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## o r g a n i s a t i o n

BMA Consulting was formally established in June 1992. Since that time, the team has gained a reputation for the design and delivery of high quality training and development strategies ranging from the research and development of Vocational Education and Training (VET) initiatives to delivery of the Frontline Management Program. The team has successfully assisted in the analysis, development and implementation of major training reform initiatives in over 20 industry sectors nationally.

We are a team of consultants who care about the projects we undertake and the clients we service. Our greatest assets are our flexibility and commitment to providing the best possible outcomes for each client. We have proven project management experience delivering timely, quality outcomes for sizeable education and training projects involving national industry and community consultation and complex reporting requirements. Each team member has built a reputation for taking a professional approach to the management and completion of projects.

The BMA team has developed extensive national networks in the Vocational Education and Training sector with both government and private organisations including the Australian National Training Authority (ANTA), State and Territory Industry Training Advisory Bodies (ITABs), State Training Authorities (STAs), Registered Training Organisations (RTOs), Group Training Companies (GTCs), New Apprenticeships Centres (NACs), unions and employer representatives. BMA's network of contacts is a considerable strength, particularly when undertaking projects involving national consultation.

The outcomes achieved by BMA in each of the projects it has undertaken are testament to the team's ability to work effectively with a broad range of clients and stakeholders together with the various levels of staff within those organisations.

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## s e r v i c e

BMA is considered a leader in the national training system generally in terms of national Training Package development and issues surrounding implementation and uptake, facilitation of planning processes, research and consultation, and the development and implementation of training programs. We have developed Training Packages and their associated support materials, learning guides, assessment tools, professional development materials, research reports and strategic advice for a broad range of industries and organisations.

### Organisational change and development

The team has been developing and implementing organisational change and development strategies since its inception in a wide range of organisations. Brendan Mulhall has a strong and consistent reputation for excellent consultation and facilitation skills in areas ranging from strategic and business planning to group focus workshops, and analysing the functions of occupations. His major strength in facilitating and implementing change is in engendering a sense of ownership and commitment to the outcomes of workshops and consultation processes. The team has significant experience in using a combination of communication and consultation strategies including focus groups, structured interviews, seminars, surveys, teleconferences, workshops, presentations, worksite visits, project bulletins, websites and market testing of draft products.

### Training Package development

The team has been involved in national Training Package development since its initial conception. The team has extensive expertise in the development, implementation and review of national Training Packages. This expertise has been gained from work with 8 major ITABs in over 30 industries and sectors on Training Packages or associated products and support materials.

### Research and analysis

BMA has significant experience in researching and analysing VET initiatives and issues surrounding the uptake of recognised training. The team has successfully developed recommendations in this area incorporating best-practice solutions.

### Training and assessment services

As a Registered Training Organisation, BMA has been implementing the Frontline Management Program in organisations. The team has developed training programs including assessment guidelines, learning strategies, assessment materials and professional development materials.

The team develops competency based learning strategies and assessment materials that are suitable for flexible delivery. It takes pride in its ability to develop high quality products that are both creative and practical, such as graphic guides, videos, self-paced learning materials and trainer assistance packages.

# our clients

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BMA has worked successfully with the clients listed below. Consultancy services for each client have varied in the type of service provided, and the project length (projects may be completed within a few weeks or continue for a number of years). BMA has worked with some clients on several projects.

Client	Service
▪ Aboriginal Hostels Limited	training and assessment services
▪ Aboriginal Health & Medical Research Council of NSW	support material development
▪ ACT Office of Training & Adult Education	research and analysis organisational change and development
▪ Australian National Training Authority	development of business plans Training Package development
▪ Australian Gaming Machine Manufacturers Association	Training Package development
▪ Australian National Training Authority	research and analysis
▪ Australian Protective Services	training and assessment services
▪ AWA	organisational change and development
▪ BRT Nylex	organisational change and development
▪ Business Services Training	Training Package development research and analysis
▪ Construction & Property Services ISC	support material development
▪ Department of Education, Science & Training	research and analysis
▪ Kirby Refrigeration	organisational change and development
▪ Namoi Cotton	organisational change and development
▪ Office of the Status of Women (Department of the Prime Minister and Cabinet)	Training Package development
▪ P&O Ports	training and assessment services
▪ Patrick – Australian Stevedores	organisational change and development
▪ Property Services Training	Training Package development Development of non-endorsed materials
▪ Roads & Traffic Authority of NSW	organisational change and development training and assessment services
▪ Rocla Industries (Amatek)	organisational change and development training and assessment services
▪ Rural Training Council of Australia	Training Package development
▪ Shoalhaven Water	organisational change and development
▪ StorageTek	organisational change and development
▪ Sunburst Regency Foods	organisational change and development
▪ Unifoods	organisational change and development

# recent

## projects

BMA has worked with a number of clients over 11 years on projects involving national Training Package development, organisational change and development, research and analysis, and the provision of training and assessment services. The following are recent projects undertaken by BMA.

Client	Project/s
Australian National Training Authority	<ul style="list-style-type: none"> <li>▪ Development of Business Plans for the Agri-Food and Innovation and Business Industry Skills Councils</li> <li>▪ Phase II Review of the Forest and Forest Products Industry Training Package (FPI99)</li> </ul>
Department of Education, Science and Training	<ul style="list-style-type: none"> <li>▪ Research and analysis of how to increase Indigenous peoples' participation and outcomes in nationally recognised training through a review of the services offered under the Indigenous component of the Industry Training Strategies Program</li> </ul>
Property Services Training / Construction and Property Services Industry Skills Council	<ul style="list-style-type: none"> <li>▪ Development of Property Operations and Development Sector (PODS) competency standards</li> <li>▪ Review of Asset Security Training Package</li> <li>▪ Development and delivery of professional development workshops for the Asset Security Training Package</li> <li>▪ Development of WELL support materials for the Certificate II in Security Operations</li> <li>▪ Development of support materials for Firearms and Defensive Tactics as part of the Property Development and Management Training Package</li> <li>▪ Development of training and assessment materials for sectors including Stock and Station Agents, Security and Investigative Services, Real Estate, Pest Management, Contract Cleaning and Property Management</li> </ul>
ACT Office of Training and Adult Education	<ul style="list-style-type: none"> <li>▪ Research and analysis of Training Package implementation and uptake in the ACT</li> <li>▪ Development of transition arrangements for the Asset Security Training Package in the ACT</li> <li>▪ Facilitation and reporting of a staff planning process</li> </ul>
Business Services Training	<ul style="list-style-type: none"> <li>▪ Development of new assessment units as part of the review of the National training Package for Workplace Trainers and Assessors</li> <li>▪ Development of the generic "common" business competency standards for the Business Services Training Package</li> </ul>
Rocla Industries (Amatek)	<ul style="list-style-type: none"> <li>▪ Delivery of the Frontline Management Program including design and development of assessment guidelines, learning strategies, assessment materials and professional development materials</li> </ul>
Australian Gaming Machine Manufacturers Association	<ul style="list-style-type: none"> <li>▪ Development of competency standards for gaming machine service technicians for the Electrotechnology Training Package</li> </ul>
Australian Protective Services	<ul style="list-style-type: none"> <li>▪ Development of assessment materials</li> </ul>
Office of the Status of Women	<ul style="list-style-type: none"> <li>▪ Development of competency standards for workers who come into professional contact with those affected by domestic violence</li> </ul>

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## people

BMA is a team of consultants who produce well researched, innovative and professionally presented training and assessment materials and reports for the Vocational Education and Training Sector. Led by Brendan Mulhall, the team has an outstanding reputation for facilitation and working effectively with a range of stakeholders to ensure that ownership and take-up of project outcomes occurs.

Each team member has built a reputation for taking a professional approach to the management and completion of projects. The outcomes which BMA has achieved have resulted from the relationships it has developed with stakeholders and its concentration on innovative, creative and workable outcomes.

Team Member	Position	Role
Brendan Mulhall	Director and Principal Consultant	<ul style="list-style-type: none"><li>▪ project management</li><li>▪ facilitation and training</li><li>▪ research and consultation</li><li>▪ product design and development</li></ul>
Michelle Griffiths	Consultant	<ul style="list-style-type: none"><li>▪ product design and development</li><li>▪ research</li><li>▪ quality assurance</li><li>▪ report writing</li></ul>
Terry Smith	Consultant	<ul style="list-style-type: none"><li>▪ facilitation and training</li><li>▪ research and consultation</li><li>▪ product design and development</li></ul>
Elizabeth Trefeli	Consultant	<ul style="list-style-type: none"><li>▪ communications</li><li>▪ quality assurance</li></ul>
Margot Richardson	Consultant	<ul style="list-style-type: none"><li>▪ facilitation and consultation</li><li>▪ product design and development</li></ul>
Mike Matthew	Consultant	<ul style="list-style-type: none"><li>▪ product design and development</li><li>▪ quality assurance and risk management</li></ul>
Cheryl Griffiths	Consultant	<ul style="list-style-type: none"><li>▪ product design and development</li><li>▪ quality assurance</li><li>▪ editing</li></ul>
Leanne Post	Office Manager	<ul style="list-style-type: none"><li>▪ project administration</li><li>▪ office management</li><li>▪ graphic design</li><li>▪ financial systems</li></ul>

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## **Brendan Mulhall**

Director and Principal Consultant, BMA Consulting  
BA (Ind Psych) Grad Dip (HR)  
Master of Administration

Brendan has been involved in the development and implementation of training strategies since 1989. His work has involved extensive research and facilitation and has required the ability to work effectively with a range of stakeholders to ensure that ownership and take-up of project outcomes occurs.

Brendan has undertaken projects that have focused on the utilisation of National Training Framework processes as the basis for implementing development approaches for industries and enterprises. He has assisted six major ITABs (a total of 12 industry sectors) in the design and development of their Training Packages. This work has involved the development of competency standards, assessment guidelines, learning strategies, assessment materials and professional development materials.

### Skills and experience

Brendan has built a reputation for taking a professional approach to undertaking research, training, analysis and facilitation work. In particular, Brendan's work with industry experts is testament to his skills. The outcomes which have been achieved have resulted from the relationships he has developed with all stakeholders and his concentration on innovative, creative and workable outcomes. This is evidenced by the fact that for over 10 years he has successfully assisted in the analysis, development and implementation of major training reform initiatives in over 35 industry sectors.

Brendan has developed a strong and consistent reputation for excellent facilitation skills in areas ranging from strategic planning to group focus workshops, and analysing the functions of occupations. His major strength in facilitation is engendering a sense of ownership and commitment to the outcomes of workshops. The following are recent examples of Brendan's facilitation work:

1. Phase II Review of the Forest and Forest Products Industry Training Package (FPI99) (current project). This Training Package is very large covering six industry sectors. It requires extensive redevelopment work involving complex facilitation and consultation. Based on the recommendations from Phase I, this project will result in the redevelopment of approximately 500 national endorsed competency standards, a qualifications framework and assessment guidelines which provide a clear benchmark for people in the Forest and Forest Products Industry.

## **Brendan Mulhall**

### Skills and experience (continued)

2. Development of Business Plans for the Agri-Food and Innovation and Business Industry Skills Councils for ANTA during 2004. These projects brought together 10 major ITABs into two new Skills Councils. They were difficult projects in that they required extensive and careful facilitation to ensure the successful merging of competing agendas and cultures in a tight project timeframe.
3. Review of Indigenous Services – Industry Training Strategies Program (DEST) in early 2003. This project focused on the need to effectively increase Indigenous people's participation and outcomes in nationally recognised training through a review of the services offered through the Indigenous component of the Industry Training Strategies Programme (ITSP). The project involved desk-based research of relevant Indigenous publications and initiatives, together with consultation with stakeholders and experts, to form the basis of discussion groups which will ultimately guided both the identification of gaps in current ITSP Indigenous services and opportunities to improve future service provision.
4. Research into Training Package implementation in the ACT for the Office of Training and Adult Education. The project involved research and analysis of issues affecting Training Package implementation and uptake. It included the facilitation of workshops for each of the key stakeholders involved in Training Package implementation in the ACT including Registered Training Organisations (RTOs), employers, unions, Group Training Companies (GTCs), National Apprenticeship Centres (NACs) and VETIS providers.
5. Development and facilitation of professional development workshops across Australia for the implementation of the Asset Security Training Package (PRS03). The project involved the development and facilitation of a national round of workshops to assist those in the security and investigative industries to implement the newly endorsed Training Package.
6. Development of competency standards for people who come into professional contact with those affected by domestic violence (Office of the Status of Women - Department of Prime Minister and Cabinet). The project involved the coordination and facilitation of two-rounds of 30 workshops in metropolitan, regional and remote localities throughout Australia. The project required liaison and consultation with a diverse range of occupational groups, including teachers, doctors, nurses, lawyers, police, general practitioners, community health workers, church groups and volunteers.
7. Planning workshops to determine the future of Industry Training Advisory Arrangements in the ACT in 2003. The workshops involved all training stakeholders within the ACT including Chairs and Executive Officers from each of the ITABs.



## **Brendan Mulhall**

### Recent projects

Recent examples of Brendan's work include the following:

- Development of Workplace English, Language and Literacy (WELL) training and assessment materials to support the Certificate II in Security Operations as part of the Asset Security Training Package (PRS03)
- Development of training and assessment materials for the Diploma of Community Services (Case Management) with a focus on Aboriginal Sexual Health, for the Aboriginal Health & Medical Research Council of NSW (2004)
- Review of Industry Training Strategies Programme for Indigenous people for the Department of Employment, Science and Training (2003)
- Development of Property Operations and Development Sector (PODS) competency standards – this included an initial stage to scope industry requirements and a subsequent stage to develop the competency standards and qualifications structure for Property Services Training Australia (2003)
- Review of the Asset Security Training Package (PRS02) (2002)
- Research and development for career paths and classification structure for para-professionals (including surveyors, laboratory technicians, road designers) for the Roads and Traffic Authority of NSW (2002-2003)
- Evaluation of Training Package implementation within the ACT for the Office of Training and Adult Education (2002)
- Development and facilitation of professional development workshops throughout Australia for the implementation of the Asset Security Training Package
- Development of learning strategies and assessment materials for Rocla Industries' Frontline Management Program (2002 – 2003)
- Scoping and development of financial dealers competency standards for the National Finance ITAB / Australian Financial Markets Association (2003)
- Scoping and review of the Asset Security Training Package for Property Services Training Australia (2002)
- Review and development of Assessor competency standards to be included in the revised Training and Assessment Training Package for Business Services Training Australia (2002 – 2003)
- Strategic planning workshops for ACT Training and Adult Education (2003).

#### Other information

Previous experience as Director of Training Strategies with the Department of Employment Education and Training (now DEST) and several years experience in the private and public sectors in project management, people development, and in research and policy roles in the implementation of skills formation strategies. Brendan's experience in the area of competency standards and organisational development was recognised through his inclusion in a team of experts to Romania to develop and implement competency systems.