



**Australian Institute of Management**

**Expression of Interest**

**IBSA**

**Innovation & Business Skills Australia**

**Corporate Social Responsibility and  
Productivity Applied Research  
Project**

**April 2010**

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## **1. Executive Summary**

The Australian Institute of Management (AIM) welcomes the opportunity to offer this expression of interest to work with IBSA to identify current needs of the Australian workplace in terms of the relationships between innovation, corporate social responsibility, productivity and sustainable business practices.

AIM has an extensive network of members and clients and a credible record in contemporary training in a wide range of management related activities including the key areas of interest in this project for IBSA.

AIM is at the “coal face” of management training across Australia and we believe is ideally placed to assist IBSA in its aims to deliver change in the current suite of management and leadership qualifications.

AIM believes that some of the research required by IBSA already exists and that the funds as proposed would not adequately be sufficient to complete the task.

AIM has set out in this document some background on the various related programs and research in the areas proposed by IBSA, as a basis for further discussion to encourage identification of key deliverables within the resources available.

AIM’s past and current programs are likely to provide some suitable resources which we could make available in any potential partnership research project.

AIM is keen to participate further with IBSA in this important innovative and relevant project.

## 2. Who are we?

The Australian Institute of Management (AIM) was formed over 65 years ago as a not for profit membership organisation with a national vision to enhance the capability of managers and facilitate leadership excellence so that individuals and their organisations reach their full potential.

AIM's mission is to disseminate leading edge management and leadership materials and quality learning and development solutions for corporate clients, public sector clients and individuals across a range of industry sectors for the benefit of the Australian economy and wider society.

In 2010 more than 20,000 managers at every level and over 3,000 businesses belong to the AIM Network. As Australia's largest professional body for managers, AIM is synonymous with relevant and contemporary management practice, innovation and leadership development and is recognised as the voice of management in this country.

AIM is a Registered Training Organisation and authorized higher education provider, supplying a broad selection of educational pathways and learning opportunities to lead, develop and engage individuals and organisations. AIM achieves this through:

- Practical short courses for immediate and effective skills upgrade;
- Nationally accredited qualifications – Certificate, Diploma or Advanced Diploma; and
- Post Graduate programs which can articulate into an MBA, for example, through the Graduate School of Business in SA, the AIM Graduate School in Queensland and the Southern Cross University in NSW. (In 2010, AIM South Australia's Graduate School of Business is accrediting a Graduate Certificate in Sustainable Development as part of its nested MBA program.)
- Tailored Learning – AIM has a specialized unit dedicated to tailoring and developing new materials and programs to meet clients' specific needs.
- HR Research & Consulting – providing a range of services including Salary Surveys, Return on Investment Measurement and Performance Management systems
- Membership – includes access to a range of services adding capacity to managers such as Management Master Classes, networking events, breakfast briefings, specialist seminars, management and leadership conventions, mentoring and coaching services and research and publications, supported by a specialist management bookshop and library services geared to graduate school education.

The strength of AIM training lies in its experienced, skilled facilitators who are also subject matter experts. In collaboration with our instructional designers and our HR research and management libraries and information services, they ensure AIM learning and development solutions are best practice, immediately relevant, practical, engaging and cost effective.

### Organisation partnerships

In each Australian State and Territory, AIM Divisions provide an essential contact point for management training and development activities. With a \$75 million turnover, over 280 staff nationwide, a network of customised office and training facilities and a commitment to Australia's business future, AIM is considered by many to be their key professional development partner. AIM uses a consulting partnership model to achieve agreed business outcomes with a range of organisations across business, government and community sectors. These include public sector clients such as Attorney-General's Department; Department of Education; Employment and Workplace Relations; Department of the Treasury; Department of Finance and Deregulation; Australian Customs Service; IP Australia; Department of Justice and Community Safety; Civil Aviation Safety Authority; ComSuper; ComCover; ComCar; Australian Bureau of Statistics; Ausaid; Centrelink; Department of Defence;

Partnerships also exist across a range of industries for example: *Ergon Energy*, a Government-owned corporation, with a total asset base of \$7.7 billion and more than 4,000 employees, servicing 97% of Queensland; *Tyco Flow Control Pacific*, a major provider of products and services throughout the Asia Pacific; *Iveco Trucks Australia Pty Ltd*, a manufacturer and distributor of commercial vehicles for the Australian road transport industry; and *ACTEW AGL*, a multi-utility providing telecommunications, electricity, natural gas, water and waste water services in the ACT. AIM also has many direct links with micro and small business.

### Research partnerships

In addition to professional development partnerships, AIM conducts regular research with its members, participants and contacts. Some surveys are undertaken by AIM Divisions in partnership with universities as part of ongoing alliances between these organisations. Leveraging the best of both worlds, research undertaken in this way benefits from the academic rigour of the University combined with the applied focus of the Australian Institute of Management.

This research is complimented by AIM's drive to maintain and develop the capacity to understand, integrate and apply cutting edge concepts and approaches from a comprehensive set of sources. We sponsor numerous overseas management and leadership experts and maintain access to several hundred academic and management journals. Supporting this strength in training and ensuring quality and sound risk management are AIM administrative and oversight systems such as curriculum committees, quality/audit committees, higher education committees; and utilisation of expertise of Advisory Boards. Through these resources we are able to regularly identify emerging trends and develop robust teaching frameworks that integrate multiple perspectives.

### **3. What can AIM deliver for the IBSA Project?**

AIM has completed a range of studies and surveys (a selection at Attachment 1) since the *Karpin Report* in 1995 and has over that time developed concepts and programs related to Corporate Social Responsibility.

In 2007 the Prime Minister's Community Business Partnership unit within the Commonwealth Department of Family and Community Services and Indigenous Affairs (FaCSIA) and AIM in NSW and ACT entered into a formal partnership to promote community-business partnerships as part of a wider agenda to promote corporate social responsibility in Australia. This project involved a literature review of CSR, a series of Social Investment Special Interest Groups incorporating member surveys, a CSR seminar and forum featuring a USA –based expert in CSR. The project culminated in the development and delivery of a curriculum for a CSR training program around understanding CSR issues, critiquing the business case for CSR, developing policies and measurable indicators and exploring the governance framework which should be in place to ensure the company maintains its pursuit of sustainable development.

Over the last three years, AIM SA has developed a specific strategy to support their growing range of activities in CSR culminating in the appointment in 2010 of a Sustainability Manager. AIM Victoria currently delivers a training program *Creating a sustainable business* aimed at enhancing managers' skills in identifying and assessing the financial risks and opportunities associated with the environmental and social impacts of their business. A number of AIM Divisions across Australia have embedded elements of corporate sustainability into a range of their training courses.

AIM is committed to continuing to building its research and welcomes the opportunity to make this expression of interest to IBSA "to undertake an applied cross-industry research of leadership and management practices in Australia."

As a national, not-for-profit organisation, AIM is ideally placed to address the issue of the real links between corporate social responsibility, innovation and productivity with sensitivity and independence.

AIM has the capacity and the professional interest to work with IBSA to develop and complete this project.

AIM recognises the considerable work already completed and the many research program already underway which have relevance to IBSA's proposed project.

AIM has structures in place through a mechanism of network fora which could be used to qualitatively survey participants in an innovative and effective way to develop an understanding of CSR in Australia today.

AIM believes that to be effective, quantitative surveys should not be designed and undertaken until the results of the qualitative surveys are assessed. AIM has capability to directly contact members and the thousands of managers who participate in a wide range of courses every year. This would allow for not only an initial quantitative study but also for an ongoing regular review to measure any specific effective programs or results.

#### **4. The Project Deliverables**

AIM seeks an opportunity based on the proposal set out above to develop with IBSA a realistic set of project deliverables.

At this stage we would comment as follows on those as set out in the project brief.

##### Research Methodology

Considerable work has been completed on CSR to date and reported both in Australia and overseas. AIM and others have run conferences with a range of speakers. AIM would propose to use this available data and manage a series of network groups of members across Australia (from a diagonal slice within organisation hierarchy) to assess the currency and relevance of this material in workplaces. Advice would be sought from a competent research organisation to ensure the survey is representative. AIM's current network could also be used in a consultation program.

Based on the outcomes, IBSA and AIM could determine the need for more relevant quantitative research.

##### Discussion Paper

AIM would prepare a discussion paper based on the information noted above in the proposal.

##### Literature Review

AIM notes much of the review of the literature since Karpin has been undertaken to date. This could be effectively compiled from a range of recent studies. A review of the 2020 Summit outcomes could be completed simultaneously.

##### Key Activities

AIM would prefer to work with organisations such as the Productivity Commission, to assess what evidence exists to link CSR, innovation and productivity measures. Preliminary discussions with the Commission have suggested this may be possible. AIM would suggest that depending on the evidence uncovered there would be value to

consider commissioning more specific economic research to identify and potentially model benefits to a range of firms of implementing a CSR program.

We would propose to work not only with our members, clients and their companies but also with national industry organisations such as the ACCC to learn from their members of successful programs across a range of businesses.

Having already developed a curriculum for CSR key management competencies in 2007, AIM would refresh that for 2010 so they could be incorporated into management qualifications at the VET and HE levels.

International comparative studies are available in reports such as *Management Matters in Australia: Just how productive are we?* published by the Department of Innovation, Industry, Science and Research in 2009, in programs such as the *NZ Institute of Management Capability Index* and also in a range of academic papers. AIM would suggest a review of this material may reduce the need for a new comparative study at this time.

#### Budget, Timeline and Risk

AIM recognises that the funds for the project are limited. We believe that the project scope however cannot be realistically completed for the funds (\$65,000-\$75,000) as proposed.

In 2007 AIM completed a partnership program with then Prime Minister's Community Business Partnership "to heighten participation of business, specifically small and medium enterprise, in CSR and Community Business Partnerships etc" which has provided us with good resources for this current program. At that time \$60,000 was allocated to six forums of the Social Investment Special Interest Groups with 50-100 participants in each. A further \$70,000 was allocated for specific seminars, development of a training outline and reporting. A simple 4 group qualitative forum with an online national representative quantitative survey is estimated at \$50,000. It is difficult to accurately estimate the cost of an economic survey but at least \$50,000 would be anticipated.

However AIM recognises that by using existing processes and knowledge it may be possible to achieve many of the key outcomes. AIM suggests that we work with IBSA to determine the priorities in the IBSA project to assess how to effectively use the funds allocated and possibly identify other sources of funds.

AIM is prepared to commence work on this project immediately. AIM would work with IBSA to agree timelines for completion within the resource restraints.

AIM recognises that risk management is an integral part of good project management. . At this stage AIM recognises that until the specific aspects of the project are defined it is not appropriate to consider the normal areas associated with risk management but will

be committed to developing a suitable risk analysis and assessment for the agreed project. AIM as an organisation has over 50 years of developing and managing training related projects and activities, has a strong balance sheet, and is committed to working with ISBA on this project.

### Competencies

AIM has a strong network of Divisions, each with competent CEOs (listed at Attachment 2) and relevant staff. AIM has access to a wide range of Fellows and consultants who could be used in the various components of the research, and depending on the size of the agreed project would recommend the appointment of a project manager. In the preliminary stages Mr Lauchlan McIntosh, the National Research and Policy Director for the AIM will be responsible for oversight of the AIM IBSA discussions (Curriculum Vitae at Attachment 3).

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### **Contact**

Mr JL (Lauchlan) McIntosh  
National Policy and Research Director  
AIM National Office ABN: 58 004 525 017  
Suite 13-14, Level 3 Engineering House  
11 National Circuit  
BARTON ACT 2600  
02 6120 1911  
lauchlan.mcintosh@aim.com.au

## **AIM's Recent Relevant Background Research, Programs and Current Projects**

Across Australia AIM has engaged in an extensive range of surveys and current research projects some of which incorporate elements of corporate social responsibility. A sample includes:

### Positive leadership and Team Behaviours during Economic Uncertainty (2010)

Joint research undertaken by AIM NSW & ACT and the Department of Management, Monash University to provide benchmark data on leadership, positive psychological capabilities, innovation and organisational performance during a time of increased business volatility. A secondary purpose is to examine the relationships between leadership, innovation, efficiency and performance.

### Australia's Workforce 'Skills Gap' (2009)

A survey of more than 2000 executives to gain their views on the workforce skills gap and to determine how their organisations are responding to the situation.

### The Generation Myth (2009) and Workplace Retention Survey (2007)

Joint research by Square Holes and AIM SA into the attitudes and needs of younger workers to provide insights and directions for employers.

### AIM Australian Governance Survey (2007)

The AIM Australian Governance Survey seeks to provide a better understanding of the respective roles of management and directors in corporate governance.

### Australian Business Leaders Survey (2005)

This joint AIM – Monash University survey of AIM members represents one of the first comprehensive studies of Australian management and leadership undertaken since the release of the Karpin Report findings in 1995.

### Patterns of Power and Leadership: Understanding Total Behaviour Leadership

This White Paper is the result of a collaboration of the University of the Sunshine Coast and AIM Qld & NT.

### Staff Turnover Report

An in-depth report that can assist an organisation to acquire a better understanding of potential drivers of voluntary staff turnover as well as provide guidance regarding appropriate strategies to effectively manage staff retention.

### Organisational Climate Survey

The AIM climate survey is a company-wide review of staff satisfaction to identify and assess relative strengths and weaknesses of business operations and organisational culture. Conducted at intervals, the survey provides a useful means of benchmarking change in organisational performance over time.

### 360 Degree Performance Reviews

This tool provides a useful means of benchmarking change in managerial performance over time from managers' perspective as well as from the perspective of those who see them in action.

### Return on Investment Survey

A survey designed to quantify the value of participation at an AIM (or other external) training course in order to provide a measure of Return on Investment. This tool has potential to measure ROI on other business initiatives.

### National Salary Survey 2009

The AIM National Salary Survey is Australia's longest established and most comprehensive study of remuneration data and salary trends.

### Participant Pulse (2009)

Looks at what people look for when deciding to work for a company. The way the organisation manages its people was a top priority for most.

### Transferring Knowledge (2008)

Explores the issue of how knowledge that is given through training programs is shared back in the workplace.

### Accentuating the Positive 1: Building Hope, Optimism, Confidence and Resilience in organisations (2007) and

### Accentuating the Positive 2: A Study of Positive Psychological capital at Work (2008)

Explores the topic of ways to improve wellbeing and motivation of people at work by building positive work cultures. Factors important to people to feel good about coming to work include a sense of optimism, confidence, hope and resilience.

Engagement at Work (Managing the Future) Survey (2006)

Investigates the level of employee engagement and job satisfaction. (*Sample 900+*)

Leadership Effectiveness & Development, Surveys 3 (2006)

Identifies current perceptions about organisational leadership, and the impact of different practices. Compares findings to previous surveys on the same topic conducted 2004 and 2003. (*2006 Sample 350+*)

Work & Personal Life Balance Survey (2005)

Investigates the issues of balance between work and personal life, and suggests ways people tackle this challenge. (*Sample 950+*).

Perceptions of Self & Work Survey (2005)

Conducted in conjunction with Perception Mapping, this survey gathers a base-line profile of how positively or negatively people view themselves and their work environments, (called Positive Workplace Index). (*Sample 950+*)

## AIM Division Chief Executive Officers

New South Wales and Australian Capital Territory     **David Wakeley FAIM**



David Wakeley is a Chief Executive with diverse industry and functional experience. In particular, he has significant experience in business development and sales and marketing with organisations that have strong consumer brands.

David has a clear focus on customer service and has worked in a number of organisations that are icons of customer service including NRMA and the Virgin group. Throughout his career he has maintained a "results focused, team approach" to business. He achieves satisfaction in seeing the growth of the businesses that he leads and also the growth of the people within the businesses.

David's most recent corporate role was CEO of Virgin Money Australia where he led the team in a period of significant difficulty due to the advent of the global financial crisis.

Queensland and Northern Territory     **Carolyn Barker AM FAIM**



Carolyn Barker is the Chief Executive Officer of the Australian Institute of Management - Qld & NT and Managing Director of TheCyberInstitute Pty Ltd, the Institute's international online learning company.

Carolyn started her career as a journalist, working extensively in the media and as a newsreader. She moved on to owning and operating two significant small to medium enterprises in the business services industry. For the past twelve years, she has worked in corporate life, in executive management roles for both the private and public sector.

She is a Fellow of the Australian Institute of Management. Carolyn is also a member of the Brisbane City Council City Business Advisory Board.

## **South Australia**

### ***John Stokes FAIM***



John has been Chief Executive Officer of AIM SA since 2000, as well as a director of the Institute of Chartered Accountants in Australia, South Australia/Northern Territory.

He has previously been employed as the Divisional Director South Australia for the National Institute of Accountants and as Assistant Director-Professional Development and Professional Development Officer for Australian Society of Practising Accountants.

He acted as Executive Officer of the St Peter's College Foundation and St Peter's Old Collegians Association and is a Past State President of the Australian Society of Association Executives (SA Division), a commissioned officer with the Royal Infantry Corps and an associate of the Chartered Institute of Accountants.

## **Victoria and Tasmania**

### ***Susan Heron FAIM***



Currently the Chief Executive Officer of AIM VT, Susan Heron is a dynamic professional with extensive management experience and corporate leadership across diverse industry sectors, including medical, shipping, finance and higher education.

After initially qualifying as a Medical Radiographer, Susan began training as a competitive Shipbroker. At this time she was the only female Shipbroker in Australia and one of only three in the world. During her six years as a Shipbroker, Susan was the first woman in Australia to qualify as an Associate of the Institute of Chartered Shipbrokers (London). In this capacity, Susan dealt with significant Australian clients, such as BHP, AWB, and the Australian Antarctic Division, as well as working in international markets such as Japan, Middle East, USA and Europe.

Susan joined the banking industry upon completion of her Bachelor of Economics at Monash University and went on to hold various senior positions including Citibank Vice-President, Chief Manager at Westpac, Executive Director at Rothschild and Chief Operating Officer and Head of Strategy, ANZ Institutional Banking.

Susan is a current Board member of Museum Victoria and Malthouse Theatre and her previous Board appointments include AIM VT, NM Rothschild & Sons (Australia) Limited, Southern Health Care Network and Water EcoScience Limited. She was also Deputy Chairman of the Country Fire Authority (CFA) for six years and was a member of the Victorian Government's Finance Industry Consultative Committee. Susan is an enthusiastic member of Women Chief's of Enterprise International (Victoria) and of the Egyptology Society of Victoria.

**Western Australia                      *Patrick Cullen FAIM***



Patrick has held the position of Executive Director of AIM WA since 1995 having previously worked in the positions of Deputy Executive Director and Manager, Business Development.

He has a strong background in industrial relations and personnel management having been the Personnel Officer for Dublin City University and as a Personnel/Industrial Relations Specialist with the Industrial Training Authority and PJ Walls Dublin Ltd in Ireland.

Patrick has completed a Post Graduate Diploma in Industrial Relations from the National College of Industrial Relations (Ireland) and a Bachelor of Commerce from University College Dublin. He has also been a Director of Investors in People Australia, the Chairperson of the Allergy Research Foundation and a member of the National Frontline Management Taskforce.

## Curriculum Vitae

### J L (LAUHLAN) McINTOSH AM

Mr McIntosh is the National Director Research and Policy for the Australian Institute of Management.

From 1986-1994 Mr McIntosh was a Board member of the AIM ACT branch. He has been a member since 1979 and has over 30 years managerial experience as an operating mine site manager at remote centres, as a national industry and also consumer advocate and in a range of international activities.

He is currently Chair of ANCAP Australasia Ltd, the company testing new cars sold in Australia and New Zealand to provide consumer information on vehicle safety, President of the Australasian College of Road Safety and Asia Pacific Director for iRAP, the International Road Assessment Program.

From 1994 to 2006 Lauchlan was the Executive Director of the Australian Automobile Association (AAA) where he led a major national SaferRoads program in 2003-2006.

He is also Chairman of AgStewardship Australia Ltd a national company collecting and recycling agricultural chemicals and containers and Past President of ITS (Australia), the national organisation involved with the introduction of intelligent transport systems technologies.

As Executive Director of the Australian Mining Industry Council from 1986 to 1994 he was responsible for management and advocacy of national issues. He was initial Australian participant in the World Business Council for Sustainable Development in the late 1980's and closely associated with the Ecological Sustainable Development activities in Australia in the lead up to the Earth Summit in 1994.

He was previously Manager of the Mt Newman Mining Company at Newman WA after over 20 years in a range of positions and locations with the BHP Company Ltd as a geologist, technical specialist, engineer and manager in remote locations.

He has a First Class Honours degree in Science from Newcastle University, a graduate diploma in Business and Administration from the Western Australian Institute of Technology and a Master of Management Science from the Massachusetts Institute of Technology.

He is a Fellow of the Australian Institute of Management, a Fellow of the Institute of Engineers, Australia, a Fellow of the Australian Institute of Company Directors, and a Fellow of the Australasian Institute of Mining and Metallurgy. He was appointed as the 2006 Fellow of the Australasian College of Road Safety.

He was awarded a Harkness Fellowship in 1980 and studied in the Sloan Fellows Management Program at the Massachusetts Institute of Technology in 1980 and 1981.

In 2007 he was appointed a Member in the General Division of the Order of Australia for his work in road and vehicle safety and the mining industry.