



Furnishing Industry Reference Committee (IRC)

MSF Furnishing Training Package Case for Change

November 2017

www.ibsa.org.au

manufacturing@ibsa.org.au

(03) 9815 7099

Level 11, 176 Wellington Parade
East Melbourne, Victoria, 3002



Prepared on behalf of the Furnishing IRC for the Australian Industry Skills Committee (AISC)

**Furnishing Industry Reference Committee
Case for Change November 2017**

This Furnishing Industry Reference Committee *Case for Change* has been produced with the assistance of funding provided by the Commonwealth Government through the Department of Education and Training.



Contents

Administrative Information	5
<i>Name of Industry Reference Committee (IRC)</i>	5
<i>Name of Skills Service Organisation (SSO)</i>	5
<i>Name of the Training Package(s) examined to determine change is required</i>	5
<i>Brief description of how the case for change was developed</i>	5
The case for change	7
<i>Drivers for change and evidence</i>	7
<i>Recommended Changes</i>	9
Industry support for change	10
<i>Stakeholder Consultation</i>	10
<i>Overview of the issues identified by stakeholders</i>	10
<i>Sensitivities</i>	10
Impact of change	11
<i>Impact of recommended changes on stakeholders</i>	11
<i>Impacts or Risks of not implementing the changes</i>	11
<i>Estimated timeframes</i>	11
Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages	12
IRC Signoff	13
Attachment A: Training Package components to change	15
Attachment B: Stakeholder Consultation Method and Scale	18
<i>Industry Stakeholders</i>	18
<i>Government Stakeholders</i>	19
<i>State Government Stakeholders</i>	19
<i>Other Stakeholders</i>	14

Furnishing IRC Case for Change November 2017

Furnishing Training Package

Administrative Information

Name of Industry Reference Committee (IRC)

Furnishing

Name of Skills Service Organisation (SSO)

Innovation and Business Skills Australia (IBSA) Manufacturing

Name of the Training Package(s) examined to determine change is required

Furnishing

Brief description of how the case for change was developed

This Case for Change was developed by the Furnishing IRC with the support of a sub-committee comprising key stakeholders approved by the IRC and informed by evidence based research. Feedback was considered from all stakeholders including the issues register, and targeted face to face and phone consultations. The Case for Change was developed having regard for the Training Package Development and Endorsement Process Policy and provides robust evidence to support AISC's decision making process.

Based on the evidence of need, the MSF Furnishing Training Package products listed in Schedule A are proposed for development in this Case for Change and include the following.

1 Qualification

- MSF30913 Certificate III in Blinds, Awnings, Security Screens and Grilles

4 new Units of Competency (to be developed to address)

- Roller Shutter Installation
- Low voltage equipment, automation and intelligent management systems
- New materials and their associated energy ratings and fire-retardant attributes
- New products such as louvre shutters (timber, aluminium and synthetic)

27 Units of Competency (to be reviewed)

- MSFBA2001 Use blinds, awnings, security screens and grilles sector hand and power tools
- MSFBA2002 Set up, operate and maintain blinds and awnings sector static machines
- MSFBA2003 Select and apply blinds and awnings sector hardware and fixings
- MSFBA2004 Construct roll-up and pull-down style blinds and awnings
- MSFBA2005 Construct vertical-style blinds
- MSFBA2006 Construct textiles for canopy-style awnings
- MSFBA3001 Install interior blinds
- MSFSF2001 Cut single layer fabrics
- MSFSF2002 Machine sew materials
- MSFSS2002 Prepare product for Australian Standards testing
- MSFSS2003 Undertake surface preparation

- MSFSS3001 Install security screens and grilles
- MSFSS3002 Apply patterns and designs to security screens and grilles
- MSFSS3003 Resolve quality and compliance issues
- MSFBA3002 Install exterior blinds and awnings
- MSFBA2007 Construct plastic and timber Venetian-style blinds
- MSFBA2008 Construct aluminium Venetian-style blinds
- MSFBA2010 Construct aluminium roll-up style awnings
- MSFBA3003 Install timber shutters
- MSFBA3004 Construct folding-arm style awnings
- MSFBA3005 Construct framework for canopy-style awnings
- MSFBA3006 Construct pleated-style blinds
- MSFBA3007 Construct wood-weave style blinds
- MSFBA3008 Construct pelmets
- MSFBA3010 Assess suitability of blinds or awnings
- MSFSS3004 Construct Roman-style blinds
- MSFFM2010 Set up, operate and maintain basic static machines

9 Units of Competency (to be assessed against job role requirements)

- MSFBA2009 Construct metal louvre and canopy-hooded style awnings
- MSFBA3009 Provide advice to customers on blinds and awnings
- MSFGG2001 Use glass and glazing hand and power tools
- MSFGG2008 Glaze and re-glaze residential windows and doors
- MSFGG2010 Fabricate and install insect and security screens
- MSFGN2001 Make measurements and calculations
- MSFGN2002 Move and store materials and products
- MSFGN3001 Read and interpret work documents
- MSFGN3002 Estimate and cost job

4 new Skill Sets (to be developed to address)

- Using energy efficient and fire-retardant materials
- Automation
- Compliance, Standards, Licensing
- Roller shutter design, production and installation

The case for change

Drivers for change and evidence

This Case for Change is predicated on the following key drivers which have been identified through evidence based research and stakeholder consultation.

Industry drivers

The Blinds, Awnings, Security Screens and Grilles industry is diverse and includes manufacturers, retailers, suppliers, installers and maintenance of internal and external window coverings such as interior blinds, exterior awnings, shutters, grilles and shade sails. Manufacturing in the industry is characterised by small and medium size businesses which provide customised and made-to-measure products that require skilled labour. Customer service and installation are dominated by several large businesses.

Changes in operational trends are seeing previously combined manufacturing and installation businesses becoming less common in favour of specialised manufacturers and retail oriented installation and maintenance businesses offering tailored customer service solutions. The removal of tariffs and low-cost imports place pressure on the industry to seek efficiencies and differentiate through its service delivery.

Developers and builders on commercial sites are requiring the industry to produce evidence of training such as formal trade qualifications and working at heights prior to commencement.

Educational drivers

The workforce is comprised of three groups of workers, experienced, long term workers with few if any formal qualifications, tradespeople such as carpenters, joiners and cabinet makers employed or contracted for their skills and new entrants who may be unskilled and untrained workers. Candidates with low levels of English literacy and numeracy are not uncommon.

Technology drivers

New technologies in materials, sensors (sun, wind, rain, time and motion), motorisation and automation are increasingly common and meet consumer demand for environmentally friendly, aesthetically appealing and sustainable ways to regulate sunlight, temperature and air, and insulate residential and commercial buildings.

The growing interest in home automation is driving significant increase in the demand for installation of automated window treatments.

Australian Government policy directions

Australian government research¹ indicates the following climate change projections, with high or very high confidence, across all Australian regional clusters:

- Average temperatures will continue to increase in all seasons
- More hot days and warm spells are projected, and
- Fewer frosts are projected.

These projections coupled with the risk of electricity supply falling short of demand, especially in extreme conditions such as extremely hot summer afternoons and evenings when consumer demand is highest² is expected to drive changes in consumer behavior towards the energy efficiency offerings provided by this industry.

¹ <https://www.climatechangeinaustralia.gov.au/en/climate-projections/future-climate/regional-climate-change-explorer/super-clusters/>

² https://www.aemo.com.au/-/media/Files/Electricity/NEM/Planning_and_Forecasting/NEM_ESOO/2017/2017-Energy-Supply-Outlook.pdf

In Australia, the regulation of energy efficiency of buildings is covered by a range of Commonwealth, State and Territory agencies. In 2009 specific measures to increase energy efficiency of buildings were set out in a Council of Australian Governments (COAG 2009) agreement with measures specifically for residential class buildings proposing:

- the phase-in of mandatory disclosure of residential building energy, greenhouse and water performance at the time of sale or lease, commencing with energy efficiency by 2011;
- an increase in energy efficiency requirements for new residential buildings to six stars, or equivalent, nationally in the 2010 update of the Building Code of Australia with full implementation by all states by 2011.

The latter of these measures has been implemented as the Nationwide House Energy Rating Scheme (NatHERS). An initiative which enables new residential buildings and major alterations and additions to comply with the Minimum Energy Efficiency Standards in the Building Code of Australia (BCA). The first of the two measures listed above has not been implemented nationally to date as jurisdictions grapple with the implementation issues for older existing housing stock.

With shading blocking 90 per cent of heat gained through sunlight, window coverings will become more prominent in improving energy ratings. Increasing energy costs is heightening consumer awareness and demand for energy cost saving strategies such as the use of blinds, awnings and shutters to reduce the escalating costs of heating, cooling and lighting.

Regulatory drivers

Manufacturing of blinds, awnings, screens and grilles is covered by a number of standards. While there is currently no single national occupational licensing regime that applies to furnishing industry occupations involved in the installation of blinds, awnings, screens and grilles, state and territory licensing can apply to certain furnishing industry trades and job roles, including, but not limited to the following:

- Installation of shade sails (licensed in NSW).
- Installation of security screens and grilles (licensed in some states, such as NSW and can require a police check in some jurisdictions).
- Installation of furnishing components may require a category of builder's licence in some jurisdictions e.g. Queensland if the work is over a set dollar amount.

The Australian Competition & Consumer Commission is conducting a Corded Internal Windows Covering Survey as part of their ongoing commitment to monitoring compliance with mandatory safety standards and bans, suppliers and installers of these products. The findings of this survey are expected to inform the development work following approval of this Case for Change.

Workforce issues

Wages at 32 per cent of revenue compared to all industries at 14.4 per cent make labour productivity and efficiency key factors in achieving profitability in a highly competitive industry faced with relentless pressure from imported products.³

Industry skill requirements are diverse and include customer service and sales, manufacture, installation and maintenance of blinds, awnings, grilles and shade sails. There currently are no identified skillsets to cater for upskilling allied trades to cross over to the Blinds Awnings industry. Carpenters, joiners and cabinet makers are employed or contracted for their primary skill base and develop knowledge and skills of the industry but this is not readily recognised through the lack of skill sets. Existing workers gain a broad range of skills and knowledge which is also not readily recognised in the existing qualification and lack of skill sets thereby reducing their mobility to work in other sectors. With no formal qualifications required by the industry, new unskilled and untrained entrants are most commonly trained on the job by the business using both structured and unstructured delivery methods.

³ IBIS Window Coverings Manufacturing in Australia, February 2017

Highlighting the fact

MSF30913 Certificate III in Blinds, Awnings, Security Screens and Grilles has had few enrolments and completions since it was first offered in December 2013, and only four Registered Training Organisations currently have the qualification on scope, with one of those in liquidation. Feedback collected from consultations indicates the current qualification does not meet industry needs as it does not align with the workplace requirements. The large bank of core units is not relevant to all workers and the opportunity to select electives is limited. Funding variations between jurisdictions is reflected in enrolments with 13 students enrolled in New South Wales where it is offered as a Traineeship. This means there are currently few opportunities for accredited training of new entrants and recognition of existing knowledge and skills and upskilling of existing workers. The industry has advised that it is in discussions with other jurisdictions to secure funding support.

Recommended Changes

The Furnishing IRC recommends the changes listed in Appendix A be approved based on the following evidence:

- That the packaging rules for the MSF30913 Certificates III in Blinds, Awnings, Security Screens and Grilles be revised to better meet the feedback from industry which indicates the qualification does not:
 - meet the industry's current operational needs;
 - recognise the need for flexibility to meet industry and student learning requirements;
 - address the sale, manufacture, and installation of roller shutters;
 - include the latest technologies and materials;
 - adequately address consumer and commercial safety standards; and
 - have any skill sets

- That new units are developed to address new technologies including low voltage equipment, automation and intelligent management systems, new materials and their associated energy ratings and fire-retardant attributes and new products such as aluminium louvre shutters.

- That new units are developed and/or existing units are modified to address the sale, manufacture and installation of roller shutters, compliance with Building codes and Australian standards and fault finding and troubleshooting around installation.

- That all native MSF units in this qualification are reviewed for compliance with the Standards for Training Packages and the CISC reforms.

- That nine MSF units being reviewed as part of the current activity order IBSA/TPD/2016-2017/002 are assessed and reviewed by this specific industry sector for current job roles and skill requirements.

- That Skill Sets are developed that offer opportunity for upskilling and recognition of prior learning for existing workers and provide a pathway for new entrants to meet current industry requirements.

Industry support for change

Stakeholder Consultation

Key individual and group stakeholders as identified by the IRC were consulted or provided information for the Case for Change during development from September 2017 to November 2017 and are detailed in Attachment B. An IRC Blinds, Awnings, Security Screens and Grilles subcommittee provided direction and assistance in the development of the Case for Change and stakeholders from all key groups were advised and key stakeholders were consulted by phone and email over a 4-week period.

IBSA circulated this Furnishing Case for Change to the State Training Authorities (STAs) listed in Appendix B on 23 November. Positive feedback was received from New South Wales and Western Australia and no objections were raised by any of the STAs.

Overview of the issues identified by stakeholders

The current packaging rules and lack of units of competency addressing new technologies and skills sets were raised as issues by stakeholders.

The range of skills required by the industry which includes skilled tradespeople including carpenters, pattern makers and welders as well as customer service personnel and skilled installation staff makes attraction a challenge. The industry has identified difficulty in securing suitably skilled labour as a major inhibitor to business growth⁴.

New technologies and inconsistent licensing across jurisdictions were raised as issues by stakeholders.

New legislation regarding Non-Conforming Products – Chain of responsibility and Other Matters⁵ is expected to impact on all participants in the building product supply chain, including designers, manufacturers, importers, suppliers and installers (Supply Chain Participants). This type of legislation is expected to have significant impact on this industry which is keen to proactively position itself with a strong training regime.

Sensitivities

The industry feels strongly that it needs to be recognised as a significant employer and that its voice needs to be heard by government by supporting this Case for Change.

⁴ BMAA, 2017 National Industry Training Plan 2017-2022

⁵ <http://www.globalworkplaceinsider.com/2017/06/queensland-introduces-chain-of-responsibility-legislation-for-non-conforming-building-products/>

Impact of change

Impact of recommended changes on stakeholders

These industry driven enhancements to the MSF30913 Certificate III in Blinds, Awnings, Security Screens and Grilles will provide a means for employers to invest in accredited training to develop their existing workforce and attract skilled labour to meet both their current and future needs. At a recent Blind Manufacturers Association of Australia (BMAA) hosted Training Summit conducted in May 2017, 100 industry representatives committed to training as a means of addressing many of the challenges the industry faces.⁶

Existing employees will be able to upskill in new technologies and have their skills and knowledge recognised through recognition of prior learning.

The impact on existing RTOs should be minimal given few have this qualification on scope. The industry will be able to form relationships with RTOs to support the industry's need for skilled labour which could lead to the creation of employment opportunities.

Impacts or Risks of not implementing the changes

The industry is committed to a skilled labour force to secure the native industry and its future against global competition and the impact of low cost imports.

The industry is committed to being prepared for impending legislative changes around safety, licensing and sustainability by having a trained workforce holding nationally accredited qualifications. This approach is expected to reduce the safety risks.

Additionally, without these proposed changes, the industry is less likely to benefit from the changes in consumer behaviours around reducing energy costs and increasing scrutiny around public safety.

Without these changes, projected growth of the industry will be severely threatened.

Estimated timeframes

This proposed change is of significant importance to the industry. It is expected that the work involved in making the proposed changes to the training packages will take eight months including one month of consultation from receipt of the work order from the department.

As the qualification is currently offered by RTOs, it is expected they would offer the new arrangements subject to demand. These are not expected to be impediments to implementation.

⁶ ibid

Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages

This Case for Change will implement the CISC reforms to the Training Package System as follows:

- Removing obsolete and superfluous qualifications from the training system to make it easier for consumers to find the training relevant to their needs; -
 - This Case for Change does not include removing any obsolete or superfluous Training Package products but rather enhances the existing qualification by reviewing the job and skill requirements with industry to address their issues. IBSA Manufacturing applies the following methodology:
 - analysis of current and emerging job roles;
 - mapping them to the qualifications which are designed to support them; and
 - identifying and designing the most appropriate training package components to meet industry needs.
- Making more information available about industry's expectations of training delivery to training providers to improve their delivery and to consumers to enable them to make more informed course choices;
 - Industry's expectations of training delivery will be provided in the Companion Volume including references to career pathways.
- Ensuring the training system better supports individuals to move easily from one related occupation to another;
 - industry driven and accepted qualifications will provide new entrants a pathway into the industry and a range of specialisations and will also provide a means to recognise and upskill existing workers and contractors which will enhance their transferability across occupations.
- Improving the efficiency of the training system by creating units that can be owned and used by multiple industry sectors and housing these units in a 'work and participation bank';
 - 4 new units will be created as part of this Case for Change. In addition, the 'work and participation bank' will be reviewed to determine whether any units held in the bank are of relevance to this qualification and can be used to replace native units and whether any of the units being reviewed as part of this Case for Change are of relevance to other industry sectors and house them in the 'work and participation bank'.
- Fostering greater recognition of skill sets; and
 - The development of four new skill sets will encourage upskilling of existing workers and contractors and offer targeted training for new entrants.
- Ensuring that accredited courses 'fill the gap' in training packages and provide for training courses to be developed as quickly as industry needs them and support niche skill needs:
 - This Case for Change does not relate to accredited courses.

IRC Signoff

This Case for Change was agreed to by the Furnishing IRC

Name of Chair

Patrizia Torelli

Signature of Chair

Patrizia Torelli

Date

13 November

Attachment A: Training Package components to change

Innovation and Business Skills Australia – Manufacturing

Contact details: Gary Dunshea Industry Manager IBSA

Manufacturing Date submitted: November 2017

Training Package Code	Training Package Name	Product Code	Product Name	IRC Name	Review status	Change Required	
MSF	Furnishing	MSF30913	Certificate III in Blinds, Awnings, Security Screens and Grilles	Furnishing		Revision of packaging	
		MSFXXXXXX	Roller Shutter installation			New unit	
		MSFXXXXXX	Low voltage equipment automation and intelligent management systems			New unit	
		MSFXXXXXX	New materials and their associated energy ratings and fire-retardant attributes			New unit	
		MSFXXXXXX	New products such as louvre shutters (timber, aluminium and synthetic)			New unit	
		MSFBA2001	Use blinds, awnings, security screens and grilles sector hand and power tools		Furnishing		Review to align to current job roles and COAG Industry and Skills Council (CISC) reform requirements
		MSFBA2002	Set up, operate and maintain blinds and awnings sector static machines				
		MSFBA2003	Select and apply blinds and awnings sector hardware and fixings				
		MSFBA2004	Construct roll-up and pull-down style blinds and awnings				
		MSFBA2005	Construct vertical-style blinds				
		MSFBA2006	Construct textiles for canopy-style awnings				
		MSFBA3001	Install interior blinds				
		MSFBSF2001	Cut single layer fabrics				
		MSFBSF2002	Machine sew materials				
		MSFSS2002	Prepare product for Australian Standards testing				
		MSFSS2003	Undertake surface preparation				

Training Package Code	Training Package Name	Product Code	Product Name	IRC Name	Review status	Change Required
MSF	Furnishing	MSFSS3001	Install security screens and grilles	Furnishing		Review to align to current job roles and COAG Industry and Skills Council (CISC) reform requirements
		MSFSS3002	Apply patterns and designs to security screens and grilles			
		MSFSS3003	Resolve quality and compliance issues			
		MSFBA3002	Install exterior blinds and awnings			
		MSFBA2007	Construct plastic and timber Venetian-style blinds			
		MSFBA2008	Construct aluminium Venetian-style blinds			
		MSFBA2010	Construct aluminium roll-up style awnings			
		MSFBA3003	Install timber shutters			
		MSFBA3004	Construct folding-arm style awnings			
		MSFBA3005	Construct framework for canopy-style awnings			
		MSFBA3006	Construct pleated-style blinds			
		MSFBA3007	Construct wood-weave style blinds			
		MSFBA3008	Construct pelmets			
		MSFBA3010	Assess suitability of blinds or awnings			
		MSFFM2010	Set up, operate and maintain basic static machines			
MSFSF3004	Construct Roman-style blinds					

Training Package Code	Training Package Name	Product Code	Product Name	IRC Name	Review status	Change Required
MSF	Furnishing	MSFBA2009	Construct metal louvre and canopy-hooded style awnings	Furnishing		(to be assessed against job role requirements)
		MSFBA3009	Provide advice to customers on blinds and awnings			
		MSFGG2001	Use glass and glazing hand and power tools			
		MSFGG2008	Glaze and re-glaze residential windows and doors			
		MSFGG2010	Fabricate and install insect and security screens			
		MSFGN2001	Make measurements and calculations			
		MSFGN2002	Move and store materials and products			
		MSFGN3001	Read and interpret work documents			
		MSFGN3002	Estimate and cost job			
MSF	Furnishing	MSFSSXXXXX	Using energy efficient and fire-retardant materials			New skill set
		MSFSSXXXXX	Automation			New skill set
		MSFSSXXXXX	Compliance, Standards, Licensing			New skill set
		MSFSSXXXXX	Roller shutter design, production and installation			New skill set

Attachment B: Stakeholder Consultation Method and Scale

Industry Stakeholders

Name of Stakeholder	Title Organisation	Detail method(s) and Scale of Consultation
Michael Henry	Prowler Proof Member of the Australian Window Association	Member of the Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Adrian Moscheni	Straitline Blinds Pty Ltd & Blind Makers Wholesale NT Pty Ltd Chair of Fashionline	Member of the Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Ross Emms	Ireland Blinds Vice President of the Blind Manufacturers' Association of Australia	Member of the Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Lyn Potesil	Executive Officer Blind Manufacturers' Association of Australia	Member of the Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Glenn Barlow	Positive Resolutions and Nans Tarps Membership of the Specialised Textiles Association Training Committee	Member of the Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Keith Phasey	NT Blinds Pty Ltd	Member of the IRC, Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)
Sharon Tieman	Director Premier Shades, Awnings and Blinds	Member of the IRC, Sub-committee and key contributor to draft and final Case for Change (Oct - Nov 2017)

Government Stakeholders

Name of Stakeholder	Title Organisation	Detail method(s) and Scale of Consultation
Paul Kennet	Manufacturing and Engineering Skills Advisory Body (MESAB)	Consulted in relation to state implementation and local industry needs
Archie Wright	ISAC NT	Consulted in relation to state implementation and local industry needs
Sam Nicolosi	QMI Solutions	Consulted in relation to state implementation and local industry needs
Kay Gerard	Food, Fibre and Timber Industries Training Council (WA) Inc	Consulted in relation to state implementation and local industry needs
Tim Cleary	Forestworks NSW ITAB	Consulted in relation to state implementation and local industry needs

State Government Stakeholders

Name of Stakeholder	Organisation	Detail method(s) and Scale of Consultation
Lee Carter	State Training Authority - VIC	Reviewed draft Case for Change (November/December)
Susan Bearfield	State Training Authority – NSW	Reviewed draft Case for Change (November/December)
Guy Valentine	State Training Authority - QLD	Reviewed draft Case for Change (November/December)
Jodie Kafer	State Training Authority - ACT	Reviewed draft Case for Change (November/December)
Nelson Brown	State Training Authority - NT	Reviewed draft Case for Change (November/December)
Lisa Barron	State Training Authority - WA	Reviewed draft Case for Change (November/December)
Marina Borrello	State Training Authority - SA	Reviewed draft Case for Change (November/December)
Lesley French	State Training Authority - TAS	Reviewed draft Case for Change (November/December)

Other Stakeholders

Name of Stakeholder	Title Organisation	Detail method(s) and Scale of Consultation
Steve Quirk	The Frontline Group (International) Pty Ltd	Contributor to draft Case for Change
David Reeson	The Frontline Group (International) Pty Ltd	Contributor to draft Case for Change
Alan Plant	Design Learning Inspection Pty Ltd	Contributor to draft Case for Change
Grant Cohen	Teacher - TAFE NSW – Hunter Institute	Contributor to draft Case for Change
Brad Holmes	Teacher - TAFE NSW – Hunter Institute	Contributor to draft Case for Change
Alan Plant	DLI Training	Contributor to draft Case for Change
Sharon Tieman	Director - Premier Shades, Awnings and Blinds	Contributor to final Case for Change

