



GLOBAL CENTRE FOR  
WORK-APPLIED LEARNING

PIONEERING WORK-APPLIED LEARNING



AUSTRALIAN  
INSTITUTE  
of BUSINESS

the practical business school

# WORK-APPLIED LEARNING FOR CHANGE CONFERENCE

TUESDAY 17 – WEDNESDAY 18 NOVEMBER 2015  
HILTON ADELAIDE | ADELAIDE, AUSTRALIA

A Conference jointly organised by the  
Global Centre for Work-Applied Learning  
and Australian Institute of Business

PROUDLY SUPPORTED BY:



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## CONFERENCE ORGANISERS



The **Global Centre for Work-Applied Learning** aims to bring together practitioners, scholars and organisations committed to Work-Applied Learning (WAL) and related areas in Australia and around the world.

These collaborations result in industry based projects, research and recognition of prior learning qualification pathways, all of which will contribute to knowledge and the practice of WAL globally.



The **Australian Institute of Business** is a 25 year old Business School offering degrees and undertaking research in business and management nationally and globally.

AIB was the first and still is the only private institution in Australia to be Government approved to confer the full suite of business and management degrees from BBA to PhD. The institute is led by highly qualified and experienced academics and practitioners who are determined to maintain close links between business theories and cutting edge business practices. AIB is 'The Practical Business School', committed to delivering programmes which are work-applied, accelerated, flexible, accessible, affordable and fully accredited.

## WORK-APPLIED LEARNING (WAL)

Work-Applied Learning (WAL) incorporates the features of Work Based Learning (WBL) and is grounded in a fused Action Research method and Action Learning process (ARAL). It is the addition of the ARAL approach which leads to not only individual learning by the managers and team learning, but also organisational learning, knowledge management and change, as managers and their teams, plan, act, observe, reflect, evaluate and validate their work based projects through the action research cycles of WAL.

**Emeritus Professor Selva Abraham**  
Chairman of the Global Centre  
for Work-Applied Learning

## CONFERENCE SUPPORTERS



**Middlesex University's** pioneering Institute for Work Based Learning provides research and strategic development of work-based learning across the university. In addition,

the Institute partners directly with individual learners and organisations to create bespoke programmes from certificate through to doctorate level. Learning is focused on workplace activities and is aimed at extending workplace skills and the abilities of employees.



**Action Learning, Action Research Association Inc (ALARA)** was formed in 1991 (as Action Learning Action Research and Process Management Association).

ALARA established itself as the world's earliest action research professional association. It was the first to mount World Congresses for this field, bringing together theorists and practitioners with novices, innovators and managers. Renamed ALARA in 2007, the association has now held 8 World Congresses in Australian and International settings, 20 Australasian conferences, and local workshops and seminars for members and their networks.

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## CONFERENCE THEMES

In this conference, Work-Applied Learning (WAL) for Change is addressed in the context of lifelong learning; organisational project management; health management projects; accreditation of intellectual capital and university programs. This conference will bring together leading practitioners and scholars to share and consider these issues.

## CONFERENCE PARTICIPANTS

Join like-minded conference participants and discover developments in WAL concepts, process and application which will be beneficial to executives, professionals and academics.

## CONFERENCE PROCESS

The 2015 WAL for Change conference will involve presentations and group discussions, providing participants with the opportunity to reflect on their own practices and organisational projects/ programmes in the light of the concepts and practices introduced. The number of participants will be restricted to about 100 to ensure maximum benefits for all who attend.

## REGISTRATION INFORMATION

### FEES

#### Standard Registration

AUD \$825.00 (ex GST)

#### Group Registration (8 or more)

AUD \$625.00 (ex. GST)

#### AIB Alumni or Student Registration

10% Discount on the above prices

Fees stated are in Australian Dollars.

GST is void for International Delegates.

### REGISTRATION INCLUSIONS

Registration fees include attendance at conference sessions over the two days, arrival tea/coffee, morning and afternoon teas and lunches, a name badge, and a conference program pack.

### HOW TO REGISTER

Please email your full name and email address to [conference@wal.global](mailto:conference@wal.global) and we will send you a registration form.

### CANCELLATION POLICY

By completing and submitting the registration form, you are indicating your intention to attend the conference and you will be liable for a cancellation fee if you are unable to attend.

Registration cancellations must be sent in writing (mail, fax or email), to GCWAL. Registration cancellations received less than 21 days prior to the conference will not be eligible for refund of fees paid; however, a substitute delegate may be nominated.

### DRESS STANDARDS

Business attire is suggested for the conference sessions.

### NAME BADGES

All registrants will be issued with a name badge at registration. Admittance to all sessions will require presentation of your badge.

## VENUE

### HILTON HOTEL ADELAIDE

Hilton Adelaide is perfectly located, overlooking Victoria Square and a stone's throw from Adelaide's shopping, dining, theatre and business precincts.

The hotel is adjacent to the Central Market and Chinatown and around the corner from Gouger Street, Adelaide's largest restaurant and café precinct. At the hotel's doorstep is the Adelaide tram taking you directly to seaside Glenelg or along North Terrace to the Adelaide Casino, Convention Centre and Entertainment Centre.

## ACCOMMODATION

### HILTON HOTEL ADELAIDE

233 Victoria Square, Adelaide

Phone: +61 8 8217 2000

Website: [www.adelaide.hilton.com](http://www.adelaide.hilton.com)

### ALTERNATE HOTELS LOCATED NEARBY

#### ADINA APARTMENTS HOTEL ADELAIDE TREASURY

2 Flinders Street, Adelaide

Phone: +61 8 8112 0000

Website: <http://www.tfehotels.com/brands/adina-apartment-hotels/adina-apartment-hotel-adelaide-treasury>

#### QUEST ON KING WILLIAM

82 King William Street, Adelaide

Phone: +61 8 8217 5000

Website: [www.questapartments.com.au](http://www.questapartments.com.au)

#### QUEST ON FRANKLIN

74 Franklin Street, Adelaide

Phone: +61 8 8113 7500

Website: [www.questapartments.com.au](http://www.questapartments.com.au)



## SPEAKERS



### PROFESSOR ORTRUN ZUBER-SKERRITT

Professor Ortrun Zuber-Skerritt, PhD, DLitt, D (Hon), MEd, BA (Hon), Dip Ed Adjunct Professor (Griffith Institute for Educational Research). Ortrun Zuber-Skerritt has been an Adjunct Professor, School of Education and Professional Studies,

and a member of the Griffith Institute for Educational Research (GIER), Griffith University, Australia, since 1997. She is also Professor Extraordinaire, North West University (South Africa); Regional President, Australasia, Global University for Lifelong Learning (GULL, USA); and Director of OZI (Ortrun Zuber International) based in Brisbane (Australia) producing world leading contributions in participatory action learning and action research (PALAR), leadership development, postgraduate research training and supervision, including qualitative research methods.



### EMERITUS PROFESSOR DAVID MAJOR

David Major is Emeritus Professor of Work Based Learning (WBL) at the University of Chester and former Dean of the Faculty of Lifelong Learning. He has managed the growth and development of WBL at Chester since its inception in 1990 until

retirement from his substantive post in 2008 and has been involved in a number of national initiatives and research projects which have contributed towards WBL becoming an established part of the HE curriculum. As a Dean of Faculty, he was a member of the University Executive, sharing in the management and leadership of the University. He remains at the University of Chester on a part-time consultancy basis to assist with special projects, including international work, and the development of initiatives in Work Based Learning.



### DR KATHLEEN KING

Kathleen is an independent organisational consultant and coach with extensive experience in personal, team and organisational development. Until October 2015 Kathleen lead the MSc and Doctorate in Organisational Change at Ashridge,

using Action Research as the methodological orientation of choice. Kathleen takes her action research/action learning orientation into her practices as an organisational consultant, coach and supervisor.



### PROFESSOR SHANKAR SANKARAN

Shankar Sankaran, PhD, is a Professor of Organisational Project Management at the University of Technology Sydney and Core Member of the Centre for Management and Organisation Studies. Shankar teaches courses in a Master of

Project Management Program and has supervised more than twenty-six doctoral students, published/presented over a hundred research papers and edited three books. Shankar comes to academia after several years of experience as a senior operations manager in a Japanese MNC in Singapore. He has recently coedited the book titled 'Novel Approaches to Project Management Research: Translational and Transformational' with Nathalie Drouin and Ralf Müller.



### EMERITUS PROFESSOR JONATHAN GARNETT

Emeritus Professor Jonathan Garnett is Academic Director of the Global Centre for Work Applied Learning and Senior Research Adviser at AIB.

Formerly Jonathan was the Director of the Institute for Work Based Learning and Professor of Work Based Knowledge at Middlesex University. Jonathan has over twenty years experience at the leading edge of the development and operation of work based learning partnerships at higher education level in the UK and internationally. His expertise includes the development of higher education practice and structures to enhance the intellectual capital of employers.



### PROFESSOR CAROL COSTLEY

Carol Costley is a Professor of Work Based Learning (WBL) and Director of the Institute for Work Based Learning, Middlesex University. She has a particular interest in Professional Doctorates and has written about the development of WBL as a field of

study, especially multi and trans-disciplinarity, diversity, pedagogy, ethics and practitioner-researcher issues. She works internationally as a researcher and in the development of WBL and doctorate programmes of study. Carol works with organisations in the private, public, community and voluntary sectors internationally in the learning and teaching of work-based, taught and research degrees.



### DR GILL COLEMAN

Gill is Director of the Ashridge Centre for Action Research, part of the faculty team for the Ashridge Doctorate in Organisational Change, and Director of the MSc in Sustainability and Responsibility at Ashridge Business School, UK.

Her work is concerned with participative approaches to personal and organisational learning and change - and the role participative and action-oriented approaches can play in this.



### PAUL JURMAN

Paul Jurman, MBA, is the Director of Information Technology at Monash Health. Monash Health is Victoria's largest healthcare network which cares for 1.3 million Victorians residing across nine local government areas. Paul is an Associate Fellow of

the Australasian College of Health Services Management, a former Secretary of the Victorian Healthcare CIO Council, and Certified Chief Information Officer of the College of Healthcare Information Management Executives. He has extensive experience in ICT planning, strategy, governance and operations across both public and private health in rural and metropolitan settings.



### DR INGY SHAFEI

Dr Ingy Shafei is a Lecturer at the Australian Institute of Business. She has a Doctorate of Business Administration as well as a Doctorate in Medicine. She has over fifteen years of experience in lecturing and research in both business administration and

medicine at both the under-graduate and post-graduate levels. She has a wealth of field experience in business administration having worked in the fields of business management consulting, healthcare, marketing, project management and accreditation. In addition, she has great experience in delivering and enhancing the quality of services through gap analysis and business process mapping.

## TIMETABLE | TUESDAY 17 NOVEMBER 2015

TIME	TOPIC	PRESENTER	PRESENTATIONS AND REFLECTIONS
09:00 – 09:30	WELCOME	GUEST OF HONOUR <b>GREG CROSSMAN</b> Chief Fire Officer Metropolitan Fire Service	OPENING SPEECH
09:30 – 10:30	Work-Applied Learning (WAL) for Lifelong Learning	<b>PROFESSOR ORTRUN ZUBER-SKERRITT</b>	This presentation will situate Work Applied Learning (WAL) in the context of Lifelong Learning. This perspective is based on the conjunction of Lifelong Learning and its imperatives and characteristics as they are allied to Action Learning and Action Research harnessing their particular power and methodologies. Thus WAL is seen as a practical approach to the vital necessity of learning over a lifetime, especially in a time of rapid change, globalization and other modern pressures on individuals, organisations and society at large providing hope and benefit for society, including the most disadvantaged, as they are able to access powerful methods of learning which are broadly accessible across society.
10:30 – 11:00	BREAK		
11:00 – 12:30	Using Work-Applied Learning to enhance and accredit the intellectual capital of employers	<b>EMERITUS PROFESSOR JONATHAN GARNETT</b>	In the age of the “knowledge economy” the belief is widely expressed that organizations are only as good as their people. If that is the case then a key concern for organizations must be the internal facilitation of the creation, recognition, dissemination and application of knowledge and skills. While much has been written about ‘the learning organization’ to date higher education remains largely at the margins of organizational learning. The Global Centre for Work Applied Learning aims to bring about a paradigm shift to place Work-Applied Learning at the core of successful organizations, including those in higher education, through the development and accreditation of the intellectual capital of the organization.
12:30 – 01:30	LUNCH		
01:30 – 03:00	Inquiring for Change: Taking Action Research into Organisations	<b>DR GILL COLEMAN AND DR KATHLEEN KING</b>	Ashridge Business School provides MBA and traditional Management programmes, as well as an OD consulting practice and number of ‘specialist’ degree programmes which take an action research approach to learning and organisational change. 1. Hamad Medical Corporation, Qatar. We are working with managers, ambulance, medical and nursing staff, to address the question: “How are sustainable, resilient and innovative improvements in quality created in healthcare systems?” as they seek to provide free world-class health care to a rapidly expanding population. 2. National Institute for Health Research (NIHR) is the research arm of the NHS. Ashridge works to support collaboration between the distinct medical and research cultures through a sustained programme of Action Research and Action Learning since 2009.
03:00 – 03:30	BREAK		
03:30 – 05:00	Organizational Project Management– An Opportunity to Enhance Work-Applied Learning and Research	<b>PROFESSOR SHANKAR SANKARAN</b>	Over the past two decades, Organizational Project Management (OPM) has emerged as an academic field focused on how project, program and portfolio management practices strategically help firms realize organizational strategies. Action Learning and Action Research have been used in project management to conduct research to solve real-world problems and to capture lessons-learned. The emergence of OPM widens the avenue for new opportunities for learning and research beyond the project organization. What is OPM? What is its relationship with the organization? How can it provide new opportunities for work-based learning and research? These questions will be addressed in this presentation.

## TIMETABLE | WEDNESDAY 18 NOVEMBER 2015

TIME	TOPIC	PRESENTER	PRESENTATIONS AND REFLECTIONS
09:00 – 10:30	Doctorate Education for Advanced Professionals	<b>PROFESSOR CAROL COSTLEY</b>	Professional Doctorate Candidates can make a personal and professional difference to a specific community resulting in the outcomes of their research and development providing useful and innovative contributions to professional work. The nature of support also changes from a supervisory one to an advisory one as the candidate becomes regarded as an experienced professional rather than a part-time student. Approaches to knowledge production and the more mature professionals found on many doctorate programmes have led to changes in curriculum, pedagogy and assessment. This paper demonstrates how doctorate education can now be tailored to provide advanced professionals with opportunities to profoundly develop themselves and their work at doctorate level.
10:30 – 11:00	BREAK		
11:00 – 12:30	The University in the Workplace	<b>EMERITUS PROFESSOR DAVID MAJOR</b>	The presentation will focus on two examples of university-employer partnership undertaken at the University of Chester where action learning was used as the principal means for bringing about change in the workplace. It will reflect on the distinctive contribution of work based learning in higher education to bring about change to the culture and working practices of two public organisations, thereby improving performance and developing new ways of working. It will also consider the impact of work based action learning on learners often giving them a greater sense of their own identity and professionalism and point to the way in which work based action learning challenges the university as much as it challenges employer partners.
12:30 – 01:30	LUNCH		
01:30 – 03:00	An investigation of the design and implementation of a Telemonitoring program for diabetes patients in a Victorian Health Services Network	<b>PAUL JURMAN AND DR INGY SHAFEI</b>	The project and study undertaken examines the design and implementation of a Telemonitoring program enabling home-based monitoring of diabetes patients commencing insulin therapy within a Victorian Health Services Network using action research. The Telemonitoring system would transmit data real-time from the patient to a clinical portal enabling clinical staff to respond more quickly to adverse readings resulting in better clinical outcomes and reduced process time. The speakers would like to share the current progress and process of the project and major developments to date.
03:00 – 03:30	BREAK		
03:30 – 05:00	Plenary Session		The plenary session will provide an opportunity for the participants to raise with the speakers any issues they may have relating to WBL and WAL.
05:00 – 05:30	CLOSING ADDRESS		



## GENERAL INFORMATION

### TRAVEL

Delegates travelling to Australia from overseas must check whether they require a visa. This should be done as soon as possible because it does take some time for visas to be granted. You may visit the website of the Australian Embassy in your country for more information. Should you require an invitation letter for your visa application, please ensure you complete the relevant information when registering. Details of your nearest Australian Embassy are available at: [www.dfat.gov.au/missions/](http://www.dfat.gov.au/missions/)

### AIRPORT TRANSFERS

Skylink Airport Shuttle - The shuttle specialises in providing a regular, scheduled bus service between Adelaide Airport and the Adelaide CBD. There are set-downs and pick-ups for most major city hotels. The shuttle service operates every day of the year, except Christmas day. For more information, please visit [www.skylinkadelaide.com](http://www.skylinkadelaide.com)

### LOCAL TRANSPORT

A taxi from Adelaide Airport to the CBD is about \$25.00  
Adelaide Independent Taxis – 132 211  
Suburban Taxis – 131 008  
Yellow Taxis – 132 227

### ADELAIDE CITY

Australia's most liveable city, Adelaide is easy to get around. The city rises from the middle of a tree-covered plain, between rolling hills to the east and beaches to the west. With a population of slightly more than one million, Adelaide is the '20 minute city'. The airport is only seven kilometers from Adelaide city. The Adelaide Hills and major beaches are less than half an hour away by car. That's what we call liveable!

### TEMPERATURE

For the month of November, Adelaide's mean average daily temperature is 21 °C, the average daily minimum is 9°C.

## CONTACT US

### FURTHER INFORMATION

For further information on the conference, please contact:

Associate Professor Juhani Tuovinen

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