

Case for Change – Printing and Graphic Arts Industry
 Project ICP 1b – Industry Knowledge and Employability Skills Project

Administrative information

Name of IRC: Printing and Graphic Arts (‘ICP’)

Name of SSO: PwC’s Skills for Australia

Name of Training Package: Printing and Graphic Arts (‘ICP’) Training Package

Name of Project: Printing and Graphic Arts Industry Knowledge and Employability Skills

This Case for Change was agreed to by the Printing and Graphic Arts IRC.



Printing and Graphic Arts IRC Chair Signature:

Case for Change

This project is proposed in response to the following industry drivers for change:

Drivers for change	Context
Increasing focus on and demand for transferable skills	<ul style="list-style-type: none"> Reference to employability skills in this case relates to a professionalised skill set which includes career and development planning, creative, commercial and critical thinking, collaboration and relationship building, agility and flexibility to be applied across multiple roles within the Printing industry¹. This differs slightly to ‘enterprise skills’ which prepare learners for the economy of the future in order to navigate more complex careers² as opposed to job roles within the same industry. Skills needs are shifting as the sector moves from being primarily a manufacturing industry to one that is increasingly focused on customer service, marketing and sales. An expanding customer market, caused by globalisation, is leading to both increased competition and a growing customer base. This is driving businesses to seek diversified interpersonal skills relevant to the printing industry that are transferable across varying aspects of the business, as organisations seek to form lasting relationships with their customers. Advances in technology in the industry are leading to organisations moving towards more specialised products and services (such as wedding invitations, signage, labelling). Employees require skills such as flexibility and agility in order to adjust to the shifting environment. Employers struggle to access skills, particularly transferrable ones, as a result of the limited number of imported Units of Competency (UoCs) that learners undertaking qualifications in printing and graphic arts are able to undertake.
Poor alignment of qualifications to industry roles	<ul style="list-style-type: none"> Industry has indicated that there is a current lack of clarity surrounding the purpose of the Certificate II in Printing and Graphic Arts. This Certificate may have been created with the intention of being primarily delivered to secondary school students, to allow learners to gain insight into the industry. However, consultation suggested that learners typically use this qualification as a pathway to employment and there is concern that the qualification is being undertaken as a substitute for the Certificate III level qualification in printing. Further consultation around this is required. Due to the current low uptake of Printing and Graphic Arts qualifications, the creation of appealing pathways into the industry is critical for ensuring a skilled workforce is available in the future. As the Certificate II qualification is intended to be used as a ‘taster’ of the industry, the qualification could be revised to ensure it promotes transferable industry skills and the wide variety of roles available should a learner continue on to pursue further training in the industry. A focus on employability skills, such as teamwork, adaptability, problem solving and communication in this qualification has the potential to provide greater awareness of the unique nature of the industry and improve the employability potential of learners. Printing and Graphic Arts qualifications at a Certificate IV and Diploma Australian Quality Framework (AQF) level have a number of core UoCs at a nominal AQF 2 level. As these units were created for learners who are at an entry level position, they are not fit for purpose for learners undertaking higher level qualifications as the job roles aligned require management capability. Industry stakeholders have expressed uncertainty around the benefits of employing someone with a qualification versus providing training on the job. Learner uptake is also relatively low. Consultation suggests this is partially a result of the qualifications not fully meeting current industry needs, so an update is important.

¹ Printing and Graphic Arts Industry Skills Forecast and Proposed Schedule of Work Version 2.0 - April 2017

² Foundation for Young Australians (2016). *Enterprise skills and careers education in schools. Why Australia needs a national strategy*, available at https://www.fya.org.au/wp-content/uploads/2015/11/Enterprise-skills-and-careers-education-why-Australia-needs-a-national-strategy_April2016.pdf

Case for Change – Printing and Graphic Arts Industry
 Project ICP 1b – Industry Knowledge and Employability Skills Project
Recommended changes

Recommendation	Rationale
Update the elements, performance criteria and assessment conditions of 29 UoCs to ensure they are fit for purpose in light of rapid and ongoing industry change	<ul style="list-style-type: none"> Update 12 UoCs that have been identified as requiring an update of the content based on their currency and relevance. The 12 units were identified as being critical skills for industry and as needing to be updated to reflect modern industry practises. Update or delete 17 UoCs that have been identified as having nil or very low (less than 15) enrolment numbers over the past 3 years³. Possible reasons for low enrolments that will be further researched during the case for endorsement stage are few RTOs delivering training, units that are no longer relevant to today’s industry or students’ electing to complete more imported units where possible.
Create four new UoCs	<ul style="list-style-type: none"> Create three ICP specific UoCs regarding employability skills specific to the printing industry at nominal AQF 4 to address the skills of quality inspection, safe working environments and workplace communication. Currently units addressing these topics are available at a nominal AQF 2 level and are core to the qualifications, however industry representatives have clearly stated that the skills required by employees who have progressed beyond entry level work are not covered by the units currently available. The current units do not cover any of the specific supervisory or management skills required to carry out the required tasks. Create one new UoC at nominal AQF 3 to address production processes as no unit addressing this skill currently exists at this level. This unit has been identified as being required by industry due to employees now working across multiple facets of the organisation, as opposed to the traditional practice of only working on one machine.
Update the structure and packaging rules of the eight ICP qualifications with a view to address issues related to learner employability in the industry. An emphasis will be placed on ensuring that core units are up to date and fit for purpose and importing UoCs from other training packages to meet skills needs as required.	<ul style="list-style-type: none"> Industry has indicated that greater consistency is needed in the core skills that learners are equipped with after completing a Printing and Graphic Arts qualification. This is particularly relevant due to the rate and scale of industry change and the need for employees in the industry to have skills that are transferable, as they are more likely to transition between roles in the industry. The structure and packaging rules of the Certificate III and the Certificate IV in Printing and Graphic Arts need to be updated to ensure that they are offering differentiated training requirements and specific employment outcomes and that both meet a different, defined industry need. UoCs from other Training Packages will be considered to determine whether they could adequately meet the needs of learners undertaking Printing and Graphic Arts qualifications. In particular UoCs from the Business Services training package related to employability skills will be considered.
9 imported UoCs will be removed from the elective list of the eight Printing and Graphic Arts qualifications	<ul style="list-style-type: none"> Nine currently imported UoCs have been identified as not meeting the needs of Printing and Graphic Arts employers and learners. This is due to various reasons including UoCs being outdated, superseded or deleted, duplication of content or not being fit for a printing industry context.

See also Appendix A – *Training package components to change*

It is acknowledged that some of the qualifications and UoCs requiring updates have relatively low enrolments, however they play an important role in supporting the printing industry nationally. Efforts made been made to ensure that streamlining of the training package takes place as far as is consistent with industry needs and updates to training products have only been proposed where they play a clear and important role in upskilling and reskilling.

Total proposed changes

Proposed changes to training products	Number of training products
Existing Units of Competency to be updated	12
Existing Units of Competency to be updated or deleted from the Training Package	17
Units of Competency to be created	4

³ National Centre for Vocational Education Research (2017) Students and courses 2016

Case for Change – Printing and Graphic Arts Industry
Project ICP 1b – Industry Knowledge and Employability Skills Project

Qualifications to be updated	8
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Industry support for change

Industry views were captured via targeted stakeholder interviews.

Issues Identified by Stakeholders

1. **Relevance of training:** training does not reflect the correct employability skills ICP employers require of new and existing workers, making it challenging for both job seekers and recruiters to find the right match.
2. **Proficiency of new entrants:** the work readiness of young, inexperienced workers entering the ICP industry is considered generally low, presenting a risk to employment outcomes.
3. **Accessibility of training:** employers indicate that current training is not readily accessible.

Impact of change

Throughout the Case for Change process we have sought to gather multiple perspectives on impacts of the proposed changes to the training package. The below table provides a description of all expected impacts relative to stakeholders for Project 1b given the proposed changes.

Stakeholder	Impact
<i>Industry/ Employers</i>	Potential employees will have current and relevant skills, therefore less ‘on-the-job’ training will be required. In addition greater recognition of qualifications and the accompanying standard of skills can be expected.
<i>Registered Training Organisations</i>	Increased opportunity to offer relevant, industry supported training. However as some qualifications may be non-equivalent, RTOs will be required to reapply to have the relevant qualifications on scope.
<i>Learners</i>	Increased qualification benefits and outcomes particularly related to the transferability of skills. Increased awareness of the printing industry as a whole as well as the production process from start to finish.
<i>Regulators</i>	Improved learning outcomes in training products across the VET sector.

Implications of not implementing proposed changes

The base case (the ‘do nothing’) option must be considered as an alternative to the proposed changes in order to enable effective comparison between the two scenarios. This option negates the need for effort to be dedicated to updating the units, however does not address the issues identified above. No further reviews would be planned for the training products in scope of this project in the base case scenario. The likely impacts of this option are outlined below:

Current issue	Likely impact(s) if not addressed
<i>Adaptability</i>	<ul style="list-style-type: none"> • Industry have emphasised the importance of learners and employees being adaptable and agile in the printing industry, however learners undertaking current training do not possess these skills.
<i>Industry knowledge</i>	<ul style="list-style-type: none"> • Industry have stated that the current units available do not satisfactorily teach learners the required industry knowledge to allow learners to be transferable and adaptable in the current printing environment.
<i>Low levels of training</i>	<ul style="list-style-type: none"> • Industry have identified that learners undertaking a Printing and Graphic Arts Certificate IV or a Diploma may be underqualified for job roles due to the requirements in three of the core units not matching the skills required by the job roles aligned to these qualifications.

Case for Change – Printing and Graphic Arts Industry
 Project ICP 1b – Industry Knowledge and Employability Skills Project

<i>Customer service skills</i>	<ul style="list-style-type: none"> Learners are currently not equipped with the adequate customer service skills required to operate in printing organisations.
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Timeframes

PwC’s Skills for Australia anticipates that the Case for Endorsement for the ICP Training Package will be submitted to the Australian Industry and Skills Committee (AISC) secretariat by June 2019. As both this Case for Change and the 1c - Design, Marketing and Pre-press Case for Change (submitted May 2018) propose updates to the same eight ICP qualifications, we anticipate that these projects will be undertaken concurrently.

Implementing the COAG Industry and Skills Council reforms for Training Packages

The table below outlines how the changes recommended in this Case for Change support the AISC reforms for Training Packages:

Reform	Evidence of this being addressed
<i>Removing obsolete and superfluous qualifications from the training system</i>	<ul style="list-style-type: none"> By conducting thorough reviews, superfluous and outdated UoCs that are no longer applicable to industry will be removed.
<i>Making more information available about industry’s expectations of training delivery</i>	<ul style="list-style-type: none"> Extensive industry consultation will be undertaken. A specific focus on ensuring that training is realistic and useful for learners and employers, as well as deliverable by RTOs will be maintained throughout the project particularly given the low availability and uptake of training currently.
<i>Ensuring the training system better supports individuals to move easily from one related occupation to another</i>	<ul style="list-style-type: none"> By creating agile and transferable skills that meet employer needs, there will be increased flexibility to work in a variety of occupations. Print media reaches a breadth of sectors. The creation of cross functional skills will enable students to work in a variety of organisations and industry sectors.
<i>Improving the efficiency of the training system by creating units that can be owned and used by multiple industry sectors and housing these units in a work and participation bank</i>	<ul style="list-style-type: none"> The skills acquired in ICP qualifications will be applicable to many sectors through increased focus on meeting interpersonal and communication skills.
<i>Fostering greater recognition of skill sets</i>	<ul style="list-style-type: none"> Improved clarity in existing and imported units provides better clarity of learning outcomes for existing skill sets.

Appendix A – Training Package Components to Change

Project	Training Package Code	Training Package Name	IRC Name	Review status (Set options)	Number of existing qualifications to be updated as part of the project	Number of new qualifications to be created	Number of existing skill sets to be updated as part of the project	Number of new skill sets to be created	Number of existing NATIVE units to be updated as part of the project	Number of new NATIVE units to be created	Total number of NATIVE units (X new plus Y existing) that are likely to attract training package development work costs
Printing and graphic Arts Industry Knowledge and Employability Skills	ICP	Printing and Graphic Arts	Printing and Graphic Arts Industry Reference Committee	Progress to Project	8	0	0	0	29	4	4 new UoCs to be created 12 existing UoCs to be updated: ICPKNW322 - Develop knowledge of the printing and graphic arts industry ICPSUP216 - Inspect quality against required standards ICPSUP260 - Maintain a safe work environment ICPSUP262 - Communicate in the workplace ICPSUP268 - Perform basic industry calculations ICPSUP280 - Enter data into electronic system ICPSUP281 - Use computer systems ICPSUP464 - Provide customer service and education ICPSUP482 - Troubleshoot and optimise materials and machinery ICPSUP488 - Ensure process improvements are sustained ICPSUP554 - Manage teams ICPSUP583 - Troubleshoot and optimise the production process 17 existing UoCs to be updated or deleted from the Training Package:

Appendix B - Project Rationale

Project 1b

To further understand the reasoning behind instigating this Case for Change we have prepared a rationale to support the scope, content and timing of this project. This rationale is derived from the Industry Skills Forecast and Proposed Schedule of Work which was submitted to the AISC in 2017. Table 1 represents a summary of the rationale for this project.

Table 3: Rationale for Project 1b

Item Code	Year	Title	Rationale
1b	2017-18	Update UoCs related to industry knowledge and priority employability skills	<p>The printing and graphic arts sector is acknowledged to be an often challenging and constantly changing sector to work in. The working conditions can take their toll on workers, and the market adjustments and technological change can strongly impact organisations not able to adapt to them.</p> <p>Consequently, the identified priority skills for a future fit workforce relate to workers being able to thrive in this challenging environment. Changes needed to support the future workforce include increasing industry knowledge and developing a professionalised skill set such as career and development planning, creative, commercial and critical thinking, collaboration and relationship building, agility and flexibility (including higher skills levels, the ability to manage and teach others these skills). A lack of these sort of skills have been raised by stakeholders as a concern, reflected in some industry performance. Feedback from IRC members suggests that the current Training Package is not delivering these skills well as there are limited units available to address them and those that are available are predominantly imported UoCs that may not nuanced enough to the challenges of the printing and graphic arts sector. Particularly lacking is any training content that directly builds learners knowledge of the sector and the trends and economic forces affecting it, and how it is adapting.</p> <p>Given that this project addresses these priority areas and stakeholder concerns it is scheduled as a priority for 2017-18. The project will examine the appropriateness and adaptability of all native and imported UoCs currently addressing these skills, as well as where they sit in the packaging rules of different Printing and Graphic Arts qualifications. This project may include amendments to, or consolidation of, current UoCs and/or the creation of new UoCs that may be more specialised to this sector.</p>