



Developing skills to inspire workforce development



Contents

A message from our CEO	01
Raising the bar for leadership	02
Improving small business return on investment	04
Upskilling the VET workforce	06
Elevating industry standards	08
Bridging the Print-to-Digital skill divide	10
Doing business better	12
Case studies	14
Lead organisations	15

A message from our CEO



IBSA is proud to have been entrusted by the Government to oversee a series of large Commonwealth programmes that have impacted the lives of tens of thousands of workers and thousands of businesses.

Since its inception in 2004, IBSA has consistently delivered valuable advice, support, and large-scale project management to develop the capabilities of workforces and communities. As skill needs change and industry faces new challenges, we remain committed to providing training solutions that continue to grow broader economies.

A specific skill set is required to coordinate multi-million dollar programmes that last several years and involve a considerable number of stakeholders. As these programmes are ultimately funded by taxpayers, transparency and financial accountability are also important organisational capabilities. Our dedicated team has consistently delivered project milestones on time and to budget for several years. For the National Workforce Development Fund (NWDF) alone, IBSA successfully managed more than 50 individual projects worth over \$21 million.

Each project comes with its own set of challenges to overcome, governance issues to be upheld, and benefits to deliver. Typically, a project will involve building relationships with stakeholders who range from learners, business owners and trade associations to unions and policy makers.

We have helped improve the skills of workers in every Australian state and territory, covering businesses located in capital cities, regional centres and remote sites. We have played our part in elevating industry standards across a number of industry sectors as well as providing technical upskilling to respond to new technologies and innovations.

This publication tells the stories of enterprises who were supported by IBSA to participate in government funded skilling initiatives. In particular, how many workers were able to reap considerable benefits for both themselves and their organisations due to this easy access to training.

Now, as the Skills Service Organisation for the Manufacturing sector and a provider of robust training resources, we remain excited about having the opportunity to positively impact workers' skills and business outcomes across Australia and beyond.



Patricia Neden
CEO, IBSA

Raising the bar for leadership

The need for empowered leaders is greater than ever.

Through an Australian Government initiative, IBSA supported aspiring leaders to increase their capability to meet organisational goals, develop successful strategies and grow their business.

The managers and leaders of tomorrow are seen as the drivers of change. They are the ones who need to think big, act boldly and be brave in their choices. People who aspire to leadership positions need to be lifelong learners. This equips them to handle constant reinvention of products and services, industry and organisational restructuring, and technological advances. Over 130 participating organisations and peak industry bodies worked with IBSA to take advantage of the National Workforce Development Fund initiative to enhance their employees' leadership and management capabilities.

IBSA designed targeted workforce development and planning resources and tools, and assisted enterprises and industry bodies to undertake nationally endorsed training in leadership and management skills. The qualifications undertaken included:

- Project Management Practices
- Leadership and Management
- Small Business Management
- Human Resources Management

There was a completion rate of 81% achieved across the initiative. Employees gaining these formal qualifications were able to provide enhanced strategic and business planning capabilities, performance management capability, and operational efficiencies. This led to enterprises fast tracking their organisational goals through stronger management practice. For employees, upskilling in leadership and management qualifications gave them self-confidence, as well as credibility and marketability in their chosen field.

- The number of internal promotions has increased as well as job satisfaction. Employees are more ready for their careers within the company that has invested in them.

Prudential Investment Company of Australia (PICA)

IMPROVING LEADERSHIP IN THE WORKPLACE

There was evidence that suggested leadership and management skills among sole traders and small-to medium-sized enterprises (SMEs) were poor to average. Understanding that these were critical skills for the future, SMEs recognised that they needed to work 'on the business' rather than 'in the business'. The peak body for managers in Australia supported their efforts by utilising the initiative to design a suite of blended learning programs to enable participants to complete a sizeable portion of the competency development in their workplaces, which minimised their travel and time offsite. They completed assessment tasks through contextualised workplace projects. These assisted the transfer of employees' learning to the wider workplace and helped embed new skills and knowledge.

— I brought all my learning back into the business and used what I was learning to fuel conversations in the management team and this has led to a number of significant improvements in the way we work.

Senior Manager, MEME Partners
Australian Institute of Management Group

A specific example of leadership improvement was a strata management company, who partnered with their peak industry association to upskill their managers using a diploma-level qualification and incorporating specific industry sector content. The benefits for this company included:

- Managers' improved decision-making skills and their enhanced understanding of recruitment
- Higher retention and better professional development principles
- Whole-of-business efficiencies and effectiveness through better business-focussed teams, and
- Use of project management and process improvement strategies.

CREATING PATHWAYS TO LEADERSHIP

For organisations wanting bespoke training programs and leadership frameworks, the Business Services qualifications were a valuable tool to upskill their leaders and managers nationally. A credit union operating across metropolitan and regional areas in five states and territories used these qualifications to realign their brand and culture around their newly developed values and purpose.

SUPPORTING WOMEN IN LEADERSHIP

In the animal health services sector, a national operation chose to upskill their technically proficient staff with targeted leadership and management capabilities using the Diploma of Management. The intention was to use the completion of this qualification to improve the overall business management of the clinics. It also supported women (who make up approximately 80% of the workforce in this sector) to take on leadership roles in the organisation.

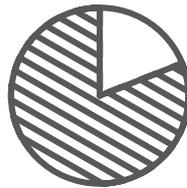
IN SUMMARY

Upskilling leadership and management capability in the workforce is at the heart of any successful organisation.

Supported by IBSA's specialist workforce development resources and tools, enterprises of all sizes were able to:

- examine their market segmentation and penetration
- note their competitors and associated opportunities and threats
- consider any changes in legislation and the influence of external economic indicators, and
- consider issues of business and environmental sustainability and what that meant for the composition and development of their current and future workforces.

OUTCOMES AND CAPABILITIES



81%

Programme completion rate



850

Number of aspiring leaders upskilled



75%

Of respondents agreed that Australia needs better management and leadership.*

*Figures taken from Australian Workplace Leadership Poll February 2014

Improving Small Business Return on Investment

Micro and small businesses make up 33% of the Australian economy with specific needs regarding workplace training and education.

Through an Australian Government initiative, IBSA supported hundreds of small businesses to upskill and increase their profitability.

When thinking about and scheduling training in 'competition' with core business demands, small and micro businesses can find themselves particularly vulnerable. If they operate in remote and regional areas, the potential for negative impact is even higher.

Improving the workforce skill levels of small business operations is critical to their ongoing performance, productivity and adaptability and to the overall prosperity of the national economy. Through various government initiatives, IBSA works with industry to deliver tangible outcomes for small business from training programs.

Small businesses that committed to funded skilling programmes managed by IBSA experienced a strong return on their investment in training.

- **WPS North Sydney had a growth rate of 42.3% after we introduced exceptional customer service standards.**

Mark Denning, WPS Chatswood NSW
Worldwide Printing Solutions (WPS)

IBSA developed partnerships and worked with Industry Associations and member network organisations to provide support, guidance, system coordination, and compliance arrangements for their members. These partnerships gave small businesses the opportunity to access and complete training with the least amount of business disruption.

IMPROVING BUSINESSES THROUGH TARGETED QUALIFICATIONS

Participants in funded skilling programmes completing the Certificate IV in Small Business Management used their new skills to improve and grow their business. Undertaking and completing formal training assisted participants to start their own businesses earlier than planned, and to identify new product offerings and create new business opportunities.

TRAINING EMPLOYEES FOR SUCCESS

When a supplier who serviced remote and isolated businesses lost some of their contract work, IBSA assisted the small business to tap into a government programme to support upskilling of employees. The small business designed their training to prepare them to renew relationships and expand their scope of operations. They also revisited their work, health and safety practices and contract obligations in light of new legislative requirements. This commitment to training won them the subsequent tender, even though they were not the most competitive in price.

- Undertaking a Diploma of Project Management has converted experience and practical knowledge into formal skills and system practices to achieve greater productivity and organisation performance.

Trevor Reissen, Medical Equipment Management.
Australian Industry Defence Network – Northern Territory (AIDN-NT)

USING ELECTIVES TO BUILD THE FUTURE

Some small businesses used electives in innovation, change management, and continuous improvement to design more sophisticated, strategic planning models and to improve client engagement. Selecting electives focused learners on their current work, as well as the business's and individual's future directions.

COMPLETING QUALIFICATIONS CAN EXPAND BUSINESSES

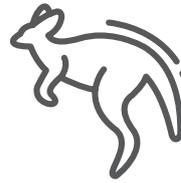
The introduction of new qualifications for the dance sector became the impetus for almost 500 business owners and trainers to undertake nationally endorsed training and respond to quality challenges. In a sector where instructors are not required to have formal VET qualifications, funded skilling arrangements assisted participants to achieve a new industry credential. Participants were able to expand their teaching expertise to secondary schools, an area of growing demand.

Small businesses supported by IBSA to participate in Government's initiatives reported that their return on investment included:

- a suite of improved people management measures, such as retention rates and staff satisfaction at all levels
- reduced management and compliance issues, and
- better implementation and monitoring of work, health and safety policies.

Improved business efficiencies resulted in employees who were better able to prioritise their own work requirements and operate with an increased awareness of cross-divisional opportunities and responsibilities. Training was instrumental in helping employees become better equipped to market products and services and provide an enhanced level of customer service, which in turn, increased sales revenue.

OUTCOMES AND CAPABILITIES



2,025,000
Small Businesses in Australia*



33%
Economic contribution of small business to industry total*



4,374
Number of learners in small businesses supported by IBSA in the National Workforce Development Fund programme

*Figures taken from RBA conference 2015

Upskilling the VET workforce

The skills of the Vocational Education and Training (VET) workforce are vital to deliver successful industry training outcomes.

Through an Australian Government initiative, IBSA supported teachers, trainers and VET providers to deliver quality training to benefit industry and communities.

A strong VET system relies on two things: nationally endorsed training offerings to meet industry workforce skilling needs, and the delivery of flexible, relevant and responsive education and training from Registered Training Organisations (RTOs). This requires RTOs to be client-focussed and up-to-date on industry practices, new delivery modes, assessment methodologies, accreditation requirements, and changes to compliance and other regulatory frameworks.

- **IBSA's workforce planning and skills audit resources assisted RTOs to plan and identify opportunities for development, and in particular, gave insight to the organisations about the anticipated skill needs for recruiting new employees and for those operating in a regional space.**

With new and enhanced skills, RTOs were given a greater capability to develop deeper partnerships with employers, to be more flexible and future-focussed on their training offerings and to be more employer-focussed in their delivery of training. By offering recognition of prior learning, and onsite training that was customised and contextualised to practices and equipment used in the specific workplaces employers and employees alike felt their needs were met.

RTOs identified upskilling opportunities in response to the changing VET landscape and the human resources challenges of the sector. RTOs, as employers, found that training strategies and upskilling solutions are an effective way of addressing their difficulties with attracting and retaining employees, the current skills gap in their workforce, systems and compliance skills, and the wider VET sector issues of an ageing workforce and a shortage of teaching professionals.

DELIVERING QUALITY LEARNING

A key issue for a large, regionally-based network of trainers and assessors was how to maintain a sustainable membership base, while also planning for future expansion and growth. Their members needed to develop high quality systems and work practices. The upskilling solution identified aimed to develop professional leadership and consistency across their member RTOs and VET practitioners by using the Diploma of Vocational Education and Training and the Diploma of Training, Delivery and Design to build upon existing skills and allowed for recognition of skills at a high level. The training resulted in a greater capacity for RTOs and individuals to self-manage quality learning delivery and learner outcomes that significantly reduced the regulatory burden for high performing providers.

CREATING TRAINING CAREER PATHS

A national call centre operator with more than 2,000 employees recognised in-house trainers' hands-on experience with formal qualifications. An internally branded training initiative resulted in a formalising of skills and knowledge of the call centre training teams. The training also created a career path from customer service agent to trainer, and the establishment of a cache of accredited trainers who could meet the contractual requirements associated with business growth.

Another enterprise RTO created additional pathways and portable skills for their qualified trainers by upskilling them to Diploma level. The training was an integral part of the enterprise's strategic themes of true customer focus, greater accessibility to its product offering and a focus on efficiency.

BENEFITING THE COMMUNITY

A community arts centre upskilled their trainers so they could offer nationally endorsed qualifications to their local community. Staff specialised in arts practice, and through national accreditation, the centre was able to increase its training scope, bringing the arts and education sectors together to better enrich the lives of their diverse community.

- As a contemporary arts practice and registered training organisation the centre aims to offer the community learning opportunities and support pathways for skills development. Upskilling the training team helps the centre to deliver formal qualifications to students.

Footscray Community Arts Centre

OUTCOMES AND CAPABILITIES



4,200,000+

Students undertook some form of training in 2016*

Qualifications undertaken by learners supported by IBSA in the National Workforce Development Fund programme

- Certificate IV in Training and Assessment
- Diploma of Training Design and Development
- Diploma of Vocational Education and Training

*Figures taken from NCVET 2017

Elevating industry standards

Nationally recognised qualifications are the perfect place to establish a base line for any business, peak employer or industry association wishing to raise the bar.

Through an Australian Government initiative, IBSA supported enterprises across a number of sectors to increase their professional credibility, bridge the skills gap and improve their technical proficiency.

Formal qualifications or skill sets ensure consistency in training outcomes which often reflect regulatory and industry requirements. It is why enterprises upskill their workforces using this method of training. IBSA managed a programme to increase the professionalism and education standards of highly regulated industries.

INCREASING PROFESSIONAL CREDIBILITY

Funded skilling programmes contributed to the professionalism of one particular sector in the financial services industry and with it, the accompanying higher standards and skills requirements demanded from the association's members. The skilling addressed the ageing demographic of its members by implementing a talent attraction and retention strategy that used structured mentoring as part of undertaking the nationally recognised qualifications.

— **Our members are now seen as professionals working in a profession...It's the professional service we offer that has driven our market share.**

Head of Professional Standards
Mortgage and Finance Association of Australia (MFAA).

Their success was evident in:

- a drop in the attrition rate of members
- a formation of a structured career path
- wider use of professional mentoring
- increased consumer confidence through meeting higher expectations, and
- the attraction of more diverse groups to the industry, in particular, women.

UPSKILLING STAFF FOR RETENTION

For another financial services sector affected by the introduction of new legislation, a key employer achieved a 91% completion rate of the Certificate IV in Financial Services. They proactively used the qualification to upskill and retain staff in a competitive employment environment and to ensure staff were able to mitigate operational risks by understanding the business processes, underlying legislation, system configuration and the customer complaints handling process. With their ageing customer base, the training upskilled employees to handle the increased need to access disability and specialist benefits.

BRIDGING THE SKILLS GAP

A peak body in the telecommunications sector worked closely with IBSA to bridge the gap between skills supply and demand, which threatened Australia's export and productivity gains, innovation capacity and employment growth across the sector.

- Many telecommunications workers are part of a mobile and transient workforce which makes it difficult for them to undertake training. Gaining formal qualifications makes it possible for the telecommunications workforce to deliver the infrastructure essential to Australia’s future.

Communications and Information Technology Training (CITT)

Communications and technical services enterprises partnered with their national industry association to prepare their workforces for the Australian government’s rollout of the national broadband network and the switchover from analogue to digital TV and restacking. These enterprises needed an urgent training and skills upgrade, which was catered for through a range of Certificates and Diploma qualifications in telecommunications cabling, digital reception technology, NBN and Network Planning and Design.

The training supported the demand for a skilled telecommunications workforce, traditionally consisting of contractors, subcontractors and permanent employees. It equipped them to deliver the new broadband and digital technology and to provide the communications infrastructure support across communities, especially in regional Australia.

STANDARDISING FOR BEST PRACTICE

For one particular company that serviced the Information and Communication Technology (ICT) needs of over 300 schools in Victoria, meeting this challenge meant undertaking customised training to increase their skills and knowledge in technical areas relevant to their education clients. Their employees completed the Advanced Diploma of Information Technology to gain project management, compliance skills, and improved communication skills, which were critical for the systems engineers and solution architects working in the school environment. Because of this training, staff were able to standardise business documents and functions to ensure their work complied with industry standards and best practice.

- With a business model that focusses on customer service and project management a national qualification was an effective way to train staff in accordance with core values.

Network Neighborhood, Communications and Information Technology Training (CITT)

IMPROVING TECHNICAL PROFICIENCY

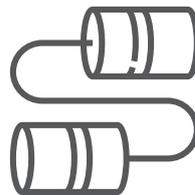
The broadcast industry also participated in an IBSA programme to elevate the technical proficiency of the domestic labour market in both the film and television sectors. New learners undertook a traineeship and Certificate IV level qualification, with 82% of learners going on to complete the qualification. The industry support for this effort showed at the end of the project, with 100% of the graduates either in permanent employment or undertaking ongoing freelance work. IBSA supported partnership arrangements with broadcast industry sponsors so that learners could access technical equipment and facilities. Industry sponsors also provided financial support to the training through the co-contribution arrangement, mentoring support, as well as employment of the graduates. The project also achieved the aim to increase youth participation in the industry, with 59% of the learners aged between 20 and 25 years.

OUTCOMES AND CAPABILITIES



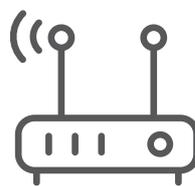
2,043

Learners participated in Financial Qualifications



1,041

Learners participated in ICT and Telecommunications Qualifications



1/2

of all Australians can now connect to a service over the NBN network*

*Figures from NBN 2017

Bridging the Print-to-Digital skill divide

A workforce development approach to assist industry, organisations, and learners participate in the ever-expanding digital economy.

Through an Australian Government initiative, IBSA supported organisations and learners in the print, communication and information industry to reskill to respond to new digital technologies.

The Australian print, communication and information industry has faced many challenges with the consolidation of small businesses and the introduction of new digital technologies.

IBSA developed a strategic partnership with the print industry's peak union and industry bodies to deliver an innovative project. The industry represents more than 10,000 businesses operating in every Australian industry body and needs a workforce of skilled and reskilled workers in the new digital environment.

Project partners drove the necessary cultural change required to connect national aspiration with practical change at the local workplace level. The workforce skills development model focussed on strategies and programmes to increase the skills, knowledge and capabilities of individual and groups, and used approaches which supported the integration of formal and informal learning and captured the experience and tacit knowledge of existing workers. The model was also driven by and linked to broader enterprise, business and human resources objectives.

IBSA facilitated training in tailored skill sets to support businesses diversifying into new or emerging markets and adopt new or emerging technologies. With this technical upskilling, they could respond to the significant domestic market opportunities present and reposition themselves based on market-driven structural adjustment.

The project measured the tangible benefits of the training and the influence it had on the businesses, to better match supply to current skills demand now and in the future. Upskilled employees maintained their employability as job competencies changed and they remained in the business longer. In the face of industry-wide restructuring, technicians, managers and business owners found they were better equipped to participate in the ever-expanding digital economy.

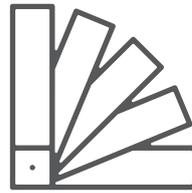
MOVING INTO THE DIGITAL FUTURE

A business with a 150-year history had already shown its adaptability and responsiveness to change. It used the technical upskilling of its employees to rise to the digital media challenge and associated industry-wide restructuring. With the training based on nationally accredited specialist skill set delivered in a customised way to meet organisational requirements and deadlines, it resulted in improved productivity and efficiency, provided career progression opportunities and supported internal succession planning.

- The tailor-made training has armed employees with new skills and boosted confidence at a time when technology is transforming our industry.

Senior management at the Newcastle Herald.

OUTCOMES AND CAPABILITIES



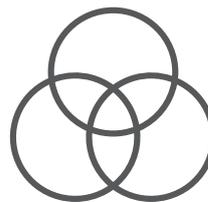
10,000+

Print, communication and information businesses in Australia



475+

Printing business owners and employees participated in training via IBSA's partnership with a peak industry body and union*



450+

printing businesses undertook workforce planning and a skills audit*

*Figures from IBSA Future Print NWDF Innovation Project

Doing business better

The future of a business has and always will rest on the shoulders of its employees.

Through an Australian Government initiative, IBSA assisted organisations to develop strategies to improve their businesses through upskilling employees and investing in their progression.

There are many rewards for workforce planning and for organisations investing in skills and knowledge development. Organisations participating in funded skilling programmes found that training and upskilling their workforce is an effective strategy for improving business competitiveness. IBSA assisted these organisations to evaluate their business through the application process, and provided further support to deliver and progress their strategies.

Many of the organisations were dealing with highly competitive markets or operating in highly regulated environments; having an upskilling strategy ensured their future by maintaining relevance and growing their profitability.

Undergoing an application process assisted organisations to identify training to support current and future employee roles. This targeted training resulted in higher employee engagement and offered career progression opportunities. By building skilled leaders, managers, technical specialists, teams and employees, it created better businesses and better ways of doing business.

- My sales growth improved over 10% and our customer relationships are the best you can get. When I go away on holidays, my business runs like clockwork. The team are confident, empowered, and highly skilled.

Owner of a nationwide small business franchise.
Worldwide Printing Solutions (WPS)

CREATING PATHWAYS FOR STAFF

A large, national banking organisation found training resulted in more upward movement and career progression for their staff, who were newly equipped with targeted business qualifications. Because their skills were consistently understood and recognised across all Australian branches, staff transferred more easily into other businesses owned by the national parent company, and into different positions in other states. For banking organisations in particular, the training and upskilling of employees addressed the changing face of interaction in customer-facing roles and the recognition that frontline workers need a broader skill set due to the complexity of customer service.

IMPROVING PRODUCTIVITY THROUGH TRAINING

An organisation with a large number of regional offices upskilled middle and senior management to sharpen managers’ skills in budget and income management, a key part of their roles. The training also improved the coaching skills of the managers, seen as critical to people performance outcomes. Other employees within the organisation completed Certificate IV programs so they could better understand how their roles contribute to organisational profitability. A key outcome for this company was the development of a strong study ethic which pays dividends for productivity.

IMPROVING SERVICE DELIVERY

For a large franchise group, training had a transformative effect with the executive team, franchise owners and managers in their understanding of service delivery as a ‘total services package’, using product innovations, having heightened customer service and an enhanced online technology capability. For this business, and its franchisees, skills development was integral to a three-part strategy of developing managers’ coaching skills, addressing continuous business improvement and ensuring operating standards and skills requirements were standardised across all franchisees.

TRAINING AS A CATALYST FOR CHANGE

One medium-sized organisation undertook a holistic approach to training and upskilled learners across different business areas in a range of qualifications from Certificate III to Diploma level. This resulted in a 70% retention rate of employees four years after project conclusion. 20% of the participants have either been promoted or progressed to higher duties within the organisation. In addition, the organisation has been able to implement minimum qualification standards for job roles and has continued building a learning and development culture which focuses on Customer Experience and Leadership.

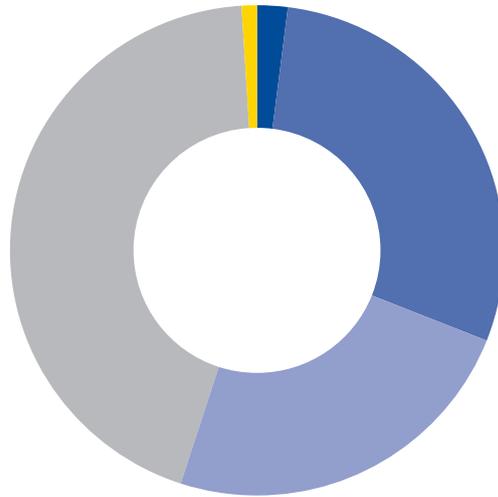
— The Programme was a catalyst for education, cultural and development change for the organisation.

Sydney Credit Union

IN SUMMARY

Upskilling staff to meet business needs has the best outcomes when training is considered as part of a suite of activities in the whole organisation strategy. That means committing financial resources, putting in place key performance indicators relating to the learning outcomes, and acknowledging in a meaningful way the learners’ achievements.

OUTCOMES AND CAPABILITIES

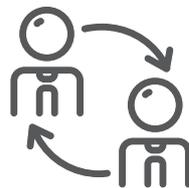


- 2% Skill Sets
- 29% Certificate III
- 24% Certificate IV
- 44% Diploma
- 1% Advanced Diploma / Voc. Grad. Certificate and Diploma



6,500+

Learners completed qualifications ranging from Certificate III to Vocational Graduate Diplomas and specialist Skills Sets in programs supported by IBSA



1,000+63

Employers RTOs

Worked with IBSA to deliver programs

Case studies

The following case studies of IBSA's funded skilling projects provide more information on the training undertaken and key benefits and outcomes of the upskilling for the enterprise.

[Find them all online here →](#)

Australian Industry Defence Network – Northern Territory (AIDNT – NT)

[View case study →](#)

MEME Partners

[View case study →](#)

Mortgage and Finance Association of Australia (MFAA)

[View case study →](#)

Network Neighborhood Pty Ltd

[View case study →](#)

Newcastle Herald

[View case study →](#)

Prudential Investment Company of Australia (PICA)

[View case study →](#)

Sydney Credit Union

[View case study →](#)

Westpac

[View case study →](#)

Worldwide Printing Solutions

[View case study →](#)

Lead organisations

- 4Networking Australia
- Association Super Funds Australia (ASFA)
- Auspicious Arts Incubator
- Australian Council for Private Education and Training (ACPET)
- Australian Dance Vision
- Australian Industry Defence Network - Northern Territory (AIDN-NT)
- Australian Institute of Management Group
- Australian Teachers of Dance (ATOD)
- Australian Unity
- Australian Workers Union of Employees QLD (AWUEQ)
- Business Success Group
- Commonwealth Society of Teachers of Dance
- Communications & Information Technology Training Limited (CITT)
- Cubic Defence
- Footscray Community Arts Centre (FCAC)
- Foxtel
- Future Print – jointly led by Printing Industries Association of Australia (PIAA) and the Australian Manufacturing Workers’ Union (AMWU)
- Global Transport Automotive Insurance Solutions (GTAIS)
- Greencross Vets
- Group Training Association Victoria (GTAV)
- Hunter Trainers & Assessors Network
- Insurance Australia Group (IAG)
- MEGT
- Mortgage & Finance Association of Australia (MFAA)
- National Australia Bank (NAB)
- National Insurance Brokers Association (NIBA)
- Newcastle Herald
- Open Channel Co-operative
- People's Choice Credit Union
- Printing Industries Australia Association (PIAA)
- Provet
- Prudential Investment Company Australia (PICA)
- Sales Force
- Serco Global Services
- Stellar Asia Pacific
- Sydney Credit Union (SCU)
- TAFE NSW - Northern Sydney Institute
- TAFE Technical Operators Centre (TTOC)
- The Firm
- Traffic Force
- Uniting Bookkeepers
- Westpac
- Worldwide Online Printing
- Xchanging



Level 11, 176 Wellington Parade,
East Melbourne, VIC 3002 Australia

www.ibsa.org.au