



Deakin Professional Practice Credentials: Lessons from an early leader

Dr Asheley Jones COO and Head of Product, DeakinCo.

Open Learning Micro-credential Symposium 25th November 2020



DEAKINCo.

Overview

1. The Model
2. Assessment
3. New Builds
4. Taxonomy
5. Portals
6. End-to-end solution
7. Where to for 2021?
8. Questions



The Model



DEAKINCo.



2014: The Intent

A capability framework based credentialing model for non-consumers of traditional postgraduate education to address:

- the rapidly changing nature of industry and business work models (shorter skills shelf-life)
- lifelong employability through lifelong learning
- formal recognition of skills and capabilities developed in the workforce (**outcome-based assessment**)





2014: Justification of Demographic Audience

Many experienced professionals were disengaged with traditional postgraduate education due to:

- the time constraints of busy working lives
- the financial considerations of the cost of a Masters
- a lack of formal recognition for existing expertise





Resultant Professional Practice Degrees

- Graduate Certificate and Masters of IT Leadership - 2016
- Graduate Certificate and Masters of Leadership - 2017
- Graduate Certificate and Masters of Digital Learning - 2017
- Master of Professional Practice (Engineering) - 2019
(Engineers Australia Chartered)





2020: Lessons Learned

- ✓ Successful take up of degree pathways by multiple hundreds of professional practitioners (2016-2020) that has continued during Covid

The demographic is much larger than the envisioned post-graduate market e.g.

- Schools – ATAR alternative, individualised skills capture differentiator
- VET – RPL pathways into Bachelors and Graduate Certificates (in development)
- Global market – Deakin International (2021 pilot)





2014: The Structure

Professional Capability Standards informed by:

1. Education and industry frameworks - aligned to Deakin Graduate Learning Outcomes, Leadership and other frameworks
2. Stratified Systems Theory (5 levels of work: foundation, proficient, practitioner, advanced and expert)
3. Dreyfus & Dreyfus' model of skill acquisition (dimensions of workplace practice: autonomy, influence and complexity)





2014: The Model's Structure

4. IBM Watson machine learning used to validate core capabilities – analysis of 60,000 job profiles advertisements to align current and future levels of skill acquisition
5. Alignment to the Australian Qualifications Framework (AQF) – 5 levels of proficiency (3, 6, 7, 8 & 9)
6. Skills Framework for the Information Age (SFIA); Engineers' Australia Chartered competencies; as well as other international skills and qualifications frameworks





Comparative alignment to Qualification Frameworks

Deakin Professional Practice credentials	Foundation	Proficient (Pre-Bachelor-aligned)	Practitioner (Bachelor-aligned)	Advanced (Pre-Masters-aligned)	Expert (Masters-aligned)
<i>How credential levels align to international qualifications frameworks</i>					
Australian Qualifications Framework (AQF)	AQF Level 3 Certificate I–III	AQF Level 6 Associate degree (Diploma)	AQF Level 7 Bachelor degree	AQF Level 8 Graduate certificate Graduate diploma Bachelor Honours degree	AQF Level 9 Masters degree
Indian National Skills Qualifications Framework (NSQF)¹	Level 4	Level 5 or Level 6	Level 6 or Level 7	Level 7 or Level 8	Level 9
European Qualifications Framework (EQF) with Bologna Cycles²	Level 1–3	Level 5	Level 6 – Cycle 1		Level 7 – Cycle 2
Framework for higher education qualifications in England, Wales and Northern Ireland (FHEQ)		Level 5	FHEQ Level 6 Bachelor's degree Bachelor's degree with honours Graduate diploma Graduate certificate	FHEQ Level 7 Master's degree Postgraduate diploma Postgraduate certificate	
USA Degree Qualifications Profile (DQP)			Bachelor's degree		Master's degree
<i>How credential levels align to levels of work</i>					
	Individual	Team	Operational	Functional	Strategic

¹ Please note that levels of work in the NSQF are more granular than the Professional Practice credentials. Consequently, some of the NSQF levels may align with one of two credential levels, depending on the level of responsibility of the person, and the level of autonomy, complexity and influence they have in their role.

² AQF 10 and Level 8 in the EQF covering Doctoral degree (FQ-EHEA or Bologna process Cycle 3) are omitted as the professional practice credentials do not extend to that level.

The Professional Practice credentials suite

The **suite of skills in the Professional Practice credential framework** provides standards across five distinct workforce levels

Human-centred skills	Leadership	Technical knowledge	
Communication	Leading and developing people	Data-driven marketing	Data literacy
Teamwork	Empowering others	Digital marketing	Data analytics
Problem solving	Adaptive mindsets	Content marketing	Business intelligence
Critical thinking	Driving strategic results	Creative marketing	Data science
Digital literacy		Customer experience	Financial literacy
Self-management		Design thinking	Financial acumen
Global citizenship		Digital learning	Risk management
Innovation			Project management
Emotional judgement			
Professional ethics			

Plus specialist credentials for Deakin Professional Practice degrees

- IT Technical Proficiency & IT Technical Specialisation
- Engineering breadth and depth
- Digital Learning Specialisation





2020: Lessons Learned

- Framework level names – amended to capture local and overseas industry requirements to capture early careerists through to expert practitioners' capabilities
- ✓ 5 AQF levels rather than 9 validated (AQF Review, 2019)
- ✓ Complexity of model justified: e.g. retaining the dimensions of autonomy, influence and complexity to validate skills capability levels of work
- ✓ Importance of pilots and reviews for calibrations: e.g. critical thinking; global citizenship and teamwork (collaboration)
- ✓ The importance of mapping and aligning to AQF, or equivalent



Outcome-based Assessment



DEAKINCo.



2014: The Assessment Methodology

1. Double blind candidate assessment - academic (Q+1) + industry practitioner (one resubmission permitted per assessment)
2. Reflective candidate statement
3. Evidence submission (2-3 pieces) aligned to criteria for appropriate level (varying criteria rules e.g. candidate required to meet 3 of 5 criteria: 2 mandated, 1 optional)
4. Synchronous video testimony
5. Customised assessment rubrics



The credential candidate journey

Credentialing isn't about taking in new information, rather it's about assessing the skills and knowledge a candidate already possesses.

Delivered 100% online, Deakin's credentials are completed via a purpose-built web-based system.





2016: The Assessor Role

Use of both Academic (Q+1) + industry practitioners for assessment means:

1. agreed alignment of skills capability at a metacognitive level on an individualised level
2. provision of granular candidate feedback
3. input into assessment rubric iterations
4. established a Community of Practice – mentoring newer assessors, moderation practices;
input into calibration of credential criteria modifications





2016: The Assessor Role

Both assessors must agree on one of the following possible outcomes:

- achievement of selected credential at the relevant level
- achievement of credential at the level below the selected credential
- failure to achieve a credential at the selected level or level below that selected
- (Governance is via Deakin Professional Practice Procedure in Deakin's Policy Library)





2020: Lessons Learned

- ✓ Blind candidate assessment – exemplar that resonates in the market (with both employers and candidates)
- ✓ Assessment model – validated by both assessors and the assessed (tacit and explicit knowledge of candidates)
- Fixed rules of submission evidence (all criteria to be met) – 2019 enterprise credential submissions to revert to exception rules (but going forward hard-wired exceptions*)
- move from synchronous to asynchronous video testimony (randomly generated questions)





2020: Lessons Learned

- ✓ Assessor community of practice – provides continuous SME input into process improvements – both academic and operational
- ✓ Assessor online training module - 2020
- ✓ Assessor digital badge awarded post 20 assessment completions - 2020
- Assessment rubrics – introduction of dynamic rubrics (2021)



New Builds



DEAKINCo.



2016: Industry Pilots for Capability Validation

Developed in consultation with industry experts and professional bodies to ensure applicability in the workforce.

Early pilots included:

- Cisco - Communication and Teamwork
- ATO - Core employability, Risk Management
- BUPA - Customer Experience and Design Thinking





2020: Current Capability Validation

Along with individual skills capability recognition, LEAD Credentials (cluster of 4) firmly established in the following programs:

- WLA – Advanced Leadership program (MBA pathway)
- QELi – Leadership for Middle Leaders Program (Graduate Certificate Management (Learning))
- Silver Chain – Senior leadership; Front-line leaders and clinician leaders program (Graduate Certificate and Graduate Diploma Leadership)
- MyState – Senior Leadership program (Graduate Certificate Leadership)



2017-2019: Industry Influences on Capability Builds

- Westpac (Cluster assessments: e.g. Agility – Combining customer experience, communication and teamwork)
- Professional Association collaboration to build new credential standards in:
- Data-driven; content, creative and digital marketing (ADMA & AMI)
- Data-Analytics and Data Science* (IAPA)





Industry Validation

Increasingly the critical currency required to sustain future career relevance and success are portable and transferable skills. At Westpac, we offer micro-credentials to help our people demonstrate their transferable skills through our partnerships with professional bodies and universities. Our people say that micro-credentials are a great way to showcase their experience and 'stand out from the crowd'.

Westpac



2020: Industry Influences on Capability Builds

- Westpac – Enterprise Credential in Risk Management (Financial services) across risk portfolios
- Partnering with another self-accrediting university to provide assessment across 15,000 candidates over 2 years



Taxonomy



DEAKINCo.



Taxonomy

Considerations:

- Colour
- Shape
- Level Differentiation
- Program Differentiation
- Metadata



Badge examples





Digital Badge Meta data

Successful completion of a credential sees candidates receive a **digital badge** that can be shared publicly through social media and professional platforms like LinkedIn, and added to email signatures and resumes.

acclaim
by Credly

Leading and developing people Expert

Issued by [DeakinCo.](#)

Earners of this credential have demonstrated the ability to lead people and develop people to attain strategic goals and outcomes for the organisation. They understand where skills gap exists and assure the development of their workforce capability including the leadership talent of their people. Earners promote development and learning solutions to build their workforce capability.

Skills

- Leading And Empowering Teams
- Professional Ethics

Earning Criteria

- ☑ This credential is verified by Deakin University.
- ☑ Credential submissions are assessed by academic and industry practitioners with relevant experience.
- ☑ The submission process is evidence based and successful achievement of a credential requires a portfolio of evidence, a written reflection and a video testimony showcasing the relevant skills and knowledge at the expected level. The submission has addressed and demonstrated all criteria listed below:
- ☑ Assures alignment of people plans and resources with overall workforce and organisational strategy.
- ☑ Leads the modelling and development of positive mindsets and behaviours in the workforce.
- ☑ Inspires cooperative responses to emerging opportunities and the achievement of the organisation's goals.
- ☑ Monitors engagement and performance to create opportunities for improvement.

Standards

[DeakinCo. Credentials levels standard](#)

Deakin's credential levels are aligned with global academic and industry standards. The credential awarded provides formal recognition and validation of demonstrated capabilities in the workplace. To learn more about Deakin's credential levels, please click the link.



Systems



DEAKINCo.



2016: The Technology

Purpose built systems to support reflection and assessment methodologies

- Explored and tested existing systems - none were suitable

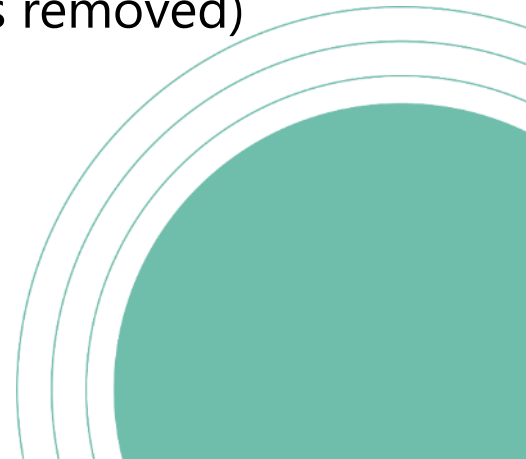
Elements of both EdTech and recruitment technologies used:

- Candidate/student credentials portal
- Video Testimony system
- Assessment Portal



2020: Lessons Learned

- ✓ 2019 - IT Review conducted and confirmed still nothing on the market to match our end-to-end solution requirements
- ✓ 2019 - Candidate/student credentials portal version 2 launched (reducing assessor time requirements and streamlining candidate evidence submissions)
- ✓ 2019 - Asynchronous Video Testimony system launched
- 2020 - Assessment Portal version 2 launching (80% of manual ops requirements removed)



End-to-end solutions



DEAKINCo.



2019: End-to-end solutions

Post-Credentials and the measurement of current skills capabilities – what next?

- ✓ 2019 – introduction of Skills Hub portal (to assist candidates choose the appropriate skills level across the credential suite)
- ✓ capability skills uplift offered through short course offerings aligned to the credential capability standards





2019: End-to-end solutions

Offered through DeakinCo.'s LMS and the Open Learning platform

- ✓ 2019-2020 - Development of 120 short on-line skills capability uplift courses to support and scaffold learning, reflection and curation – action learning to apply in context
- ✓ Foundation level professional readiness programs to be offered across Deakin India (2020 kick off)
- Foundation level credentials - Australian schools pilot (2021)





20201 Future Initiatives

- Enhancement of Skills Hub portal to provide L&D solution advice in addition to credential levels
- Foundation level professional readiness pilot (AQF 3) to be launched across Deakin India and Australian Schools
- Two new credential builds to be researched and developed in conjunction with existing clients
- Current suite of short courses to be extended by 10%





2021 Future Initiatives

- Enhancement of Skills Hub portal to provide L&D solution advice in addition to credential levels
- Foundation level professional readiness pilot (AQF 3) to be launched across Deakin India and Australian Schools
- Two new credential builds to be researched and developed in conjunction with existing clients
- Current suite of short courses to be extended by 10%



Questions?



DEAKINCo.

Dr Asheley Jones
Chief Operations Officer and Head of Product

M: 0451 631 275

E: ash.jones@deakinco.com



DEAKINCo.