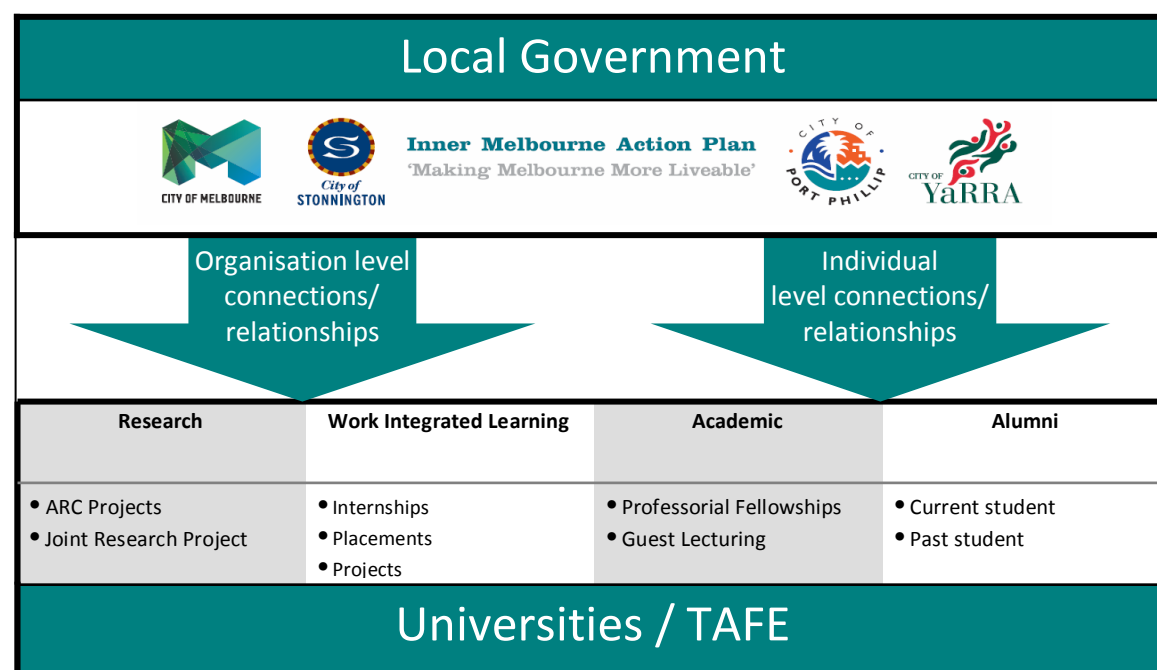
##### INFORM

- Provide education services
- Perform research
- Inform policy

### Connections with Universities and TAFEs

IMAP Strategy 7 seeks to 'Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.' IMAP Action 7.7 aims to 'Work collaboratively with universities and TAFE to define and develop a stronger role in regional development.'

The figure below depicts the high level relationships between the IMAP Councils and the universities and TAFE sector.



The relationships/connections that exist between the IMAP the Councils and the universities and TAFE sector are not regularly reported or measured. The relationships and networks that exist tend to be individual or personal and are not being leveraged across the IMAP Councils.

WIL has been selected by the IMAP Executive Group as the connection to be exploited and leveraged to work collaboratively with universities and TAFE to define a stronger role in regional development. The IMAP WIL Project and the role of the Student Placement Officer have been established to *improve and strengthen* the WIL related relationships and connections.

The IMAP Councils have a number of exciting projects and diverse work areas that will provide students with fantastic learning and work experiences in line with their academic studies.

The initial discovery and analysis of the university/TAFE sector has uncovered a large range of WIL opportunities and a desire on the part of these education providers to create meaningful long term partnerships with the IMAP Councils.

The IMAP WIL Project is a unique initiative from both a local government and higher education perspective. The IMAP Councils are playing a leadership role in supporting and funding this project, also through joining forces the IMAP Councils increase their leverage and open up opportunities that would not necessarily exist as individual Councils.

## **WIL Benefits**

WIL well planned creates a win for students and a win for IMAP Councils. IMAP Councils can exploit these benefits through taking an active role in planning and establishing WIL opportunities.

<b>A win for Students</b>	<b>A win for IMAP Councils</b>
<p><b>Practical Experience</b></p> <ul style="list-style-type: none"> <li>• Apply theory to real work environments</li> <li>• Develop essential skills – team work, communications</li> <li>• Gain insight into how organisations really operate</li> </ul> <p><b>Career Design</b></p> <ul style="list-style-type: none"> <li>• Develop career opportunities</li> <li>• ‘Test’ career options and clarify career aspirations</li> </ul> <p><b>Network and Relationships</b></p> <ul style="list-style-type: none"> <li>• Build valuable contacts and networks</li> <li>• Gain access to a professional referee</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Enthusiastic, short term ‘employee to undertake projects</li> <li>• Import fresh ideas and approaches into the workplace</li> <li>• Promote local government as an Employer of Choice</li> </ul> <p><b>Workforce Planning</b></p> <ul style="list-style-type: none"> <li>• Creating workplace ready graduates</li> <li>• Try before you buy - future recruits</li> <li>• Grow our own talent/resources</li> </ul> <p><b>Network and Relationships</b></p> <ul style="list-style-type: none"> <li>• Strengthen and broaden staffs professional networks (tertiary sector, associations)</li> <li>• Build valuable organisation level contacts and networks</li> </ul> <p><b>Support the Community</b></p> <ul style="list-style-type: none"> <li>• Provide local students with work experience opportunities</li> <li>• Support university in provision of their services.</li> </ul>

## **Project Complexity**

The IMAP WIL project is being implemented within a complex environment, which may have an impact on the goals, actions and success factors for the project.

The IMAP Councils are complex organisations in regards to:

- Breadth of career streams and role types.
- Understanding where the IMAP WIL Project sits relative priority to each organisations goals and projects for 2011/2012.
- Understanding how best to work with each of the Councils on this initiative and how best to bring stakeholders together to build relationships and networks.

The universities and TAFE sector is complex in regards to:

- Multiple organisations to connect with and understand their WIL offerings.
- Institutions take different approaches to WIL – often at a school level.
- Vast range of opportunities available – reviewing what may suit and when.

### **WIL in the IMAP Councils**

The focus of the project since May 2011 has been to 'Discover' what relationships and connections exist between the IMAP Councils and universities and TAFE sector – with a focus on WIL. The data collection is still continuing across the four councils. Expectation is that the number of placements will grow as data is collected and confirmed.

<b>University and TAFE WIL Placements (June 2010 – August 2011)</b>				
<b>IMAP TOTAL</b>	<b>COM</b>	<b>COPP</b>	<b>COS</b>	<b>COY</b>
45	31	7	7	1
<b>IMAP TOTAL</b>	<b>Universities</b>	<b>TAFE</b>	<b>Other or Unknown</b>	
45	17	3	25	

There are no council quotas for the number of WIL placements expected in each year.

Understanding the current triggers and drivers for WIL placements is useful when considering the drivers and intent of the IMAP WIL Project.

A number of areas within each council have ongoing partnering and practical agreements in place with particular universities and TAFEs, these student placements take place year on year.

In regards to providing additional WIL opportunities outside these practical agreements the **main trigger** is external whereby a student (or academic) contacts the council and requests a placement. The relevant team within council will then determine whether they can accommodate the request.

The **main driver** for IMAP Councils using student is 'altruistic' – having a social responsibility to provide opportunities to assist in the education of students.

Essentially, this is an adhoc, externally driven process and on the whole does not develop strong relationships and networks with the higher education sector and isn't necessarily providing the IMAP Councils with access to the strongest and brightest graduate talent Melbourne has to offer.

In May 2010 the IMAP Executive Group stated their drivers for increasing and improving WIL were:

<b>Primary Driver</b> Develop stronger links with the universities and TAFE sector.	
<b>Intent</b>	<b>Actions/Opportunities</b>
<i>Create Awareness</i> Identify and understand opportunities for work integrated learning.	<ul style="list-style-type: none"> <li>• Develop materials illustrating work integrated learning in councils.</li> <li>• Develop internal marketing plan for the four councils to raise the profile of WIL.</li> <li>• Identify and understand ability to staff short-term projects.</li> </ul>
<i>Make It Easier</i> Minimise the complexity in the process of employing students.	<ul style="list-style-type: none"> <li>• Develop policy.</li> <li>• Develop checklist.</li> <li>• Develop frequently asked questions guide.</li> </ul>
<i>Broker Relationships</i> Generate a high level of support, visibility and awareness both internal and external to councils.	<ul style="list-style-type: none"> <li>• Develop a four council model approach.</li> <li>• Provide regular ongoing opportunities for WIL employers to meet, share ideas and information.</li> </ul>

<b>Secondary Driver</b> Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management).	
Intent	Actions/Opportunities
<i>Address Workforce Challenges</i>  Identify and understand the role students play in addressing areas where it is difficult to recruit new staff.	<ul style="list-style-type: none"> <li>• No specific action identified.</li> </ul>
<i>Recruitment Strategy</i>  Ensure higher education providers and students see councils as an 'Employer of Choice'.	<ul style="list-style-type: none"> <li>• No specific action identified.</li> </ul>

Cultural change is required within the four councils to move from an adhoc, externally driven process to a proactive, internally driven process; and to shift the drivers to those intended by the IMAP executive group.

The intent of the initiative is to create the foundations for ongoing and sustainable change in WIL practices in the IMAP Councils and through this strengthen the relationships with the university/TAFE sector. This requires advocacy and support for WIL from within the IMAP Councils.

## IMAP WIL Project Plan

### **Project Areas**

In order to create the foundations for ongoing and sustainable change in WIL practices the WIL Project has been organised into three project areas which are aligned to original primary driver.

<b>Primary Driver</b>	Develop stronger links with the universities and TAFE sector.
-----------------------	---

#### **Project Area 1 – PROMOTE WIL – *Create Awareness***

- Provide information on what WIL is available within universities and TAFE sector.
- Create tools and channels for promoting WIL.

#### **Project Area 2 – STRENGTHEN WIL – *Make It Easier***

- Update and adopt policy, process and manager guides.
- CEOs, Directors, managers promote – tools and aids, etc in discussion with leadership group on an ongoing basis.

#### **Project Area 3 – FACILITATE WIL – *Broker Relationships***

- Create career stream groups – to bring people together from four councils and share ideas, generate projects and leverage relationships with universities.
- Create round table discussions between IMAP councils and university/TAFE staff.
- Propose ongoing planning, budgeting and FTE model for student placements.

While the actions identified for each project area may result in going some way to addressing the IMAP Executives secondary driver - *'Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management)'* – no specific actions will be progressed for this driver given the resources, effort and time of the Student Placement Officer will be focused on the primary driver.

The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group.

### ***Project Resources***

The IMAP Student Placement Officer role is a part time resource working across the IMAP Councils; this is project position which will end in May 2012.

Human resources staff will also be contributing in the delivery of the project, through being members of the project team and being owners of artefacts produced through the project.

Ultimately success of this project and the level to which relationships between the IMAP Councils and the university/TAFE sector are strengthened will be determined through increased interaction between council staff and staff from the education institutions.

Therefore, time and effort from directors, managers and team leaders will be required to:

	<b>Level of Council staff involvement.</b>	<b>What Will Staff Need to Do</b>
<b>Project Area 1 – PROMOTE WIL – Create Awareness</b>	Low	<ul style="list-style-type: none"> <li>• Read, understand and act on promotional materials.</li> </ul>
<b>Project Area 2 – STRENGTHEN WIL – Make It Easier</b>	Medium	<ul style="list-style-type: none"> <li>• Read, understand and use policy, process and guides.</li> </ul>
<b>Project Area 3 – FACILITATE WIL – Broker Relationships</b>	High	<ul style="list-style-type: none"> <li>• Participate in relationship building, dialogue and partnering with university/TAFE stakeholders.</li> <li>• Leverage existing council – university/TAFE relationships for IMAP.</li> <li>• Actively include WIL in their workforce planning strategies.</li> <li>• Identify meaningful and supported WIL opportunities for students.</li> </ul>

The proposed approach to facilitate the 'Broker Relationships' project area is the establishment of 'career stream clusters'<sup>1</sup> which will be a group of representatives from across the IMAP Councils based on their interest in a profession; work function; study area or academic discipline. The aims in forming career stream clusters are to:

- Enhance networks across the four councils and create partnerships.
- Share experiences and contacts.
- Understand workforce management issues current and projected for a career stream.
- Understand recruitment management issues and skills shortages for a career stream.
- Understand management of future talent pipeline for a career stream.
- Understand and leverage current approach to student placement.
- Understand what needs to be improved in work integrated learning for a career stream.
- Combine forces to influence higher education sector.

<sup>1</sup> Career Stream Cluster information detailed on Page 11 of this document.

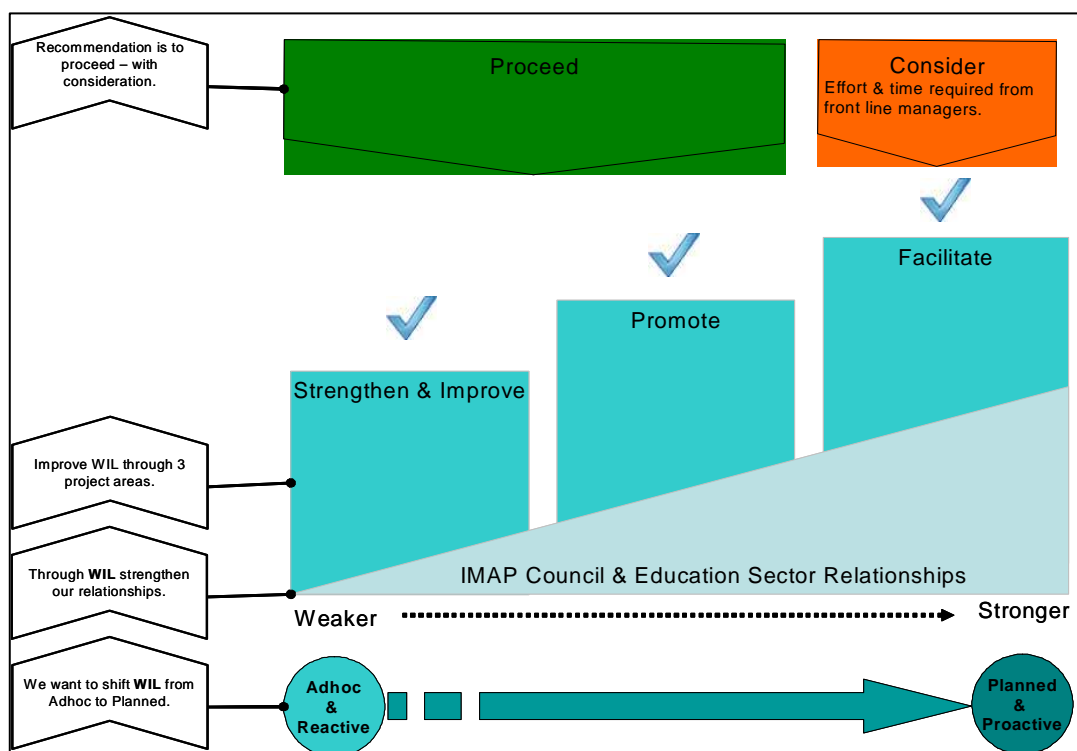
## Discussion / Consideration

1. Is strengthening links with the university and TAFE sector still important for your individual Councils and as an IMAP group? Why is strengthening the links with the university and TAFE sector important for your organisation, people and customers?
2. Does the IMAP Executive agree that cultural change is required within the four councils to shift from an adhoc, externally driven process to a proactive, internally driven process? Is this the intent of the project? Should cultural change within the four councils be driven by IMAP?
3. The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group. Each council should consider the following:
  - a. Where does the project/action fit in the priority list for 2011/2012?
  - b. How will your council benefit and leverage the action.
  - c. Potential resource commitment from your organisation.
  - d. Do you provide your endorsement for the action to proceed?
4. If the IMAP Executive consider that one of the goals of this project is to increase the number of students being brought into councils on WIL – do you want to adopt targets or quotas?
5. There is benefit in understanding all relationships/connections that exist between the IMAP Councils and the higher education sector and in gaining a view of the strength and success of these relationships. This project plans to only report on the WIL connections.

## Recommendation

The recommendation is to proceed with 'Project Area 1 – PROMOTE WIL – Create Awareness' and 'Project Area 2 – STRENGTHEN WIL – Make It Easier'.

The recommendation is also to proceed with 'Project Area 3 – FACILITATE WIL – Broker Relationships', however careful consideration is required from each council to confirm actions given potential impact of time on frontline management.





**IMAP WIL Project Actions**

<b>Project Area 1 – PROMOTE WIL – Create Awareness</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
WIL Service Catalogue	Provide consolidated view of what WIL is and the WIL opportunities available.	September 2011.	Medium	Low	
WIL Bulletin/Emails (monthly)	Provide an update on – status of project, WIL Case Studies, WIL opportunities and upcoming events.	1 <sup>st</sup> edition August 2011.	Medium	Low	
WIL Intranet Pages	Provide an online central WIL information repository within each council, leveraging existing intranet/communication channels.	September 2011.	Medium	Medium	
WIL Calender	Provide a calendar of activities and timings across the councils, universities and TAFEs to understand trigger points, submission dates, likely times when students are available.	September 2011	Medium	Low	
University and TAFE Career Fairs, Vacation Work Fairs.	IMAP Councils represented on campus at Careers Fairs planned for 2012. Needs to align to overall recruitment strategy may be a cost. Initial phase will be on understanding what is available.	January 2012	Low	Medium	

<b>Project Area 2 – STRENGTHEN WIL – Make It Easier</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
WIL Policy	Provide an update on the WIL policy for each IMAP council.	October 2011	Low-Med	Low	
WIL Processes	Review and enhance WIL processes.	October 2011	Low-Med	Low	
WIL Managers Guide and Training	Provide the WIL managers guide and associated training materials	November 2011	Low-Med	Low	
Information management and reporting	Understand, collate and map the existing WIL relationships between the IMAP councils and the universities. Ensure ongoing accurate reporting on WIL statistics.	January 2012	Low-Med	Medium	

<b>Project Area 3 – FACILITATE WIL – Broker Relationships</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
Advise on placements	Assist leaders and managers in sourcing students where they identify and need for a student.	Ongoing	High	Low	
HR Contacts	Confirm links between HR teams and employment and career service/WIL groups within the universities.	September 2011	Med	Medium	
WIL 2012 – Plan, Budget and FTE	Establish proposal for updating the planning cycle where IMAP councils confirm student roles and projects for the year ahead. Review benefits of aligning with corporate planning.	January 2012	Med/High	Medium	
WIL Career Stream Clusters	Form career stream clusters.	September 2011 – ongoing.	High	High	
WIL Round Tables	Broker meetings between IMAP council groups and universities/TAFE. Potentially align with council activities – conferences, festivals, knowledge week.	September 2011 – ongoing	High	High	
IMAP WIL Student Alumni	Create an alumni group of students who have performed WIL in the IMAP councils. Plan ‘keep them warm’ activities.	February 2012	Low	Low	

**IMAP WIL 'career stream clusters'**

The table below details the career stream clusters, which may be adapted through the life of the project.

<b>Capital Works and Building</b> <ul style="list-style-type: none"> <li>• Major Projects and Infrastructure</li> <li>• Project Management</li> <li>• Construction</li> <li>• Administration</li> </ul>	<b>Communication and Marketing</b> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Marketing</li> </ul>	<b>Corporate &amp; Business Services</b> <ul style="list-style-type: none"> <li>• Analysis and Planning</li> <li>• Finance Management</li> <li>• Human Resource Management</li> <li>• IT Management</li> <li>• Legal</li> </ul>
<b>Economic Development and Tourism</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Tourism</li> </ul>	<b>Engineering</b> <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Buildings</li> <li>• Traffic</li> </ul>	<b>Environment and Public Space Management</b> <ul style="list-style-type: none"> <li>• Landscape Architecture</li> <li>• Parks and open space</li> <li>• Waste Management</li> </ul>
<b>Events</b> <ul style="list-style-type: none"> <li>• Events</li> </ul>	<b>General Management</b> <ul style="list-style-type: none"> <li>• Team Leadership / Management</li> <li>• Project Management</li> <li>• Risk Management</li> <li>• Administration</li> </ul>	<b>Health and Community Services</b> <ul style="list-style-type: none"> <li>• Aged Care</li> <li>• Arts and Culture</li> <li>• Children and youth</li> <li>• Community Relations</li> <li>• Disability Care</li> <li>• Environmental Health</li> <li>• Family Support</li> <li>• Social Planning and Projects</li> </ul>
<b>International Relations</b> <ul style="list-style-type: none"> <li>• International Relations</li> </ul>	<b>Planning and Development</b> <ul style="list-style-type: none"> <li>• Building Surveying / Inspecting</li> <li>• Planning</li> <li>• Property Management</li> <li>• Land Surveying</li> </ul>	<b>Research</b> <ul style="list-style-type: none"> <li>• Research</li> </ul>
<b>Sustainability</b> <ul style="list-style-type: none"> <li>• Sustainability Planning and Projects</li> </ul>	<b>Urban Design</b> <ul style="list-style-type: none"> <li>• Urban Design</li> <li>• Architecture</li> </ul>	