

Professional Practice Degrees

Deakin's professional practice degrees offer professionals an innovative approach to earning a postgraduate degree while they work – saving both time and money. If you're a professional with extensive experience and knowledge in your field, a professional practice degree can help you gain a professionally recognised qualification which, in turn, can lead to you furthering your career.

Who are professional practice degrees for?

Professional practice degrees are designed for experienced professionals who are looking for formal recognition of the extensive experience, skills and knowledge they've gained in their field of practice.

These professionals may either have no formal qualifications or a degree that may no longer be relevant to their field of practice.

How do these degrees work?

Delivered as flexible online programs, professional practice degrees are ideally suited to the busy professional.

Students undertaking professional practice courses gain their degree through a combination of coursework units and professional practice credentialling. These include:

• introductory units that provide you with the insight, knowledge and tools to complete the qualification

• successful attainment of professional practice credentials by providing portfolio evidence of specific course learning outcomes at the required level

 a capstone unit where you complete a professional project that demonstrates your expertise and contributes to your field in a meaningful way.

Professional Practice credentials

Deakin Professional Practice credentials provide objective and independent recognition of capabilities that have been developed through learning and experience and that have been demonstrated in practice. The credentialling process provides professionals with a credible, consistent and independent recognition of their current skills and knowledge.

Credentials warrant an individual's professional capabilities and encourage professionals to reflect, evaluate and evidence their own skills, knowledge and experience.



Introduction

Professional Practice credentials recognise the skills and knowledge you have developed through learning, work and experience.

They are different from qualifications because achieving a credential is not about attending lectures, working on group projects or taking in new information. Instead, it is about reflecting on your experience and proving that you already have the skills and knowledge for the credential.

The process is completed online through Deakin's credentials portal, and your submission is assessed by professionals with academic and industry experience.

Here's an overview of the credential process. You'll find more detail on the different steps in the following pages.





Be assessed

Credentials portal

When you are enrolled in your credentials, you will have access to the credentials portal.

The credentials portal will step you through the process and provide tips along the way.

If you need help, please email us on ppc@deakin.edu.au

Best wishes for your credentialling journey!

Course overview

This innovative graduate certificate program awards a qualification based on a combination of coursework and recognition of professional practice and is ideally suited to experienced leadership professionals with domain experience seeking career advancement.

The model offers employers and professionals an alternative to traditional higher education that is credible, validated and offers new ways to match capability and opportunity. This setup aims to help the professionals to reach their full potential by accelerating the completion of the program on the basis of prior learning and work experience.

Completion of this degree recognises the discipline-based knowledge and skills developed by professionals in the workplace and credentialed through Deakin. This is coupled with employability skills that are validated and endorsed through a holistic assessment of the student.

To qualify for the Graduate Certificate of Leadership, students must successfully complete 2 units (totalling 2 credit points of formal study) and 4 Professional Practice credentials. Each Professional Practice credential will assess the performance at a level in one of the Deakin Graduate Learning Outcomes contextualised to leadership. Students are also required to complete MAI010 Academic Integrity (0-credit-point compulsory unit).

Course structure



Graduate Certificate of Professional Practice

Students will also need to complete a compulsory zero-credit-point Academic Integrity unit, which comprises an online multiple-choice test.



Credentials you will need to earn

You will need to successfully complete the following credentials

Credentials	Definitions	Page
Communication	The ability to use oral, written and interpersonal communication to inform, motivate and effect change. This includes communicating to consult or engage with individuals and groups inside and outside the organisation.	See page <u>11</u>
Collaboration formerly Teamwork	The ability to work and interact with others including those from different backgrounds and professions/disciplines. In a professional context the focus is on collaboration to proactively promote synergy in the production of work products within teams and across internal and external networks. This includes stimulating relationships in order to promote collaborative outcomes, knowledge sharing and goal attainment.	See page <u>13</u>
Leading and developing people	The ability to lead and develop people to improve performance, talent and capability.	See page <u>15</u>
Driving strategic results	The ability to promote the achievement of excellence and the attainment of strategic outcomes.	See page <u>17</u>

Enrolling in your credentials

This guide provides the details for all the credentials you are required to complete for this course.

Consider and select the first credential(s) you want to do, in line with your course structure and study plan that you have developed with the course team.

When you're ready to enrol in your credential unit, please contact your Course Adviser or students@leadership.deakin.edu.au

When you are enrolled, you will see your credential unit tile in the student portal, DeakinSync. Clicking on the unit tile will take you to the credentials portal.

All the credentials follow the same process of examples, evidence and video testimony. You will very likely find that the first credential takes you the longest to prepare but that it will become easier as you move through your credential submissions. It is possible to prepare and submit different credentials at the same time.

Please refer to Deakin Current Students information for the handbook and important information on key dates.



The credential process

Here's an overview of the seven steps involved in the online credential process.

Reflect

Reflecting on your experience is a key part of the credential submission process. So before beginning your submission, you'll need to take the time to think deeply about your professional experience. This will help you choose your examples in the next step.

Choose your examples

In your submission, you will need to describe at least two examples e.g. projects or initiatives that demonstrate how you have met the criteria and dimensions.

Each example can demonstrate more than one of the criteria and, combined, your chosen examples need to cover all the criteria. Here are some questions to help you choose your examples:

- How do these examples show your capability?
- What was the context of the example?
- What did you set out to achieve?
- What was the outcome?
- What was your contribution?
- Who were the stakeholders involved?

Tell your story

This is an opportunity to provide the detail to support your examples. The credentials portal gives you a template for this by providing questions to guide you. This is also known as a reflective testimony and shows the assessors how your examples demonstrate the criteria and dimensions for the credential.

Upload your evidence

For each example you describe, you must supply at least two supporting evidence documents. These documents help assessors validate your examples.

Submit

As the name indicates, this step is simply about submitting your examples and evidence.

You'll be required to declare that:

- your submission is true, and is your own work
- your contribution to any group work is not misrepresented
- your submission does not infringe copyright or confidentiality.

Record your video testimony

Once you have submitted your examples and evidence, you'll be invited to record your video testimony. This involves answering questions about your examples and should provide assessors with additional context and depth.

You will receive a link to our video portal, and you'll need to complete your testimony generally within two weeks.

Be assessed

Once you've submitted your examples and evidence, and completed your video testimony, your submission will be assessed. During the assessment period, you could be asked to provide additional information. If so, you will be allowed one re-submission.

Unlike traditional learning assessments there is no grading scale for credentials. The final outcome will be that your submission has either satisfied or not satisfied the standard of achievement at the required level.

In some cases it is possible to achieve some credentials at the Pre Masters-aligned level and still gain your degree.



Submission in English

The assessment for credentials is in English, therefore all evidence documents and written examples must be in English. The video testimony will also be conducted in English. If the original document is not in English, you will need to provide an officially certified translation, along with the original document for authenticity.

Criteria and dimensions

Your submission must address all of the credential's criteria and dimensions.

Criteria

It can be helpful to think of criteria for a Professional Practice credential as similar to key selection criteria (KSCs) for a job or key performance indicators (KPIs) for a performance review.

For example, when addressing KSCs for a job role, you need to provide examples from your professional experience and describe how the examples demonstrate the criteria. In the case of KPIs, you would talk to your manager about what you have done in the review period to meet your KPIs, providing examples to illustrate this.

Similarly, for credentials, you need to think about examples from your professional experience and describe how they (and the supporting evidence documents) demonstrate what you have done and which criteria they relate to.

Dimensions

Along with satisfying the credential's criteria, your submission needs to demonstrate that you're working at the required level of autonomy, influence and complexity. We call these the dimensions of the credential – keep them in mind when deciding which examples to use in your submission.

When you first read the criteria, allow yourself a couple of days to consider the evidence you might use. It is difficult to recall every piece of work you've ever worked on, and I found I would have light-bulb moments over a day or two when I would remember a piece of evidence that was great for my submission. Dominique, credential candidate

Your examples and evidence

Make sure your examples and evidence documents meet the requirements.

Examples

You need to provide at least two examples in your submission. Each example can relate to more than one criterion and, combined, your examples must address all the criteria and dimensions.

Your examples might span a number of roles and initiatives, but at least one example must be within the last **two years**.

Evidence

You need to provide at least two evidence documents to support each example.

You'll need to include a document of substance – such as a presentation, strategy, project plan or report – along with supporting documents, such as emails, meeting minutes or photos.

For each document, remember:

• You'll need to provide a description when you submit it, including evidence title, date, role and summary. This helps our assessors understand how the document fits into your submission

• For large files, refer to the specific parts (e.g. page number, section or time stamp) that support the criteria and dimensions

• If a document is not all your own work, explain your contribution to it within the example the document relates to

You can provide a third-party reference as one of your evidence documents, as long as you supply it on our third-party reference template (download this from the credentials portal). Your referee must be someone you currently or previously worked with, who can confirm your example or evidence.

You will need to provide examples and evidence that address the criteria in a leadership context.



Telling your story

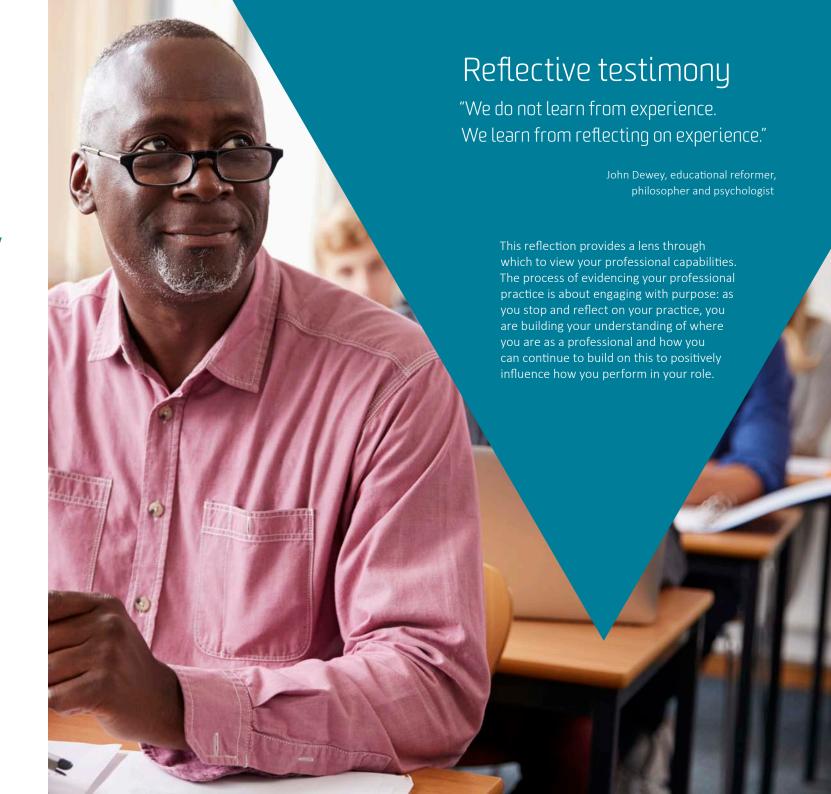
Telling your story is also known as 'reflective testimony'. This is about bringing your examples and evidence together to show how you satisfy the credential's criteria and dimensions.

Create your submission by using the template in the credentials portal. The template will structure your submission by providing you with questions to help you tell your story and provide our assessors with the information they need.

Your story will describe the detail of your examples, and reference your evidence documents to support each example.

Your story needs to be:

- In the first person
- Of a professional standard with the appropriate level of grammar and spelling
- Clear and succinct.





Communication

Communication is essential to promote commitment and the sharing of ideas and information within your team and across the organisation, and to external stakeholders and customers.

Communication is essential to promote commitment and the sharing of ideas and information within your team and across the organisation, and to external stakeholders and customers.

Communication is one of the most commonly listed employability skills in job advertisements. Communication skills have become increasingly important over time as individuals and organisations change who they work with and how they work with them.

In the modern workplace people won't always be in the same location or sitting around the same table. Today, people across organisations are collaborating via messaging and video-enabled meetings with people, at different times and across different locations, facilitated by the development of a whole new set of communication skills.

Businesses value professionals with good communication skills as they can be easier to work with and relate better to clients, ultimately driving business outcomes. Communication is vital to businesses because it engages staff, builds relationships, prevents misunderstanding and increases organisational efficiency and productivity. Professionals who effectively communicate with their colleagues foster positive relationships that benefit the organisation as a whole.

Communication is a critical component in successfully responding to change, enhancing innovation and promoting continuous improvement when deployed with other capabilities such as critical thinking, problem-solving, collaboration and emotional judgement.

Communication (Expert)

At the Expert level of communication you're promoting a culture that encourages and enables effective communication across teams, stakeholders and your organisation. You're preparing articulate and influential communications and giving clear instructions on often very complex topics or strategic issues.

Within your role you're promoting and fostering effective communication across your own operational area as well as across diverse groups within an organisation, or a professional or business network. You represent your organisation with authority and credibility beyond your business area, externally or in public forums. You communicate with meaning to positively inform or influence specialist and non-specialist groups, stakeholders and customers.



Communication

Your submission must address all of the credential's criteria and dimensions

Criteria

- **1.** You promote a culture that encourages and enables effective communication.
- **2.** You communicate with meaning to positively inform or influence specialist and non-specialist groups and diverse stakeholders.
- **3.** You represent the organisation with authority and credibility beyond your business area externally or publicly.
- **4.** You prepare and present articulate and influential reports, documentation and presentations.
- **5.** You give and receive clear instructions or recommendations on often very complex and conceptually ambiguous topics or strategic issues.

Dimensions

- Autonomy: You have a broad awareness
 of factors that shape effective communication
 across a range of possible audiences,
 purposes and professional subjects. This will
 routinely involve eliciting and communicating
 diverse ideas to groups within and beyond
 the organisation.
- Influence: You promote the sharing of ideas and communication and information beyond the immediate professional or organisational context.
- **Complexity:** You appreciate and shape communication structures, procedures and systems that positively enable communication in social, learning, work and professional contexts.

- presentation at a professional or national/international conference to share information on wide-scale professional or work-related strategic issues
- systems-level stakeholder communication/engagement strategy (internal, external, specialist, non-specialist)
- communication presentations, press releases or similar strategic communications for specialist **and** non-specialist audiences
- board or executive reports or papers that effectively inform or influence decisions
- major reports or presentations on high-level topics communicating to diverse audiences, strategic partners or stakeholders
- communication audit or analysis of an organisation/significant entity/project team
- representing the organisation at high-level (e.g. national) forums (e.g. professional, legislative, regulatory, partner or project committees, or similar committees and boards)
- manuals, instructions, quality guidelines, policies, procedures, plans (e.g. HR, marketing, financial, strategic), or similar materials developed to guide activities and work across the organisation or its strategic partners
- links to digital or online evidence that may include images, text, documents, audio, video and related resources showing high-level presentations or communication on complex specialised professional or strategic topics.



Collaboration formerly Teamwork

Collaboration is one of the most highly regarded employability skills and many organisations rely on successful teamwork to achieve organisational goals and objectives.

Collaboration is one of the most highly regarded employability skills and many organisations rely on successful teamwork to achieve organisational goals and objectives.

Being able to work productively within a collaborative project or team is vital for increasing creativity, improving the quality of work and fostering healthy and productive relationships with colleagues and stakeholders in contemporary business. Professionals who collaborate are able to provide a better experience and superior support for their customers by being able to tap into internal experts, information and resources to help their customers.

To achieve organisational objectives and goals, employees need to be able to collaborate across teams and organisational boundaries, communicate clearly with each other, be aware and considerate of emotions and solve problems with the full intellectual capital of the team rather than individuals.

Collaboration (Expert) formerly Teamwork (Masters-aligned)

At the Expert level of collaboration you are promoting and leading collaborative effort to achieve strategic outcomes for your organisation. You are leading the successful coordination and execution of large-scale projects, maintaining positive relationships with stakeholders and facilitating productive discussions with strategic partners. Within your role you recognise and overcome resistance and successfully break down barriers across teams or operational areas, allowing collaboration and information sharing. You use appropriate influence strategies to gain high level support, optimise participation and build commitment to agreed strategic purpose.



Collaboration formerly Teamwork

Your submission must address all of the credential's criteria and dimensions

Criteria

- **1.** You coordinate the planning and execution of collaborative projects involving a wide range of participants.
- **2.** You build positive relationships and mechanisms for optimising cooperation within the organisation and with external stakeholders.
- **3.** You recognise and overcome resistance or conflict that limits collaboration and strategic cooperation.
- **4.** You use appropriate influencing strategies to gain high level support for an initiative.

Dimensions

- Autonomy: You work across organisations or professions to optimise collaboration and cooperation.
- **Influence:** You solicit input and build commitment to agreed strategic purpose.
- **Complexity:** You perform a range of complex activities to optimise participation and influence high level outcomes.

- participation in a large scale and/or very complex project or initiative
- primary role coordinating or guiding of a major collaborative endeavour/project/team
- management of strategic partnerships or cooperative arrangements
- extended duration (e.g. over three years) performing effectively in a senior leadership role
- leadership role gaining input and support from stakeholders or strategic partners
- output achieved through personal efforts to successfully navigate industry politics or competing strategic interests
- high level vendor/supplier relationships
- lobbying or influencing national or industry-level stakeholders or decision makers
- promoting community engagement
- managing members of a team -physical or virtualthrough a team formation or change process
- participation and collaboration in strategic alliances and collaborative initiatives
- sharing or stimulating the means for ideas and information to be shared nationally across professional and industry boundaries.



Leading and developing people

Leading and developing people is essential to communicate a meaningful vision to inspire others to purposeful action, and, how you foster the development of people to enhance their potential and talent.

Leaders need to be able to tell a clear, concise, compelling and engaging story based on a vision that inspires others to commit to purposeful actions. By effectively engaging with people you improve performance, talent and capability within your organisation.

Leaders must do more than just lead, they need to develop the capabilities of individuals in order to achieve agreed outcomes. Through leading and developing others, you ensure the workforce is engaged, motivated and committed to the organisation's vision.





Leading and developing people

Your submission must address all of the credential's criteria and dimensions

Criteria

- You assure alignment of people plans and resources with overall workforce and organisational strategy.
- **2.** You lead the modelling and development of positive mindsets and behaviours in the workforce.
- **3.** You inspire co-operative responses to emerging opportunities and the achievement of the organisation's goals.
- **4.** You monitor engagement and performance to create opportunities for improvement.

Dimensions

- **Autonomy:** You lead and develop people to attain enhanced organisational or cross disciplinary outcomes.
- **Influence:** You enhance current performance and develop the talent in an organisation or profession.
- **Complexity:** You evaluate and manage talent and capability development in a workforce.

- personal talent development profile and development plan
- talent management plan established by you for an organisational or professional workforce
- internal research or analysis project relating to leading people and enhancing capability
- capability profile of direct reports and related HR information developed by you (e.g. performance and development plans)
- position description confirming you lead other leaders through formal reporting lines (hierarchical role) or span of authority (e.g. senior leadership responsibilities for a programme of work or a function such as human resource, finance, marketing, etc.)
- development plan including rotations, peer learning or structured training and education intervention for a function, organisation or group
- evidence of high level mentoring or coaching of other leaders
- succession plans for managers or leaders that are direct reports
- the conduct of a workforce mentoring/coaching strategy for leaders to use
- conduct of talent management interviews at a senior level.
- the conduct of a workforce skills audit
- your role in the formation or governance of a workforce planning and skills audit process
- identification of leadership potential and your role in planning talent development
- the implementation of an organisation or functional learning and development strategy/plan
- the implementation of a workforce development plan
- the creation and/or implementation of a human resource plan for organisational or professional workforce
- building relationships with external vendors/partners and/ or procuring services to support identified learning and development needs
- links to digital or online evidence may include, images, text, documents, audio, video and resources relating to training, development or performance management of a workforce within a defined professional or organisational area.



Driving strategic results

Research and study of global organisations enjoying sustained success makes a compelling argument for leaders that convey a future vision and engage the workforce in positive action, also driving results by setting clear, measurable and challenging goals and outcomes.

and success.

Driving strategic results is the ability to promote the achievement of excellence and the attainment of strategic outcomes. Leaders need to be able to evaluate progress by reviewing data, analysing results and making informed decisions with regards to progress or improvement opportunities. To achieve planned results and strategic outcomes, leaders need to lead and successfully manage the resources of their team or organisation.

Effective leaders will take responsibility for their actions to lead and coordinate the systematic formulation, implementation and evaluation of plans that underpin the organisation's strategic direction and competitive advantage in a turbulent market.

Driving strategic results (Expert)

At the Expert level of driving strategic results you are establishing the strategy and systems that enable the long term strategic success of the organisation and its competitive advantage. Holding a long term, global perspective you will shape and communicate a compelling vision and sense of the organisation's future direction and potential. You will work within and outside the organisation to establish robust networks, systems and the means to access the capability required to not only optimise planned strategic outcomes, but to position the organisation to respond to future opportunities or threats. You will increasingly have carriage for leading and coordinating the formulation, implementation and evaluation of long-term strategic plans and initiating adjustments that will secure the organisation's competitive advantage



Driving strategic results

Your submission must address all of the credential's criteria and dimensions

Criteria

- **1.** You monitor global trends and initiate any adjustments to the organisation's strategic options and opportunities.
- **2.** You scope out and consolidate future plans for the function or organisation.
- **3.** You communicate a compelling vision and sense of the organisation's future potential to internal and external stakeholders.
- **4.** You lead the successful execution of a strategy that delivers agreed outcomes.
- **5.** You work within and outside the organisation to establish systems and the capability required to optimise strategic outcomes.

Dimensions

- Autonomy: You establish the strategy and systems to enable the planning, implementation and evaluation of long term outcomes.
- **Influence:** You shape the long-term strategic purpose and objectives for the organisation.
- **Complexity:** You plan, implement and evaluate long-term strategic outcomes and their impact on future results.

- business strategy/business case
- internal research or analysis project relating to leading people and enhancing capability
- future plan/foresighting analysis for a business
- innovation and change plan
- long term analysis of market or strategic position and trends/factors likely to impact agreed goals
- continuous improvement plan (e.g. CX, Kaizen, Lean, Sigma, etc.) for function or major operation
- strategic project, portfolio or business review and evaluation report
- market data analytics and visualisation for significant operational area/division or SME business
- transformation project plan
- testimony, records or documentation (e.g. employment records, performance reviews, etc.) confirming appointment and effective performance at senior or executive level
- planning tools or evidence of ability to systematically plan task completion
- research tracking relevant political, economic, social and technological issues in the macro environment
- reports, high-level presentation or similar articulating future options and vision for the organisation, industry, market or the professional
- evaluation and reporting of system-level or strategic results against agreed targets
- evidence of you leading high-level business or strategic planning
- reviewing and reporting to board or groups with influence and impact on strategic operations (e.g. board of management, stakeholders, regulatory and government committees, investor meetings, etc.).

Your rights and responsibilities

Professional Practice Credentials are awarded by Deakin University and are governed by relevant policy and procedure (including the Deakin Micro-credentials policy and Deakin Professional Practice Credentials procedure).

When you engage in the credentialling process as a student of Deakin University you have rights and you also have responsibilities.

Your rights include:

- to be treated with courtesy and respect throughout the process
- to have access to reasonable adjustments in applicable circumstances
- to have access to a review of a decision should this be required.

Your responsibilities include:

- to act with academic integrity
- to conduct yourself in a professional manner throughout the process.

Academic integrity

Academic integrity is acting in accordance with the values of honesty, trust, fairness, respect and responsibility in academic settings. Examples of behaving with academic integrity include:

- complying with instructions for assessment tasks
- submitting your own original work
- acknowledging all ideas, designs, words or works of others, including in group tasks
- providing accurate and truthful documentation.

Plagiarism is the use of other people's words, ideas, research findings or information without acknowledgement, that is, without indicating the source. In the credentialling process this also includes misrepresenting your prior experience and your role in any examples or evidence provided.

Plagiarism is a very serious breach of academic integrity and there are procedures and penalties for dealing with instances of plagiarism and collusion (acting with another person with the intention to deceive) by students.

Deakin University's academic misconduct procedures and penalties are explained on the Student integrity web page and more information is available in the Student Academic Misconduct Procedure.

Reasonable adjustments

Alternative assessment arrangements may be made for students with a disability or health condition to ensure that all students have a consistent and fair opportunity to demonstrate their knowledge and/or capabilities.

Students who are prevented from completing an assessment requirement at the scheduled time because of circumstances outside their control may apply for an extension.

When a student is enrolled in a Deakin professional practice course, alternative arrangements, including applying for an extension, will be made according to the process set out in the Assessment (Higher Education Courses) procedure.

Academic Progress

One of Deakin's graduate learning outcomes is selfmanagement: working and learning independently and taking responsibility for personal actions. You are expected to make your studies a priority and to start your assessment tasks early, rather than leaving them until the last minute.

At the end of each trimester, your Faculty will review your progress against your study plan. If your performance is below the expected standard, the University will intervene. Initially you will be contacted and provided with support to improve your performance. Students who continue to make unsatisfactory progress may be excluded. For more information see the Academic progress web page.

Breaches of responsibilities

When a student is enrolled in a Deakin professional practice course, allegations of breaches of responsibilities will be managed in accordance with relevant student academic integrity or general misconduct policies.

Allegations of breaches of responsibilities will be investigated by the University and a decision made about whether the allegation is supported and what action should be taken. This may include education about acceptable practice, a formal warning, exclusion from the credentialling process or revocation of the credential, depending on the severity of the breach. The student will be notified in writing of the outcome and review process.

Complaints

For all enquiries, requests and feedback related to Deakin Professional Practice Credentials, or to make a confidential complaint, please contact ppc@deakin.edu.au

For further information about your rights and responsibilities as a Deakin student, and for requirements relating to Deakin units, please check your unit guide.



deakin.edu.au

© Deakin University 2021

Published by Deakin University in March 2021. While the information published in this guide was accurate at the time of publication, Deakin University reserves the right to alter, amend or delete details of course offerings and other information published here. For the most up-to-date course information please view our website at deakin.edu.au.

Deakin University CRICOS Provider Code: 00113B

We're here to help

If you need any help along the way, please email us on ppc@deakin.edu.au