I feel proud to tell people where I work
CIT motivates me to go above and beyond in my role
CIT's processes and procedures allow me to effectively meet our customers' needs
It is easy to collaborate with other teams within CIT
There is a clear communication process when change in CIT is proposed
In times of change, we help each other understand and adapt to the new ways of working
I have a good understanding of CIT's Strategic Compass
I understand the need for the changes and directions outlined in the Strategic Compass
I understand how my role contributes to CIT's Strategic Compass
My team's objectives are aligned CIT's Strategic Compass
I believe CIT would take appropriate action if I was being treated unfairly in the workplace
I feel confident to challenge the way things are done at CIT
I think CIT respects individual cultures / backgrounds
I understand why diversity and inclusion are important for CIT
I believe Health and Safety is taken seriously at CIT
The senior leadership team have communicated a vision for CIT
The senior leadership team have communicated a vision for the Cultural Traits at CIT
During change, senior managers provide sufficient information about purposes of changes
I can ask management any reasonable question and get an honest answer
CIT Executives model the Cultural Traits
I would recommend this company to family or friends as a great place to work
What keeps you working at CIT?
If you could change one thing about CIT what would it be?
Do you have any other comments or questions?

DATA

Questions

2019 results with high levels of satisfaction include:

Question	Agree/Strongly Agree	Percentage of total staff
I understand why diversity and inclusion are important for CIT	98.5% respondents	57.8%
I feel I have the necessary skills to provide good customer service	98% respondents	57.5%
I seek opportunities to continuously improve and grow my capability	96.7% respondents	56.7%
I demonstrate CIT's Cultural Traits	96.7% respondents	56.7%
I work with others to achieve things I cannot achieve on my own	95% respondents	55.7%
I understand CIT's Cultural Traits	94.5% respondents	55.5%
In my team, we work well with our colleagues	89.8% respondents	52.7%

2019 results with low levels of satisfaction include:

Question	Disagree/Strongly Disagree	Percentage of total staff
There is a clear communication process when change in CIT is proposed	55.3% respondents	32.5%
CIT's processes and procedures allow me to effectively meet our customers' needs	46.2% respondents	27.1%
I feel confident to challenge the way things are done at CIT	44% respondent	25.8%
In times of change, senior managers provide sufficient information about the purpose of the change	42.3% respondents	24.8%
It is easy to collaborate with other teams within CIT	40.8% respondents	23.9%
Senior leaders are visible at CIT	39.4% respondents	23.1%
CIT motivates me to go above and beyond in my role	39.4% respondents	23.1%

A breakdown of all responses is provided in the data spreadsheet.

Net Promoter Score

The results to the question "I would recommend this company to family or friends as a great place to work" are displayed using the Net Promoter Score (NPS) formula. The standard method to calculate the NPS score in a designated pattern, with neutral being a summation of all '7' and '8' scores, is as follows:

1. Add all promoters – count and sum all responses 9 and 10 (inclusive)
2. Add all detractors – count and sum all responses 0 to 6 (inclusive)
3. Calculate the promoter percentage - divide the total sum of all promoters by the total number of all responses (i.e. promoter + neutral + detractor)
4. Calculate the detractor percentage - repeat step 3 using detractor counts
5. Calculate the NPS – (percentage of promoters minus percentage of detractors) as a number.

A comparison of 2017 survey data against the 2019 data is represented in the table below:

NPS Score	2017 count	2017 %	2019 count	2019 %
0	10	1.9%	20	3.9%
1	9	1.7%	9	1.8%
2	15	2.9%	26	5.1%
3	21	4.0%	26	5.1%
4	21	4.0%	25	4.9%
5	58	11.1%	71	13.8%
6	51	9.8%	51	9.9%
7	88	16.9%	85	16.5%
8	106	20.3%	92	17.9%

9	64	12.3%	41	8.0%
10	79	15.1%	68	13.2%
TOTAL	522	100%	514	100%

The data is as follows:
- more detractors in 2019 (44.4%) compared to 2017 (36.9%).
- fewer neutrals in 2019 (34.4%) compared to 2017 (37.4%).
- fewer promoters in 2019 (21.2%) compared to 2017 (27.2%).

The Net Promoter Score has decreased from -9.7 (2017) to -23.2 (2019).

Free text

The final part of the survey poses three questions to respondents for which they can comment using free text. Categorisation of these comments is subjective and interpretive but allows themes to emerge. The full breakdown of categories is provided in the data spreadsheet.

Staff satisfaction appears highest regarding:

- the individual's own passion for teaching students and altruistic desires for public education;
- the effectiveness of working relationships with colleagues; and
- specific benefits derived from basic working conditions at CIT.

Things CIT could do more of are:

- better communication strategies;
- less bureaucracy or streamlined, consistent operations;
- an increased focus on student experience, education and industry;
- improved resources, with a focus on facilities and technology;
- increased collaboration; and
- staff appreciation and development.

Number	Survey Item	Theme	Likert scale	Response options
1	I have the authority I need to do my job effectively	Autonomy and Empowerment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
2	My manager listens to and acts on my ideas	Autonomy and Empowerment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
3	I am encouraged to come up with new ways of doing things in my role	Autonomy and Empowerment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
4	My team takes time to celebrate our successes	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
5	My team always tries to improve its performance	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
6	In my team, we work well with our colleagues	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
7	My manager encourages collaboration on my team	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
8	It is easy to collaborate with other teams within CIT	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
9	I work with others to achieve things I cannot achieve on my own	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
10	In times of change, we help each other understand and adapt to the new ways of working	Collaborative	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
11	There is open and honest two-way communication on my team	Communication	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
12	I receive regular communication from my manager about what is happening at CIT	Communication	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
13	I am able to communicate freely up the line, even when I am communicating bad news	Communication	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
14	The senior leadership team have communicated a vision for CIT	Company Leadership	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
15	The senior leadership team have communicated a vision for the Cultural Traits at CIT	Company Leadership	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
16	There is a clear communication process when change in CIT is proposed	Company Leadership	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
17	In times of change, senior managers provide sufficient information about the purpose of the changes	Company Leadership	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
18	My manager has effectively communicated the Cultural Traits	Cultural Traits	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
19	I understand CIT's Cultural Traits	Cultural Traits	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
20	My team demonstrates the Cultural Traits	Cultural Traits	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
21	My manager models the Cultural Traits	Cultural Traits	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
22	I demonstrate the Cultural Traits	Cultural Traits	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
23	People are recognized when they go above and beyond for customers on my team	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
24	I have the authority to take action to meet our customers' needs	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
25	CIT's processes and procedures allow me to effectively meet our customers' needs	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
26	In my team, we are highly effective in anticipating and meeting changing customer needs	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
27	I feel I have the necessary skills to provide good customer service	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
28	My team monitors our customer satisfaction levels and seeks ways to improve them	Customer Focus	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
29	I would recommend this company to family or friends as a great place to work	Engagement - Organisational Commitment	11pt	0 Not at all likely … 5 Neutral … 10 Extremely likely (NPS)
30	I feel proud to tell people where I work	Engagement - Organisational Commitment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
31	CIT motivates me to go above and beyond in my role	Engagement - Organisational Commitment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
32	CIT is a very professional organisation	Professionalism	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
33	My team operates professionally	Professionalism	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
34	I actively seek feedback about my performance at work	Professionalism	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
35	I understand the need for the changes and directions outlined in the Strategic Compass	Strategic Alignment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
36	My team's objectives are aligned CIT's Strategic Compass	Strategy Alignment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
37	I have a good understanding of CIT's Strategic Compass	Strategy Alignment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
38	I understand how my role contributes to CIT's Strategic Compass	Strategy Alignment	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
39	I have the resources I need to be most effective in my role	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
40	My manager's actions are consistent with their words—they practice what they preach	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
41	My manager holds team members accountable for achieving their objectives	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
42	My manager helps me understand my strengths and areas for development	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
43	My manager provides me with ongoing feedback about how I am going	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
44	I am allowed to make mistakes and to learn from them	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
45	In my team, we manage change effectively	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
46	I can ask management any reasonable question and get an honest answer	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
47	I have a clear understanding of my job responsibilities and what is expected of me	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
48	I feel valued and respected by my Manager	Supportive Management	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
49	I have the training I need to be successful in my role	Training and Development	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
50	I seek opportunities to continuously improve and grow my capability	Training and Development	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree
51	My job makes good use of my skills and abilities	Training and Development	5pt	1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree

Open Questions
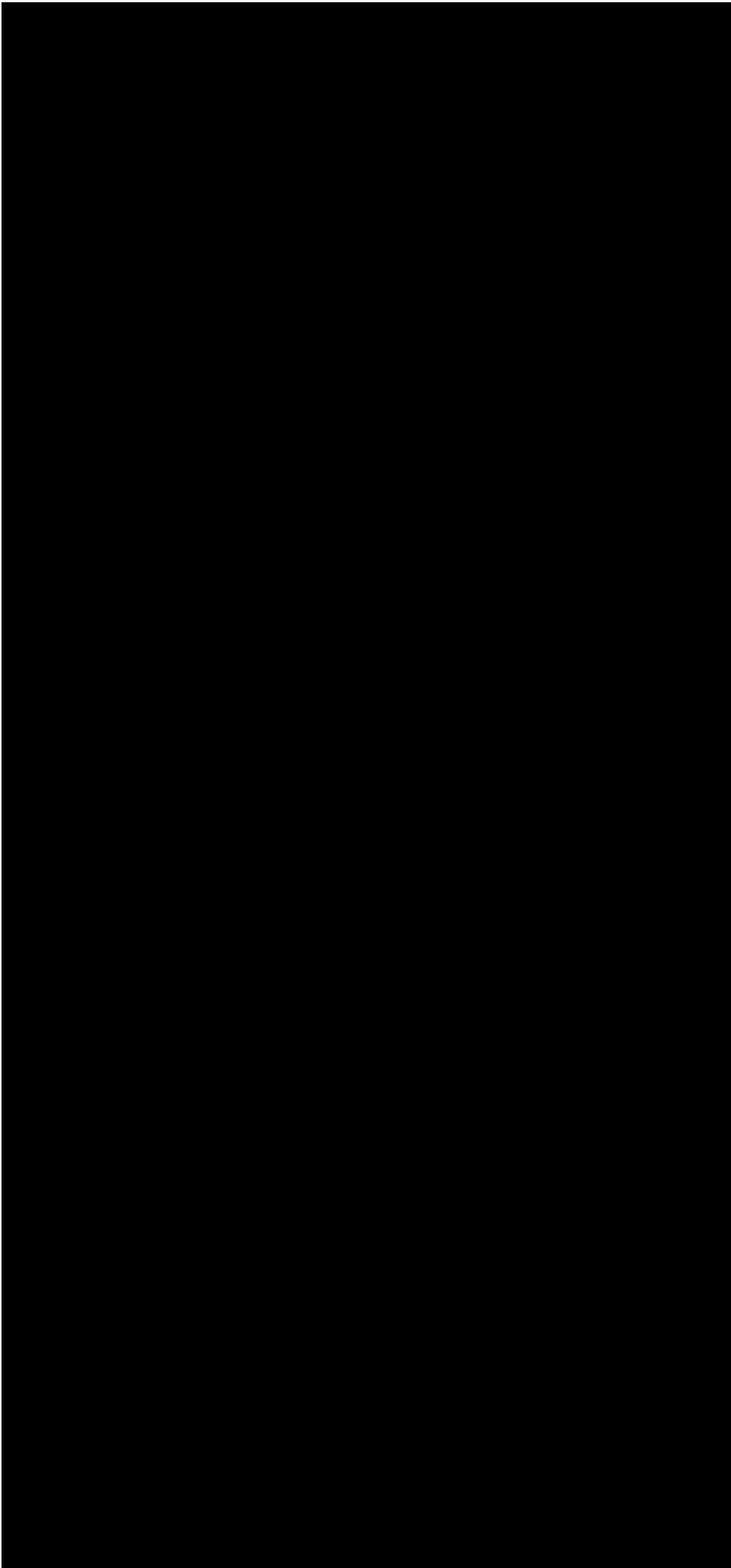
What keeps you working at CIT?

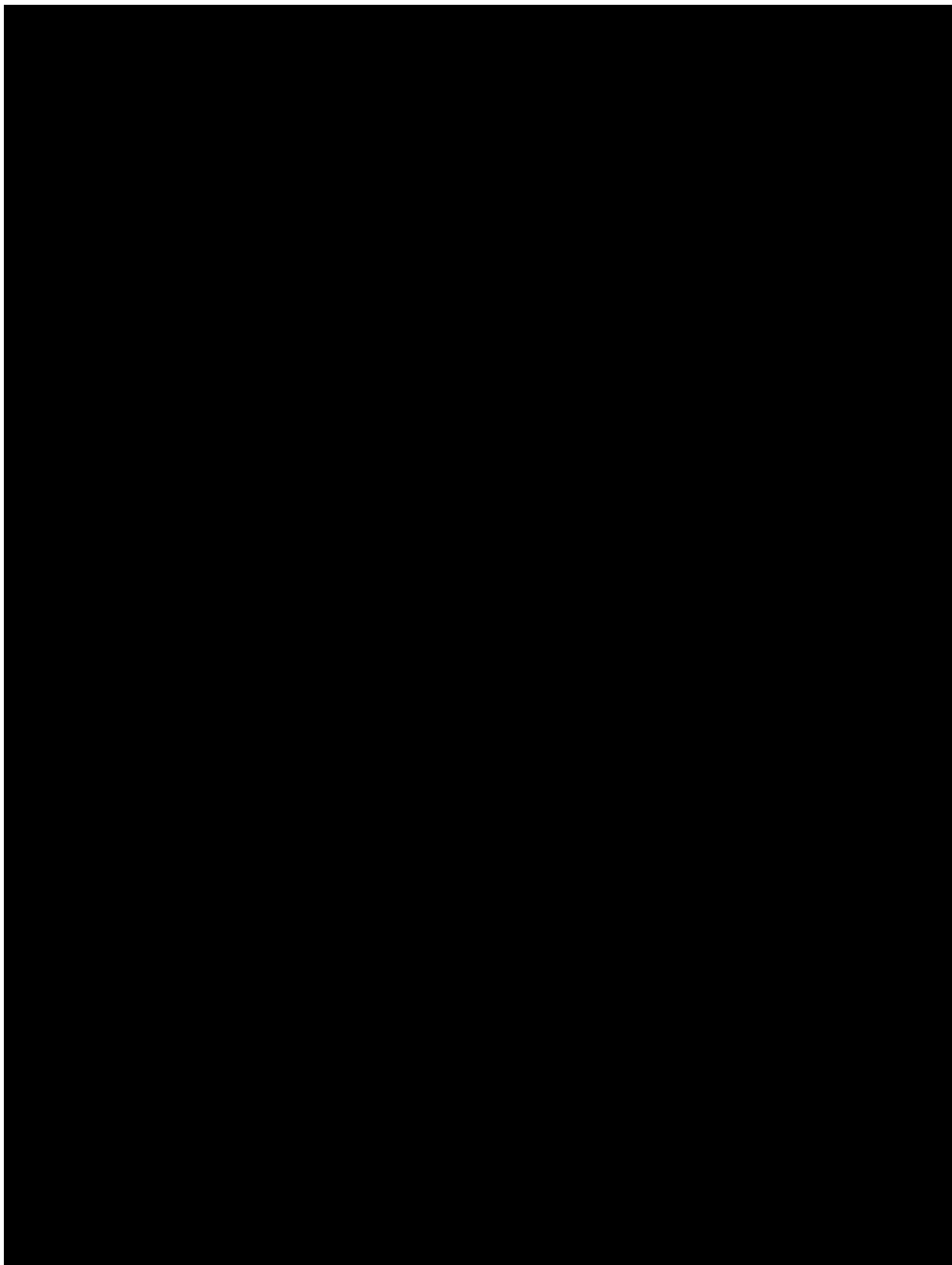If you could change one thing about CIT what would it be?

Are there any barriers to demonstrating any of the cultural traits at CIT? If so how could we overcome this?

High/Low

	Name	Mean	Distribution		All CIT	Action Planning
1.	I feel I have the necessary skills to provide good customer service	5		96.0%	0	+
2.	I seek opportunities to continuously improve and grow my capability	4		91.2%	0	+
3.	I demonstrate the Cultural Traits	4		86.8%	0	+
4.	I have a clear understanding of my job responsibilities and what is expected of me	4		85.1%	0	+
5.	I have the training I need to be successful in my role	4		84.7%	0	+

View All

	Name	Mean	Distribution		All CIT	Action Planning
46.	People are recognized when they go above and beyond for customers on my team	3		54.4%	0	+
47.	CIT's processes and procedures allow me to effectively meet our customers' needs	3		53.4%	0	+
48.	There is a clear communication process when change in CIT is proposed	3		53.3%	0	+
49.	In times of change, senior managers provide sufficient information about the purpose of the changes	3		49.6%	0	+
50.	It is easy to collaborate with other teams within CIT	3		49.6%	0	+

Question (group) 2

Cultural Trait Factor
Accountable
Adaptable
Collaborative
Customer Centric
Inspirational
Professional
Trusted

Cultural Trait Factor
Accountable
Adaptable
Collaborative
Customer Centric
Inspirational
Professional
Trusted

Cultural Trait Factor
Accountable
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Inspirational
Professional
Trusted

CIT Staff Survey 2017
Summary Data and Analysis

SURVEY STRUCTURE

The survey comprised 55 survey items:

- 50 Likert scale questions with a 5-point scale of agreement against thematic statements (Q2 to Q52, except Q30); statements were grouped into 11 themes
- 1 Likert scale question with an 11-point scale indicating the likelihood of recommending CIT as a great place to work (Q30)
- 3 open-ended free-text questions (Q53 to Q55):
  - What keeps you working at CIT?
  - If you could change one thing about CIT what would it be?
  - Are there any barriers to demonstrating any of the cultural traits at CIT? If so how could we overcome this?

SURVEY SAMPLE

A total of 522 survey responses were received (an overall response rate of 59%). A breakdown of responses per College/ Division and campus is presented in the following table.

College / Division	Bruce	Fyshwick	Gungahlin	Reid	Tuggeranong	Woden	Total
Business, Tourism & Accounting				42			42
Health, Community & Science	91			3			94
Pathways College	17			14			31
Technology & Design	20			48		5	73
Trade Skills & Vocational Learning	23	35		16			74
Brand & Business Development				15			15
Corporate Services	15	4		72			91
Student & Academic Services	25	4	3	60	5		97
People & Organisational Governance				5			5
TOTAL	191	43	3	275	5	5	522

DATA USE RECOMMENDATIONS & LIMITATIONS

The data and the scope of analysis should not be considered as comprehensive – it represents a point-in-time snapshot of staff perspectives. For increased validity, the collection and analysis of multiple data sets is recommended.

Potential inaccuracies exist in every data set. For the 2017 Staff Survey, small populations (such as the Gungahlin campus) result in small sample sizes. In these cases, the effect of data collection, processing and analysis errors may be more significant and should be taken into consideration.

We also recommend that the data for close-ended questions is considered by individual statement, not by theme grouping. While some theme groupings are broadly similar, individual statements within a theme grouping refer to multiple units of analysis (for example, the individual, team, manager/ supervisor, and organisation).

1

RESPONSES TO THEMATIC STATEMENTS

OVERALL RESPONSES

Responses from the overall sample were analysed for the level of agreement against each statement (responses that indicated either 'Agree' or 'Strongly Agree').

Thematic Analysis

When the statements are grouped into the 11 themes, there is a high level of agreement for statements in four themes:

Communication | Cultural Traits | Training and Development | Autonomy and Empowerment

All statements in these themes were agreed to by over 70% of respondents.

Statement Analysis

When statements are analysed as individual statements, the highest level of agreement was for statements on individual attributes. For example, "I seek opportunities to continuously improve and grow my capability" (91.19% agreed).

There were lower levels of agreement for statements relating to external variants. The two statements that received the lowest percentage of agreement were:

- "It is easy to collaborate with other teams within CIT" (49.62% agreed)
- "In times of change, senior managers provide sufficient information about the purpose of the changes" (49.62% agreed)

For further detail, Annex A groups all close-ended statements by theme and shows the percentage of respondents agreeing to each statement.

RESPONSES BY COLLEGE/ DIVISION (AND CAMPUS) LEVEL

Responses were analysed at the College/Division (and Campus) level for statements that were the *least* agreed to:

- Three units had zero statements with 50% or lower agreement:

  The broad levels of agreement shown in the data may indicate a higher level of staff satisfaction in these units.

- Three units had 8 or more statements with 50% or lower agreement (out of the 11 statements what were least agreed to):

  The data is inconclusive; these units showed a lower level of agreement on 8 out of 50 statements.

- Three units had statements with 30% or lower agreement:

  The survey data may indicate point-in-time dissatisfaction (but do not account for context).

Annex B presents a cross-tabulation of the statements least agreed to overall, and responses per College/Division (and Campus). Certain campuses and Colleges/Divisions were excluded from analysis due to small sample size (5 responses or below).

RESPONSES TO RECOMMENDING CIT

Respondents were asked to indicate how likely they were to recommend CIT to family or friends as a great place to work (using a scale from 0 to 10, with 0 being not at all likely, 5 being neutral and 10 being extremely likely).

A majority of respondents (74%) indicated that they were, to varying degrees, 'likely', 11% were neutral, and 15% were 'not likely' to recommend CIT as a place of work.

Figure 1. Responses to Q30: "I would recommend this company to family or friends as a great place to work"
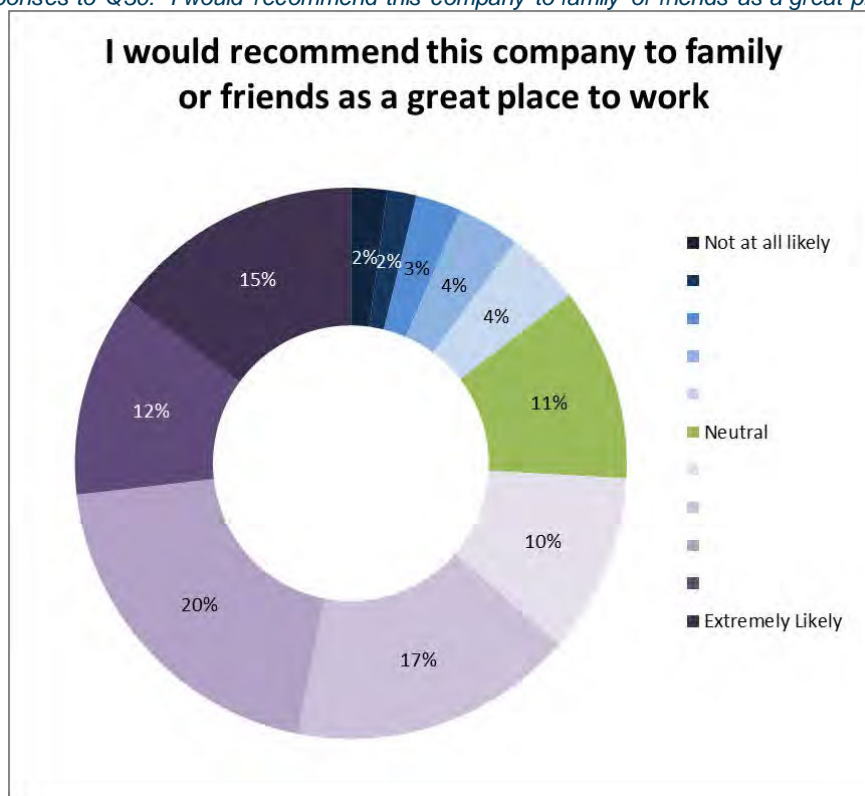
RESPONSES TO OPEN-ENDED QUESTIONS

The survey asked three open-ended questions:

- What keeps you working at CIT?
- If you could change one thing about CIT what would it be?
- Are there any barriers to demonstrating any of the cultural traits at CIT? If so how could we overcome this?

These questions yielded over 1,200 free-text answers. This dataset was imported into NVivo (computer-assisted qualitative data analysis software) to identify recurring themes in the survey data.

The analysis assumed that job requirements and working conditions are likely to be different for teaching and non-teaching staff. To gain better insights, analysis distinguished between teaching staff and general staff. Out of the 522 respondents, there were 290 teachers and 232 general staff members.

REASONS FOR WORKING AT CIT (Q53)

Overall

Across both teaching and general staff, students and colleagues were repeated reasons for working at CIT. Word frequency in response to the question "What keeps you working at CIT?" is depicted below.

Figure 2. *Word frequency of responses to Q53: "What keeps you working at CIT?"*

Teaching Staff

In response to the question about what kept them working at CIT, two recurring themes emerged from the teacher respondents' answers:

- The passion for teaching/passing on skills and knowledge; and
- Students

Some respondents also mentioned the working conditions and benefits.

General Staff

The predominant theme from general staff was the people they work with, their colleagues and their work teams. Secondary themes were supporting and helping students, and having a good working environment.

CHANGE ONE THING ABOUT CIT (Q54)

Teaching Staff

In response to the question "If you could change one thing about CIT, what would it be?" several recurring themes emerged from teacher respondents' answers:

[redacted]

Teachers also called for better communication and consistent information, as well as more resources in terms of student resources, teaching resources and support available to teachers (for example, classroom support for students with mental or physical disabilities).

General Staff

The recurring themes that emerged from general staff included:

[redacted]

BARRIERS TO DEMONSTRATING CULTURAL TRAITS (Q55)

When asked if there were any barriers to demonstrating any of the cultural traits at CIT, approximately half the respondents indicated that there are no barriers.

Responses that identified barriers are discussed below.

Teaching Staff

Barriers commonly identified by teaching staff included time, administrative workload, IT/ computers

[redacted]

General staff

A recurring theme from the general staff comments was that there was a need to enhance

[redacted]

5

Strategic Compass 2020 Projects – Evolving Together

Purpose

To provide the Audit, Risk and Finance Committee (the Committee) with an update on the Strategic Compass 2020 Projects.

Background

At the end of April 2018 the Committee was provided with an out of session paper providing an update report on the Strategic Compass Projects and 2018 priorities. At the June meeting a short update on the Strategic Compass 2020 Projects was provided to the Committee including a Finance Report and a Project Risk Report.

Project milestones and deliverables are progressing in line with the agreed 2018 priorities as outlined in the April out of session paper provided to the Committee. A six monthly update on progress on the agreed 2018 priorities for each project was provided at the August 2018 meeting along with a Finance Report and a Project Risk Report.

Issues

At the October 2018 meeting the Board considered a paper titled 'Future Directions for 2019'. The Board noted key highlights and challenges from the implementation of the *Strategic Compass 2020 – Evolving Together* in 2018, additional research undertaken and possible priorities/focus areas for 2019. Refer Attachment A for details. The paper outlined that the Board's priorities/focus areas should inform the preparation of CIT's Budget for 2019. The Board indicated their interest in discussing and refining their priorities for 2019 further at the November 2018 meeting along with the 2019 Budget.

At the October 2018 meeting the Board also discussed the draft Enterprise Risk Plan.

Finance

The Board determined that CIT's 2018 Budget include further investment as outlined below to progress the outcomes of the Strategic Compass Projects:

- $3.6m in expenditure to continue the implementation of the projects (including expenditure of the remaining $1.385m Strategic Compass funding received in 2016 and 2017);

- $1.0m allocated to expand CIT's cultural change and staff capability development programs under the Evolving Together Project; and
- An increase of resources in growth areas identified in the ▮▮▮▮ Market Research Report.

In December 2017, the Board noted the dependencies and links between the Strategic Compass projects expected benefits, and progress on implementing CIT's Employment Relations Strategy, strategic workforce planning and structural adjustment within CIT.

The Financial Report on the Strategic Compass Projects as at 30 September 2018, shows that the year to date (YTD) actual expenditure of $3.9 million is 0.053 million over the YTD Budget of $3.84 million. This variance is largely a timing difference reflecting the phasing of the expenditure budgets for the individual strategic compass projects. Refer Attachment B.

An update on CIT's revenue (including from the Strategic Compass 2020 projects) will be provided to the Committee as part of CIT's Finance Report at Agenda item 7.

Risks

Project managers have re assessed the risks associated with the projects for this Committee meeting and will continue to do so quarterly. Executive leads have cleared the updated risk reports. A new risk of 'Funding Shortfall' has been added to the Digitalisation Project in light of further discussions between CIT and Shared Services.

Attachment C details risks by projects for the Committee's information.
Members should note that following discussions at the October 2018 Board meeting on the new Enterprise Risk Plan (2019-2021) further work will be undertaken by CIT to amend the Plan. As part of this further work there may be flow on effects to how Strategic Compass project risks are reported in the future to ensure alignment.

Recommendation

That the Committee note the information provided.

Cathy Hudson
Strategic Advisor to the CEO
1 November 2018

<u>Attachment A</u> – Extract from Future Directions Board Paper October 2018

1. Key Highlights in 2018 include:

    *   improved staff knowledge and understanding of contemporary organisational transformation within CIT and how this is linked to the broader ecosystem in which CIT operates. As part of the *Evolving Together Project* there has been a significant dispositional shift in the culture of the leadership group (approximately 35 key staff) including a recognition that they, and CIT more broadly, need to work differently to meet the training needs required for the future of work. These staff have a growing commitment to work together for CIT's success. This shift in culture to embrace collaboration and innovation, has been reinforced through the success of the *Product Innovation Project* undertaken in partnership with the ████████████████████████████

    *   reshaping and aligning education and training product offerings with teacher development;

    *   pivoting the *Digitalisation Project* to focus on Desktop, Network and Application renewal across all of CIT for students and staff;

    *   government commitment to campus renewal including at the Reid campus as part of city east education precinct with ██████

    *   improved delivery of the *Strategic Compass Projects* in 2018 through the leadership of the new Executive Directors and the CEO and their direct involvement as Executive Leads rather than Project Sponsors. Executive Leads have worked closely with the Strategic Compass Project Managers to maximise outcomes of projects and integrate the projects where possible and desirable with business as usual; and

    *   more effective and collaborative governance arrangements which are lighter and faster through the CEO's Evolving Together Advisory Group (ETAG).

2. Key Challenges in 2018 include:

    *   Progress in transforming our back of house (people, processes and systems) at CIT did not occur as rapidly as hoped particularly in the first half of the year. As so much of CIT's transformation involves transforming our own business, the strategic capacity of the Executive Director, Corporate Services position is crucial, along with the operational and technical support and capacity provided by two additional executive positions since August 2018 (Senior Director, Human Resources and Organisational Development and Senior Director, Finance);

    *   Improving middle management's (particularly Heads of Departments within Colleges) knowledge and understanding of contemporary organisational transformation and increasing alignment of their work with the reform directions while simultaneously managing current service delivery;

- Ongoing digitalisation challenges including the Banner upgrade for improved on line enrolment; and
- Improving the focus on our customer and student experiences.

███████

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██████████████

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Possible priorities for 2019

5. Looking to 2019 and beyond, and taking into account the Board's March 2018 planning discussion, recent feedback from ETAG members on CIT's transformation, and the additional research, the CEO and the senior Executive Management Committee recommend the Board consider the following priorities/focus areas for 2019:

   - Improving the recognition of CIT as a major economic and social contributor to the ACT and region now and into the future;
   - Enhancing contemporary organisational transformation at CIT through ongoing investment in our people through:
     o the overarching *Evolving Together Project* (with a greater focus on middle management and Heads of Departments); and
     o the *Product Innovation Proje*ct which has successfully demonstrated the importance of collaboration and innovation across CIT.
   - Campus Renewal at Reid;
   - Ongoing digital infrastructure investment including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra;
   - Reshaping education and training products (*Innovative Learning Resources Project*) and improving teacher capability (including digital fluency) through the *Evolving Teacher Project*;
   - Building additional capacity in emerging industries and areas of government demand (such as cyber, renewables, health);
   - Continued focus on *Transforming our Business* through people, processes and systems changes; and
   - Greater focus on customer experience through each of the other *Strategic Compass Project*s explicitly incorporating a customer experience component and

through sharpening our focus on meeting student needs to provide for the diversity of CIT learners including more personalised learning and assessment and approaches to student services.

6. Some of these priorities would seek to amplify and build on the work already undertaken in 2017 and 2018.

Strategic Compass 2020 – Evolving Together Report

Purpose

To advise the Audit, Risk and Finance Committee (the Committee) of decisions of the Board regarding the Strategic Compass Projects for 2018-2020 and changes to the Strategic Compass governance arrangements within CIT.

Background

The Board at its meeting in December 2017 considered a paper of the Strategic Compass Projects - Consolidated Model for 2018-2020 along with the 2018 Budget paper.

Issues

Board Directions for 2018

At the December Board meeting, the CEO outlined to the Board lessons learnt from the Strategic Compass Projects in 2017 to inform implementation in 2018-2020. This included two major lessons: that the project governance and reporting arrangements for 2017, although informed by external expertise ▮▮▮▮▮▮▮▮, were cumbersome and not 'fit for purpose' for CIT; and that a great deal more needs to be done to transform CIT's business through ongoing investment in our people, systems, processes and technology so that the Strategic Compass outcomes can be achieved.

Following deliberations, the Board approved: (i) consolidation of the Strategic Compass 2017 project deliverables into business as usual (BAU) for 2018, and ongoing support for new Strategic Compass project work in 2018 to create 'a new CIT' for 2020 and beyond; and (ii) a greater focus in 2018 on progressing the fourth pillar of the Strategic Compass *Transforming Our Business for viability and value* so that CIT's capacity to meet the Strategic Compass promise is enhanced exponentially by 2020 in the three other pillars (*Shaping Change, Growing Our Region's Economy* and *Advancing Canberra's Workforce*).

The Board also noted the further investment proposed in the 2018 Budget to progress the outcomes of the Strategic Compass projects including: (i) $3.6 million expenditure to continue the implementation of the projects; (ii) $1m allocated to expand CIT's cultural change and staff capability development programs under the Evolving Together Project; and an increase of resources in growth areas identified in the ▮▮▮▮▮▮▮▮▮▮▮▮. It is important to note that the

2018 Budget did not include funding for a Strategic Compass Program Manager or Program Management Office.

In addition the Board noted the following: projected benefits including anticipated new revenue ($4.02m), retained revenue ($8.96m), expenses ($4.62m) and new capital expenditure ($1.74m) and that efficiencies were separately identified and included in the 2018 Budget; the dependencies and links between the Strategic Compass projects, progress on implementing CIT's Employment Relations Strategy, strategic workforce planning and structural adjustment within CIT; and revised Strategic Compass project governance arrangements for 2018 were under development for implementation from the end of January 2018.

Revised Governance Arrangements for 2018

The CEO has outlined to staff, particularly the leadership group and project managers, that she is implementing lighter, performance enhancing and capability building governance arrangements for implementing the *Strategic Compass 2020 - Evolving Together* in 2018. These arrangements include the new Executive team (Anita Hargreaves, Paul Ryan, and Paula McKenry) leading the projects rather than 'sponsoring' the projects. The CEO is leading the Evolving Together Project in recognition of the importance of our people to successful transformation. The Evolving Together Project will incorporate a broader professional development and cultural change agenda than 2017 and focus on staff developing increased capability in new ways of working including further uplift in customer service and innovation across the organisation along with strengthened performance management. The Product Innovation Fund and the Customer Experience Project will essentially be incorporated into the broader Evolving Together Project.

The Executive Director, Corporate Services (Anita Hargreaves) is leading the work regarding transforming our back of house to be 'fit for purpose' and address the identified points of friction in our 'enabling areas' within CIT. The Executive Director, Industry Engagement and Strategic Relations (Paul Ryan) is leading the Business Development and Industry Partnerships project, the Australian Apprenticeship II Project, the Campus Modernisation Project and the Digitalisation Project while the Executive Director, Education and Training Services is leading the Innovative Learning Resources Project and the Evolving Teacher Project.

The expanded Strategic Compass Implementation Group (including College Directors) will meet once a month as an advisory group to the CEO and be called the Evolving Together Advisory Group (ETAG). The Senior Manager, Audit and Risk will continue to attend ETAG. These meetings will be formal and minuted and chaired by the Strategic Advisor to CEO (Cathy Hudson). Project Managers meetings will meet once a fortnight with the ETAG Chair to provide a forum for co evolving and co adapting. The ETAG Chair will mentor project managers in Strategic Compass project development and implementation including which matters would be best discussed at ETAG, versus those that should be progressed directly with the Executive lead or the Executive Management Committee (EMC) and/or the CEO. Project Managers meetings will be informal and not minuted. The Senior Manager, Audit and Risk will also attend specific Project Managers meetings to mentor project managers on audit and risk matters.

The first ETAG meeting will be held on 27 February 2018. A verbal update will be provided to the Committee on any feedback provided on the revised governance arrangements from the ETAG meeting.

The CEO's expectations of the new Executive Team is that collectively they will role model new ways of working collaboratively with each other and the CEO to the broader leadership group and all other staff across CIT. This collaboration needs to particularly occur on projects and transforming our back of house. A greater investment in the new executive team and leadership group on working successfully in a VUCA (volatile, uncertain, complex and ambiguous) world is underway. This investment will assist CIT's leaders to take greater control of 'how we evolve'.

The other major focus for 2018 in *Transforming Our Business* will be progressed through the Board's work on campus modernisation and digitalisation. The role and success of the Sub Committee on Campus Modernisation in 2018 with membership from the Board and key government agencies will be crucial to CIT's future viability and value.

Proposed Audit, Risk and Finance reporting

Given the integration of some project work into business as usual, and changes to internal governance arrangements, reporting to the Committee on the Strategic Compass Projects will change for 2018. A Strategic Compass 2020 Program Report and the associated dashboard will no longer be provided. Following the ETAG meeting and EMC consideration further advice will be provided at the Committee meeting in March on proposed ongoing reporting arrangements on the Strategic Compass Projects for audit, risk and finance purposes during 2018. This may involve presentations to the Committee on some key projects by the Executive leads.

Recommendation

That the Committee note the Board's agreed new directions for the Strategic Compass projects for 2018 and that further advice will be provided at the Committee meeting on proposed ongoing reporting arrangements on the Strategic Compass Projects for audit, risk and finance purposes.

Cathy Hudson
Strategic Advisor to the CEO
20 February 2018

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of strategic HR capacity within CIT to support the ongoing implementation of the project*	**Source** • Current HR structure and capabilities do not meet CEO organisational needs **Impact** • Failure to support and drive transformation given lack of capability and resource.	**Likelihood** **ALMOST CERTAIN** **Consequence** **HIGH**	• Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs.	• HR Director will lead the transformation of HR services and functions	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	ED, CS CEO August 2018
2.	*Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges*	**Source** • Current capability levels for change adaptation and readiness is varied. **Impact** • Slow adaptation to transformation	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	• Continued open dialogue with workforce to engage in the transformation through various forums and communities. • EMC have met with all Directors to discuss alignment of Business plans to the SC2020 • Under the Evolving together project work has commenced on transforming our business to redesign corporate practices and processes. A small cross functional staff team is leading this work • First 2018 PIF cohort extended to include staff who want to increase knowledge about design thinking processes	• Improve people management skills through professional development activities • 2018 Lean Leadership program to be procured	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	CEO 2018 Ongoing

| 3. | CIT Cultural Traits inadequately embedded in the day-to-day business actions of the organisation. | **Source**
• Translation of Cultural Traits into everyday business practice, not yet achieved.

Impact
• Slow pace of change evident, with potential to move to old behaviours.
• Lost opportunity to achieve organisational planned benefits. | **Likelihood**

POSSIBLE

Consequence

MEDIUM | • Cultural trait awareness promoted throughout 2017.
• Strengthening traits so as to embed in everyday business.
• CWG continues to convene regularly with CEO. | Strategically embed cultural traits within:
   • Learning and capability development
   • Performance management
   • Workplace health and safety
   • Workplace relations
   • Attraction and retention

• Managers continue to coach and mentor cultural trait capability with their staff in their day to day work.
• HR Director will lead the transformation of HR services and functions
• CWG assisting the cross functional staff team leading transforming our business re-designing corporate process and practices | **Likelihood**

POSSIBLE

Consequence

MEDIUM | CEO
ED, CS

Ongoing

Starting August 2018 |
| 4. | Lack of strategic procurement advice to support effective procurement of services to assist CIT with organisational transformation | **Source**
• Lack of knowledge within CIT
• Lack of access to timely strategic advice from Goods and Services Procurement within CMTEDD

Impact
• Inability to procure services in a timely manner
• Resource impact to understand what and how to apply within the CIT business | **Likelihood**

Consequence | • | | | |

| | | environment | | | | | |

PRODUCT INNOVATION FUND

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of take-up of product innovation project*	**Source** • Build on the success and lessons learnt of 2017. **Impact** • Potential loss of momentum and capability development more broadly across CIT. • Disengagement, loss of productivity to innovate.	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Engagement of ▮▮▮ 2018 • Build internal capability. • Advertise next round. • Small groups of CIT staff to co-facilitate workshops.	• Target staff who have potential capability and who could benefit from the Project. • Focus on programs such as Cyber; Energy Renewal and Health. • Build two small cohorts of products: March – June and July – December.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager March – June 2018 July – Dec. 2018
2.	*Too much demand on product innovation project*	**Source** • Success of the previous cohorts drives too much demand **Impact** • Disengagement, loss of productivity to innovate due to course being oversubscribed and places unavailable • Insufficient funding from the project to meet demand	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Engagement of ▮▮▮ 2018 • Build internal capability to deliver programs internally • Advertise next round with smaller workshops to provide 'skill sets' • Advertise ▮▮▮ opportunities and recommend staff use their PD to attend. • Small groups of CIT staff to co-facilitate workshops.	• Target staff who have potential capability and who could benefit from the Project to undertake ▮▮▮ programs. • Focus on industry problems across each college. • Deliver in house CIT innovation workshops with CIT facilitators as lead facilitators.	**Likelihood** **UNLIKELY** **Consequence** **MEDIUM**	Project Manager June 2018 July – Dec. 2018

AUSTRALIAN APPRENTICESHIPS

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Sustaining High Productivity of New Expanded Team*	**Source** • Significant resource of 16 staff recruited to deliver the objectives of the AA2 project and associated business as usual activities. • CIT Board agreed to the expansion of the TIU team from 8 FTE to 24 FTE in December 2017. **Impact** • Potential decline in market share of funded training initiatives (Australian Apprenticeships and Skilled Capital). • Potential for non-compliance.	**Likelihood** **POSSIBLE** **Consequence** **HIGH**	• People recruited include both existing and new staff. • Induction of new staff. • Strong sense of ownership given, program re-design was led by existing staff, so an opportunity presented to be strong drivers and change agents.	Clarity provided to staff on: • Key deliverables • Change of roles, responsibilities and expectations. • Ensure environment conductive to high productivity. • Business plan developed with engagement from all staff.	**Likelihood** **UNLIKELY** **Consequence** **MEDIUM**	TIU Senior Manager for all risks Review continuously and review risk September 2018
2.	*Implementation of My Profiling not completed by 2019*	**Source** • Program trial commenced in 2016 and funded by Skills Canberra. • Agreement for staged implementation across CIT in late 2017. **Impact** • Non–compliance • Reputational Risk	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	• Plan of action developed with an understanding of the full implications across different business areas.	• Monitor progress in accordance with Deed of Purchasing • Deliver clear and consistent stakeholder engagement/communication • Review monitoring to date to ensure it complies with quality of expectation and identify any gaps • Implement remediation action as required.	**Likelihood** **UNLIKELY** **Consequence** **MEDIUM**	ongoing monitoring and reporting

| 3. | Lack of Engagement with ACTFA QUALITY Manual | **Source**
• Compliance Manual developed during 2017
• Published on SIS
• Initial awareness raised in second half of 2017

Impact
• Possible non-compliance
• Loss of market share
• Reputational risk | **Likelihood**

LIKELY

Consequence

MEDIUM | • Awareness raised about the new resource
• Published on SIS
• Initial engagement | • Develop and deliver engagement strategy
• Deliver information/training sessions
• Embed into business as usual | **Likelihood:**

UNLIKELY

Consequence:
LOW | By May 2018

By September 2018 |

BUSINESS DEVELOPMENT AND INDUSTRY PARTNERHSIP

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk owner and completion date
1.	*Lack of collaboration between internal and external relationships between the BDP team, CIT and Industry*	**Source** • Lack of understanding of Industry needs by CIT • Resistance to change and doing things differently **Impact** • Lack of buy-in • Loss of market share • Reputational risk	**Consequence** **HIGH** **Likelihood** **LIKELY**	• Continuing team commitment to improve performance • Developing mutual understandings between all Stakeholders • Dedicating time to focussed efforts, which are then monitored and reviewed	• Providing strategic and consistent messaging to CIT and Industry. • Strengthening relationships between BD team with CIT and industry • Building trust and utilising the intelligence gathered strategically	**Consequence** **MEDIUM** **Likelihood** **POSSIBLE**	ED, IE, & SR And Project Manager Ongoing
2.	*Lack of fit for purpose policy and procedures for BD team.*	**Source** • Lack of consistent approach to core work • Lack of policy and procedure to guide the way team approaches their work to deliver quality outcomes **Impact** • Reputational risk • Loss of market share	**Consequence** **MEDIUM** **Likelihood** **POSSIBLE**		• Development of a range of team policy and procedures including induction that team adopt.	**Consequence** **LOW** **Likelihood** **NOT LIKELY**	ED, IE, & SR Project Manager By May 2018
3.	*Lack of team expertise*	**Source** • Specialist and core skills required to undertake key tasks **Impact** • Unable to deliver	**Consequence** **HIGH** **Likelihood** **LIKELY**	• Interim team continuing to deliver planned work under the guidance of new project manager	• Recruitment of high quality and high functioning team • Continual team mentoring and coaching on the job	**Consequence** **MEDIUM** **Likelihood** **POSSIBLE**	ED, IE,& SR Project Manager By April - May 2018

		project to desired satisfaction of stakeholders					
		• Loss of market share					

DIGITILISATION

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of appropriate IT infrastructure and applications to ensure staff and students get a contemporary experience*	**Source** • Current IT systems not fit for current or future purpose • IT staff skills limited to operate in new ways **Impact** • Unable to become a transformed digitalised organisation in a timely manner • Unable to deliver services as part of a contemporary learning organisation • Loss of market share	**Consequence** **HIGH** **Likelihood** **LIKELY**	• CITSSICT and Banner team mapping of applications and systems. • Staff survey data accessed to also prioritise areas to be addressed. • Invest in Business Analysis and Solution Architect for major projects to ensure infrastructure and software is fit for purpose. • Major complex project teams to include a Shared Services project manager. • 2018 DNA project plan in place to manage project deliverables • Develop a central CIT pathway for new (procurement) or changes to current CIT systems to liaise and prioritise in conjunction with CIT SS ICT.	• Budget and financial forecasts to provide transparency of costs to be met, moving to whole of CIT laptop environment. • Assessment of specialist staff requirements and ongoing infrastructure costs to be determined. • Ensure staff have access to continuous upskilling to work in new ways within a digital environment. • Run sessions to engage staff in the design of the new digital environment	**Consequence** **HIGH** **Likelihood** **LIKELY**	ED, IESR and Digitalisaiton Project Manager

EVOLVING TEACHER

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	Lack of maturity to undertake self-assessment	**Source** Self-assessment tool, a key deliverable under Evolving Teacher. **Impact** Delay in providing access to self-assessment tool.	Likelihood LIKELY Consequence LOW	Development of Concierge Pilot underway for delivery in July	Further development required to identify the broader touch points of the Project, before self-assessment is appropriate.	Likelihood POSSIBLE Consequence LOW	Project Manager March – May July
2.	Funding to support PD requirements identified and endorsed for project	**Source** A lack of access to existing People Development resources in the Strategic Compass Project Funding Model **Impact** Inability to provide training or resources to a sufficient number of teachers	Likelihood LOW Consequence HIGH	1. Access to People Development resources 2. Monitor funding allocations	PD priorities and funding matrix collated and shared.	Likelihood LOW Consequence HIGH	Project Manager Ongoing Ongoing
3.	Lack of delivery in Digitalisation Project	**Source** Current IT systems don't support CIT Teachers digital needs **Impact** Inability to provide adequate infrastructure for digitalised teaching RTO to meet demand	Likelihood POSSIBLE Consequence MEDIUM	Maintain knowledge of Project progress	Amend deliverable outcomes in accordance with CIT infrastructure capabilities	Likelihood POSSIBLE Consequence MEDIUM	Project Manager Ongoing Ongoing

INNOVATIVE LEARNING RESOURCES

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Planned eLearn approach limited or potentially constricted by other CIT IT systems*	**Source** • Complex and complicated CIT customised IT systems • Changes to separate systems undertaken without consideration to interdependent systems **Impact** • Lack of accessibility by customer • Potential loss of market share • Delay in moving to learner centric systems • Lack of quality learner experience.	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Negotiated shared development of timelines with IMICT. • Executive approved IMICT recommendation to have a single CRN which will be equal to a single unit of digital currency for CIT.	• ILR technical team to be consulted re major 2018-19 digital systems upgrades Continue development of single unit of currency • Liaise with the Banner project team to ensure system alignment.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with project plan
2.	*Lack of clarity around operational responsibility*	**Source** • Project Manager not yet finalised **Impact** • Loss of project credibility and outputs • Potential delay of delivery	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Internal discussion to plan change of approach • Separation of budget between strategic and operational • Project manager role to be re-advertised	• Clear project plan that addresses project timeline deliverables • Continual monitoring and review to ensure deliverables achieved.	**Likelihood** **POSSIBLR** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with project plan

CIT Strategic Compass Projects

Project   All Projects
Updated   14 May 2018

Item	2017 OPEX	2018 OPEX	2018 CAPEX	Total Budget	YTD Budget	YTD Actual (OPEX)	YTD Actual (CAPEX)	Total Expense	YTD Variance	Comments
Evolving Together- 33007-72720		1,000,000		1,000,000	333,332	26,243		26,243	307,089	
Customer Experience- from 2017 Skills Canberra funding - 72721	54,030	0		54,030	54,030	0		0	54,030	
Business Development & Industry Partners- 33410		649,766		649,766	226,022	187,514		187,514	38,508	
Innovative Learning Resources- 33007- 72723		240,000	770,052	1,010,052	80,000	243,532		243,532	-163,532	Showing a YTD overspend because salaries were budgeted for as CAPEX. These will be capitalised once an asset can be identified and benefits can be amortised over a period of time
Evolving Teacher Project- 33007- 72724		284,697		284,697	94,896	46,563		46,563	48,333	
Digitalisation Project- 33007 -72725		265,000	930,000	1,195,000	88,332	24,932	141,347	166,279	-77,947	Showing a YTD overspend because salaries were budgeted for as CAPEX. These will be capitalised once an asset can be identified and benefits can be amortised over a period of time
Product Innovation Project- 33004		350,000		350,000	15,750	15,750		15,750	-1	
Transformation & Change Team- from 2017 Skills Canberra funding - 72720	67,243	0		67,243	67,243	43,597		43,597	23,646	
Australian Apprenticeship project (AA2)- TIU 33160		2,526,202		2,526,202	699,956	587,165		587,165	112,791	
AA2- from 2017 Skills Canberra Funding- 33005- 99999	556,323	0		556,323	163,138	157,677		157,677	5,461	
TOTALS	**677,596**	**5,315,665**	**1,700,052**	**7,693,313**	**1,822,699**	**1,332,973**	**141,347**	**1,474,320**	**278,133**	

Strategic Compass 2020 Projects – Evolving Together

Purpose
To provide the Audit, Risk and Finance Committee (the Committee) with an update on the Strategic Compass 2020 projects.

Background
At the end of April 2018 the Committee was provided with an out of session paper providing an update report on the Strategic Compass projects and 2018 priorities.

Related agenda items include agenda item 4.1.1 Strategic Compass Projects Lessons Learnt Report and agenda item 4.1.2 Update on the CIT Digitalisation Project.

Issues
Project milestones and deliverables are progressing in line with the agreed 2018 priorities as outlined in the out of session paper provided to the Committee.

Evolving Together – Organisational Change procurement processes are under way to procure highly contextualized services to work with CIT to further increase staff knowledge of contemporary transformation theory and its application; and provide high-level support to CIT to co design and implement tailored contemporary organisational transformation theory informed practice. The CEO will provide a verbal update on these processes to the Committee at the meeting.

The proposed priorities outlined for the *Evolving Teacher Project* and *Innovative Learning Resources Project* were agreed by the CEO in May 2018.

Finance
The Board determined that CIT's 2018 Budget include further investment as outlined below to progress the outcomes of the Strategic Compass Projects:
- $3.6m in expenditure to continue the implementation of the projects (including expenditure of the remaining $1.385m Strategic Compass funding received in 2016 and 2017);
- $1m allocated to expand CIT's cultural change and staff capability development programs under the Evolving Together Project; and
- An increase of resources in growth areas identified in the ▮▮▮▮ Market Research Report.

The Financial Report on the Strategic Compass Projects as at 14 May 2018, cleared by the Executive Director, Corporate Services, shows that the year to date (YTD) actual expenditure of $1.5 million is $0.28 million below the YTD Budget of $1.8 million. This variance is largely a timing difference reflecting the phasing of the expenditure budgets for the individual strategic compass projects. Refer Attachment A.

The Board noted at the time the dependencies and links between the Strategic Compass projects expected benefits, and progress on implementing CIT's Employment Relations Strategy, strategic workforce planning and structural adjustment within CIT.

In response to concerns about not meeting the 2018 revenue targets, College Directors have recently proposed a new targeted approach to meeting the revenue targets where they will meet fortnightly with the Senior Manager, Business Development, Industry Partnership Team, the Senior Manager, Australian Apprenticeship II Project and the Senior Manager, Marketing to ensure all efforts are coordinated on the right market segments. This new approach has the support of the CEO and Executive Team.

An update on revenue will be provided to the Committee for the September 2018 meeting.

Risks
Project managers have re assessed the risks associated with the projects for this Committee meeting and will continue to do so quarterly. Executive leads have cleared the updated risk reports.

Attachment B details risks by projects for the Committee's information.

Recommendation
That the Committee note the information provided.

Cathy Hudson
Strategic Advisor to the CEO

CIT STRATEGIC COMPASS PROJECT RISKS – OCTOBER 2018

EVOLVING TOGETHER

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of strategic HR capacity within CIT to support the ongoing implementation of the project*	**Source** • Current HR structure and capabilities do not meet CEO organisational needs **Impact** • Failure to support and drive transformation given lack of capability and resource.	**Likelihood** **ALMOST CERTAIN** **Consequence** **HIGH**	• Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs.	• Senior Director, Human Resources and Organisational Development recruited in August 2018 to lead the transformation of HR services and functions with the Executive Director Corporate Services and the CEO	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	ED, CS SD HR &OD March 2019
2.	*Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges*	**Source** • Current capability levels for change adaptation and readiness is varied. **Impact** • Slow adaptation to transformation	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	• Continued open dialogue with workforce to engage in the transformation through various forums and communities. • 35 leaders participated in 5 intensive off-site workshops to develop understanding of contemporary transformation approaches • Under the Evolving together project work has commenced on transforming our business to redesign corporate practices and processes. A small cross functional staff team is leading this work • First 2018 PIF cohort extended to include staff who want to increase knowledge about design thinking processes	• Improve people management skills through professional development activities • 2018 Innovation Program (based on the Lean Start up principles) to be procured including accelerator and mentoring program. • CIT and ▪▪▪▪ team collaborating on co-design principles and programs on small projects. • Enhancing contemporary organisational transformation at CIT through a greater focus on investing in middle management and Heads of Departments.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	CEO 2018 Ongoing

| 3. | CIT Cultural Traits inadequately embedded in the day-to-day business actions of the organisation. | **Source** • Translation of Cultural Traits into everyday business practice, not yet achieved. **Impact** • Slow pace of change evident, with potential to move to old behaviours. • Lost opportunity to achieve organisational planned benefits. | **Likelihood** **POSSIBLE** **Consequence** **MEDIUM** | • Cultural trait awareness promoted throughout 2017. • Strengthening traits so as to embed in everyday business. • CWG continues to convene regularly with CEO. • CWG assisting the cross functional staff team leading transforming our business re-designing corporate process and practices | Strategically embed cultural traits within: • Learning and capability development • Performance management • Workplace health and safety • Workplace relations • Attraction and retention • Managers continue to coach and mentor cultural trait capability with their staff in their day to day work. • HR and Organisation Developmental Senior Director will lead the transformation of HR services and functions | **Likelihood** **POSSIBLE** **Consequence** **MEDIUM** | CEO ED, CS Ongoing |
| 4. | Lack of strategic procurement advice to support effective procurement of services to assist CIT with organisational transformation | **Source** • Lack of knowledge within CIT • Lack of access to timely strategic advice from Goods and Services Procurement within CMTEDD **Impact** • Inability to procure services in a timely manner • Resource impact to understand what and how to apply within the CIT business environment | **Likelihood** **LIKELY** **Consequence** **MEDIUM** | • Recruit Senior Manager Procurement to ensure strategic advice is available across CIT including to the Executive Team | Senior Manager, Procurement recruited in August 2018 to work with Executive Director Corporate Services and the Executive Team to improve strategic procurement advice and effective procurement. | **Likelihood** **POSSIBLE** **Consequence** **MEDIUM** | Executive Director, Corporate Services Ongoing |

PRODUCT INNOVATION FUND

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of take-up of product innovation project*	**Source** • Build on the success and lessons learnt of 2017. **Impact** • Potential loss of momentum and capability development more broadly across CIT. • Disengagement, loss of productivity to innovate.	Likelihood **LIKELY** **Consequence** **HIGH**	• Engagement of ▇ ▇ 2018 • Build internal capability. • Advertise next round. • Small groups of CIT staff to co-facilitate workshops.	• Target staff who have potential capability and who could benefit from the Project. • Focus on programs such as Cyber; Energy Renewal and Health. • focus on industry and cross-sector participants to support the internal teams. • Create CIT mentor/accelerator program.	Likelihood **POSSIBLE** **Consequence** **MEDIUM**	Project Manager December 2018
2.	*Too much demand on product innovation project*	**Source** • Success of the previous cohorts drives too much demand **Impact** • Disengagement, loss of productivity to innovate due to course being oversubscribed and places unavailable • Insufficient funding from the project to meet demand	Likelihood **LIKELY** **Consequence** **HIGH**	• Engagement of ▇ ▇ 2018 • Build internal capability to deliver programs internally • Advertise next round with smaller workshops to provide 'skill sets' • Advertise ▇ opportunities and recommend staff use their PD to attend. • Small groups of CIT staff to co-facilitate workshops.	• Target staff who have potential capability and who could benefit from the Project to undertake ▇ programs. • Focus on industry problems across each college. • Deliver in house CIT innovation workshops with CIT facilitators as lead facilitators.	Likelihood **UNLIKELY** **Consequence** **MEDIUM**	Project Manager December 2018

AUSTRALIAN APPRENTICESHIPS

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Sustaining High Productivity of New Expanded Team*	**Source** • Significant resource of 16 staff recruited to deliver the objectives of the AA2 project and associated business as usual activities. • CIT Board agreed to the expansion of the TIU team from 8 FTE to 24 FTE in December 2017. **Impact** • Potential decline inmarket share of funded training initiatives (Australian Apprenticeships and Skilled Capital). • Potential for non-compliance.	**Likelihood** **POSSIBLE** **Consequence** **HIGH**	• People recruited include both existing and new staff. • Induction of new staff. • Strong sense of ownership given, program re-design was led by existing staff, so an opportunity presented to be strong drivers and change agents. • Business plan developed with engagement from all staff. Clarity provided to staff on: • Key deliverables • Change of roles, responsibilities and expectations. • Ensure environment conducive to high productivity.	• A paper is being prepared for EMC to consider the future staffing requirements for the TIU as most temporary contracts are in place until 31 December 2018.	**Likelihood** **UNLIKELY** **Consequence** **MEDIUM**	TIU Senior Manager for all risks Review continuously and review risk
2.	*Implementation of My Profiling not completed by 2019*	**Source** • Program trial commenced in 2016 and funded by Skills Canberra. • Agreement for staged implementation across CIT in late 2017. **Impact** • Non–compliance	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	• Plan of action developed with an understanding of the full implications across different business areas.	• Monitor progress in accordance with Deed of Purchasing • Deliver clear and consistent stakeholder engagement/communication • Review monitoring to date to ensure it complies with quality of expectation and identify any gaps	**Likelihood** **UNLIKELY** **Consequence** **MEDIUM**	ongoing monitoring and reporting

		• Reputational Risk			• Implement remediation action as required. • Recruit new My Profiling Co-ordinator for three months.		
3.	*Lack of Engagement with ACTFA QUALITY Manual*	**Source** • Compliance Manual developed during 2017 • Published on SIS • Initial awareness raised in second half of 2017 **Impact** • Possible non-compliance • Loss of market share • Reputational risk	**Likelihood** **LIKELY** **Consequence** **MEDIUM**	• Awareness raised about the new resource • Published on SIS • Initial engagement • 10 information/training sessions have occurred since March 2018.	• Develop and deliver engagement strategy. • Deliver information/training sessions. • Embed into business as usual.	**Likelihood:** **UNLIKELY** **Consequence:** **LOW**	By May 2018 By September 2018

BUSINESS DEVELOPMENT AND INDUSTRY PARTNERHSIP

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk owner and completion date
1.	*Lack of collaboration between internal and external relationships between the BDP team, CIT and Industry*	**Source** • Lack of understanding of Industry needs by CIT • Resistance to change and doing things differently **Impact** • Lack of buy-in • Loss of market share • Reputational risk	**Consequence** **HIGH** **Likelihood** **LIKELY**	• Continuing team commitment to improve performance • Developing mutual understandings between all Stakeholders • In collaboration with Colleges, development of Industry engagement plans • Dedicating time to focussed efforts, which are then monitored and reviewed	• Providing strategic and consistent messaging to CIT and Industry. • Continue to use the Industry Engagement plans to strengthen relationships between BD team with CIT and industry • Building trust and utilising the intelligence gathered strategically	**Consequence** **MEDIUM** **Likelihood** **POSSIBLE**	ED, IE, & SR Project Manager Ongoing
2.	*Lack of fit for purpose policy and procedures for BD team.*	**Source** • Lack of consistent approach to core work • Lack of policy and procedure to guide the way team approaches their work to deliver quality outcomes **Impact** • Reputational risk • Loss of market share	**Consequence** **MEDIUM** **Likelihood** **POSSIBLE**	• Development of a range of team policy and procedures including induction that team adopt. • Formalise engagement activities with industry by supporting Colleges using an Industry Engagement plan process	• Ongoing development of relevant policy and procedures to assist the team. • Continue to update the Industry Engagement plans each quarter in collaboration with the Colleges	**Consequence** **LOW** **Likelihood** **NOT LIKELY**	ED, IE, & SR Project Manager Ongoing
3.	*Sustain performance of newly developed team*	**Source** • Unable to maintain staff levels **Impact** • Loss of market share • Reputational risk	**Consequence** **MEDIUM** **Likelihood**	• Ensure that succession planning is established for the team • Continue with effective positive reinforcement performance management	• Ensure recruitment processes are conducted in a strategic and consistent manner.	**Consequence** **LOW** **Likelihood** **NOT LIKELY**	ED, IE,& SR Project Manager Ongoing

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
		• Reduction in industry partnerships	**POSSIBLE**	and professional development for team			

DIGITILISATION

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Lack of appropriate IT infrastructure and applications to ensure staff and students get a contemporary experience*	**Source** • Current IT systems not fit for current or future purpose • IT staff skills limited to operate in new ways CIT ICT overall environment and platform not contemporary due to Novell instance **Impact** • Unable to become a transformed digitalised organisation in a timely manner • Unable to deliver services as part of a contemporary learning organisation • Loss of market share	**Consequence** **HIGH** **Likelihood** **LIKELY**	• CITSSICT and Banner team mapping of applications and systems. • Staff survey data accessed to also prioritise areas to be addressed. • Invest in Business Analysis and Solution Architect for major projects to ensure infrastructure and software is fit for purpose. • Major complex project teams to include a Shared Services project manager. • 2018 DNA project plan in place to manage project deliverables • Develop a central CIT pathway for new (procurement) or changes to current CIT systems to liaise and prioritise in conjunction with CIT SS ICT.	• Budget and financial forecasts to provide transparency of costs to be met, moving to whole of CIT laptop environment. • Assessment of specialist staff requirements and ongoing infrastructure costs to be determined. • Ensure staff have access to continuous upskilling to work in new ways within a digital environment. • Run sessions to engage staff in the design of the new digital environment	**Consequence** **HIGH** **Likelihood** **LIKELY**	ED, IESR and Digitalisation Project Manager

| 2 | *Funding shortfall* | **Source**
• Current funding does not cover the revised possible costs
• Projects costs estimates are incorrect
• Changing SSICT funding models
Impact
• Unable to deliver the full digital transformation
• Reputational damage for project staff and executives | **Consequence**

HIGH

Likelihood

LIKELY | • Engage with SSICT to scope projects
• Engage a SSICT PM to help manage projects and keep them on budget
• Establish a Steering Committee to help with scoping and maintain support for the projects
• Work closely with CIT Finance staff to ensure budgets and requests are within the budget | • Engage an external company to validate large or complex solution designs
• Have a large contingency fund to cover unexpected costs
• Incorporate stages in delivery aligned with funding | **Consequence**

HIGH

Likelihood

LIKELY | Digitalisaiton Project Manager

Executive sponsor |

EVOLVING TEACHER

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Funding to support PD requirements identified and endorsed for project*	**Source** • A lack of access to existing People Development resources in the Strategic Compass Project Funding Model **Impact** • Inability to provide training or resources to a sufficient number of teachers	**Likelihood** **LOW** **Consequence** **HIGH**	• Access to People Development resources • Continuous open communication with the Business Services Manager (BSM) • Monitor funding allocations and work with stakeholders to identify o PD priorities and funding matrix collated and shared.	Realignment of future budgets.	**Likelihood** **LOW** **Consequence** **LOW**	Project Manager Ongoing Ongoing

| 2. | Lack of delivery in Digitalisation Project | **Source**
• Current IT systems don't support CIT Teachers digital needs.
Impact
• Inability to provide adequate infrastructure for digitalised teaching RTO to meet demand | **Likelihood**

POSSIBLE

Consequence

MEDIUM | • Maintain knowledge of Project progress.
• Continued collaboration and communication with ILR project and other support areas has identified and continues to develop a consistent approach to support in digital technologies

• Work closely with Digitilisation Project Manager to enable planning and 'just-in-time' upskilling. | Amend Evolving Teacher project plan to align deliverables with CIT infrastructure capabilities milestones. | **Likelihood**

POSSIBLE

Consequence

MEDIUM | Project Manager Ongoing

Ongoing |

INNOVATIVE LEARNING RESOURCES

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Planned eLearn approach limited or benefit realisation limited by other CIT IT systems*	**Source** • Complex and complicated CIT customised IT systems • Changes to separate systems undertaken without consideration to interdependent systems **Impact** • Lack of accessibility by customer • Potential loss of market share • Delay in moving to learner centric systems • Lack of quality learner experience.	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Negotiated shared development of timelines with IMICT. • Executive approved IMICT recommendation to have a single CRN which will be equal to a single unit of digital currency for CIT.	• ILR technical team to be consulted re major 2018-19 digital systems upgrades Continue development of single unit of currency • Liaise with the Banner project team to ensure system alignment.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with project plan
2.	*Approved ILR Learning System enhancements delayed.*	**Source** • Delayed release of Banner 9 upgrade delays expected increased functionality. **Impact** • Delay in learners experiencing benefits attributed to more adaptive, learner centric LMS	**Likelihood** **LIKELY** **Consequence** **MEDIUM**	• Banner 9 ILR module testing environment will be made available in February 2019. • Delivery of resource enhancements rolled out planned late 2019 early 2020.	• Revised ILR Project schedule to reflect changed timelines for testing and delivery of designated learning system enhancements	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with revised project plan

		• Delay in deriving benefits from real time learner analytics • Delay in responding to potential system, resource and administrative changes identified through access to learner analytics					

CIT Strategic Compass Projects

Project	All Projects
Updated	#########

Item	2017 OPEX	2018 OPEX	2018 CAPEX	Total Budget	YTD Budget	YTD Actual (OPEX)
Evolving Together- 33007-72720		1,000,000		1,000,000	400,000	77,021
Customer Experience- from 2017 Skills	54,030	0		54,030	54,030	0
Business Development & Industry Partners- 33410		649,766		649,766	396,464	313,953
Innovative Learning Resources- 33007-72723		240,000	770,052	1,010,052	129,029	486,511
Evolving Teacher Project- 33007- 72724		284,697		284,697	160,440	117,146
Digitalisation Project- 33007 -72725		265,000	930,000	1,195,000	152,439	94,106
Product Innovation Project- 33004		350,000		350,000	201,557	113,955
Transformation & Change Team- from 201	67,243	0		67,243	67,243	43,619
Australian Apprenticeship project (AA2)- TIU 33160		2,526,202		2,526,202	1,282,498	1,292,803
AA2- from 2017 Skills Canberra Funding-	479,962	0		479,962	279,978	227,438
Campus Modernisation- 33006					0	33,021
TOTALS	**601,235**	**5,315,665**	**1,700,052**	**7,616,952**	**3,123,677**	**2,798,570**

YTD Actual (CAPEX)	Total Expense	YTD Variance	Comments
	77,021	322,979	
	0	54,030	
	313,953	82,511	
	486,511	-357,482	
	117,146	43,294	
141,347	235,453	-83,014	Total expenses include YTD CAPEX expenditure
	113,955	87,602	
	43,619	23,624	
	1,292,803	-10,305	
	227,438	52,540	
	33,021	-33,021	Budget unknown, thus YTD variance showing over spend
141,347	**2,939,917**	**183,760**	

CIT INNOVATIVE LEARNING PROJECT RISKS - 2018

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1.	*Planned eLearn approach limited or potentially constricted by other CIT IT systems*	**Source** • Complex and complicated CIT customised IT systems • Changes to separate systems undertaken without consideration to interdependent systems **Impact** • Lack of accessibility by customer • Potential loss of market share • Delay in moving to learner centric systems • Lack of quality learner experience.	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Negotiated shared development of timelines with IMICT. • Executive approved IMICT recommendation to have a single CRN which will be equal to a single unit of digital currency for CIT.	• ILR technical team to be consulted re major 2018-19 digital systems upgrades Continue development of single unit of currency • Liaise with the Banner project team to ensure system alignment.	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with project plan
2	*Lack of clarity around operational responsibility*	**Source** • Project Manager not yet finalised **Impact** • Loss of project credibility and outputs • Potential delay of delivery	**Likelihood** **LIKELY** **Consequence** **HIGH**	• Internal discussion to plan change of approach • Separation of budget between strategic and operational • Project manager role to be re-advertised	• Clear project plan that addresses project timeline deliverables • Continual monitoring and review to ensure deliverables achieved.	**Likelihood** **POSSIBLR** **Consequence** **MEDIUM**	Project Manager Timelines In accordance with project plan

CIT EVOLVING TOGETHER PROJECT RISKS - 2018

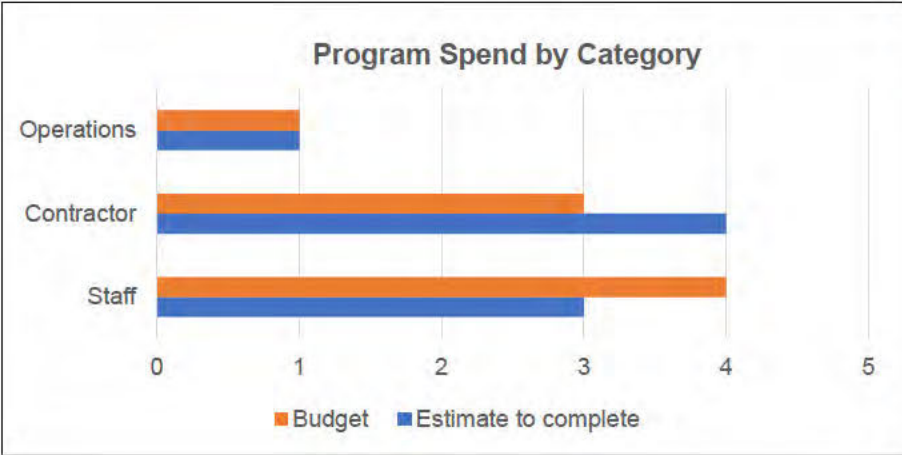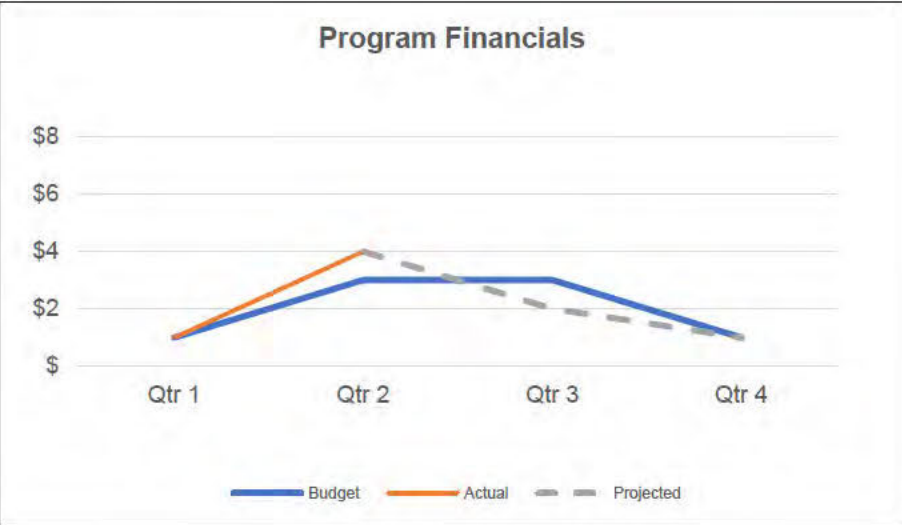| CNo	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1	*Lack of strategic HR capacity within CIT to support the ongoing implementation of the project*	**Source** • Current HR structure and capabilities do not meet CEO organisational needs **Impact** • Failure to support and drive transformation given lack of capability and resource.	**Likelihood** **ALMOST CERTAIN** **Consequence** **HIGH**	• Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs.	• HR Director will lead the transformation of HR services and functions	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	ED, CS CEO August 2018
2	*Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges*	**Source** • Current capability levels for change adaptation and readiness is varied. **Impact** • Slow adaptation to transformation	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	• Continued open dialogue with workforce to engage in the transformation through various forums and communities. • EMC have met with all Directors to discuss alignment of Business plans to the SC2020 • Under the Evolving together project work has commenced on transforming our business to redesign corporate practices and processes . A small cross functional staff team is leading this work • First 2018 PIF cohort extended to include staff who want to increase knowledge about design thinking processes	• Implement program to improve people management skills • 2018 Lean Leadership program to be procured	**Likelihood** **POSSIBLE** **Consequence** **MEDIUM**	CEO Leadership Forum May 2018 and ongoing Ongoing
3	*CIT Cultural Traits inadequately embedded in the day- to- day business actions of*	**Source** • Translation of Cultural Traits into everyday business practice, not yet achieved.	**Likelihood** **POSSIBLE** **Consequence**	• Cultural trait awareness promoted throughout 2017. • Strengthening traits so as to embed in everyday business. • CWG continues to convene	Strategically embed cultural traits within: • Learning and capability development • Performance management • Workplace health and safety • Workplace relations • Attraction and retention	**Likelihood** **POSSIBLE** **Consequence**	CEO ED, CS Ongoing

| | *the organisation.* | **Impact**
• Slow pace of change evident, with potential to move to old behaviours.
• Lost opportunity to achieve organisational planned benefits. | MEDIUM | regularly with CEO. | • Managers continue to coach and mentor cultural trait capability with their staff in their day to day work.

• Conduct pulse surveys to measure the CIT culture along the journey for change identification.

• CWG assisting the cross functional staff team leading transforming our business re-designing corporate process and practices | MEDIUM | |

Program Financial, Compliance & Risk Dashboard

Financial

Sample content used

Program Financials

| | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 |

Legend: Budget, Actual, Projected

Program Spend by Category

Legend: Budget, Estimate to complete

Compliance

Projects →

Policy		1	2	3	4	5	6	7	8	9
Program	🔴	🟢	🟠	🟠	🔴	🟠	🟠	🟠	🟠	🟠
Procurement	🟠	🟢	🟢	🟠	🟢	🟢	🟢	🟢	🟢	🟢
Financial	🟠	🟢	🟢	🟢	🟠	🟢	🟠	🟠	🟠	🟢
Human Resources	🔴	🟢	🟠	🟢	🔴	🟢	🟠	🟠	🟠	🟠

KEY: 🟢 On track 🟠 Slipping 🔴 At risk

Risk

Projects →

Risk		1	2	3	4	5	6	7	8	9
Program	🔴	🟢	🟠	🟠	🔴	🟢	🟠	🟠	🟠	🟠
Ability and Willingness to Transform	🟠	🟢	🟢	🟠	🟢	🟢	🟢	🟠	🟢	🟢
Attractiveness and Competiveness	🟠	🟢	🟠	🟢	🟠	🟢	🟠	🟠	🟠	🟠
Sustainable Cost Base/ Profitability	🟠	🟢	🟢	🟢	🟠	🟢	🟠	🟠	🟠	🟠
Compliance, Quality and Standards	🟠	🟢	🟢	🟢	🟠	🟢	🟠	🟠	🟠	🟠
Protecting CIT's Business and Community	🔴	🟢	🟠	🟠	🔴	🟢	🟠	🟠	🟠	🟠

Projects

1	Australia Apprentices
2	Business Development & Industry Partnerships
3	Campus Modernisation
4	Customer Experience
5	Digitalisation Strategy
6	Evolving Together
7	Evolving Teacher
8	Innovative Learning Resources
9	Product Innovation Fund

Alignment with Board Program Dashboard

Strategic Compass Program Dashboard — Status Date 09/02/16

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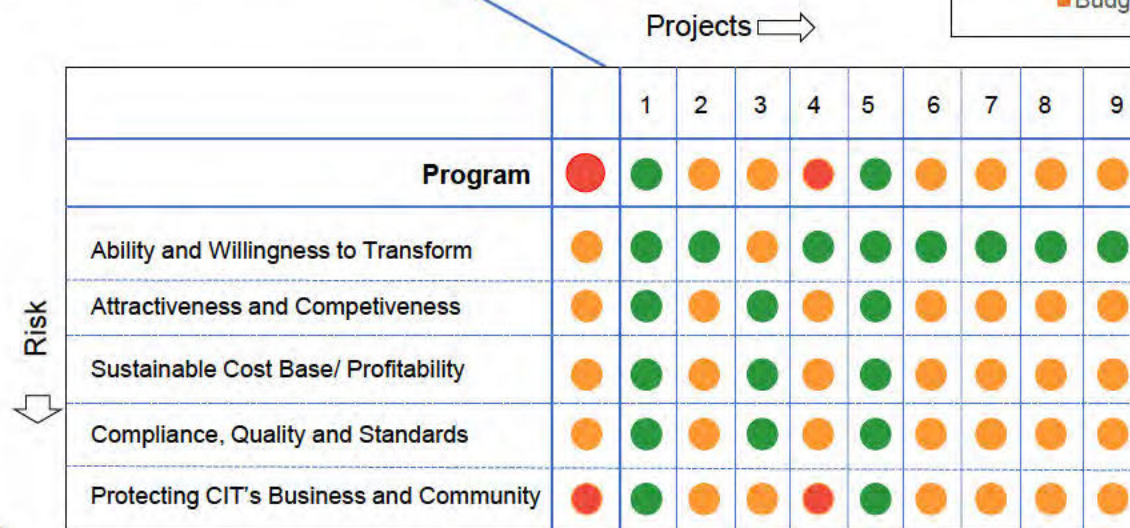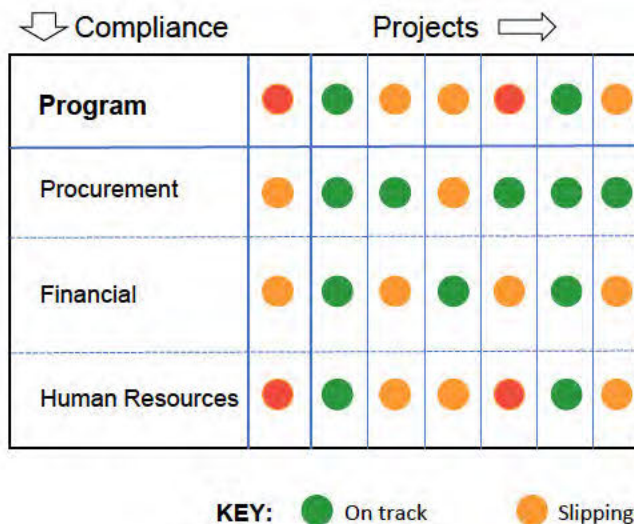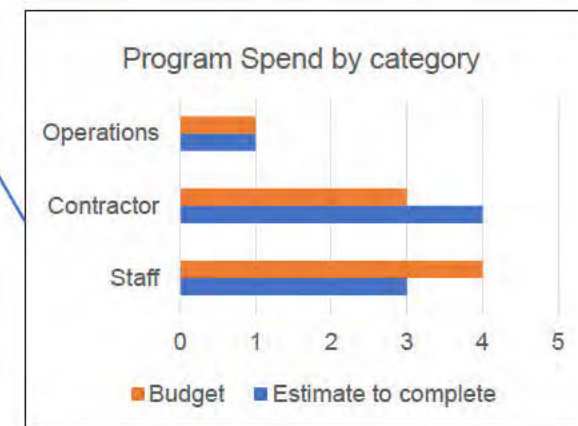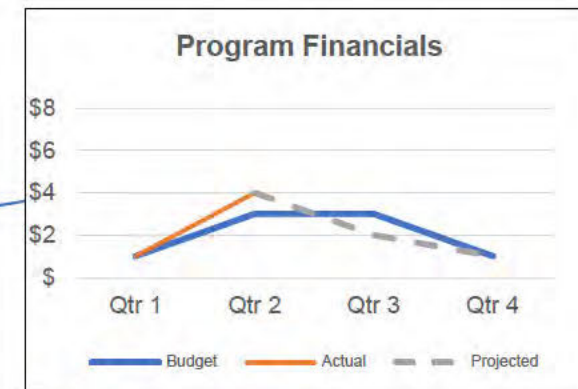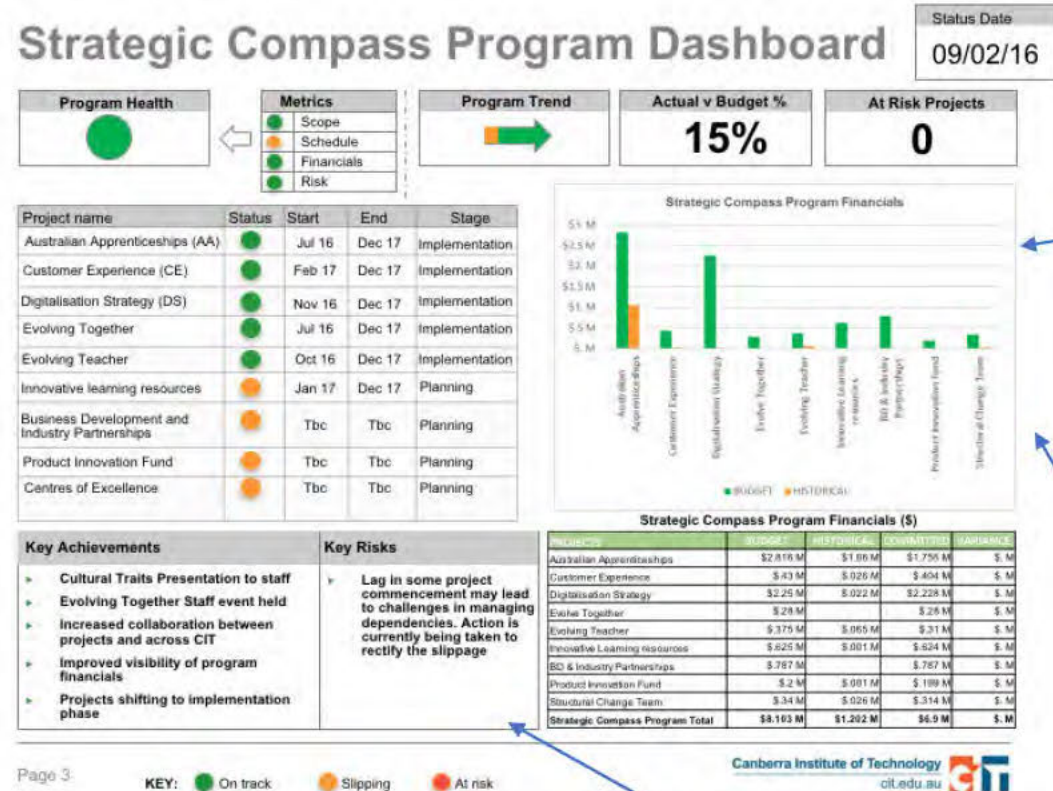
Dashboard user guide – Compliance & Risk

List of Critical components

Row allows for easy identification of project at risk, and also displays cumulative status for each project

CIT Risk profile

Column allows for easy identification of area at risk

Compliance

Projects

Program	🔴	🟢	🟠	🟠	🔴	🟢	🟠
Procurement	🟠	🟢	🟢	🟠	🟢	🟢	🟢
Financial	🟠	🟢	🟠	🟢	🟠	🟢	🟠
Human Resources	🔴	🟢	🟠	🟠	🔴	🟢	🟠

Risk

Projects

Program	🔴	🟢	🟠	🟠	🔴	🟢	🟠
Ability and Willingness to Transform	🟠	🟢	🟢	🟠	🟢	🟢	🟢
Attractiveness and Competiveness	🟠	🟢	🟠	🟠	🟢	🟢	🟠
Sustainable Cost Base/ Profitability	🟠	🟢	🟢	🟢	🟠	🟢	🟠
Compliance, Quality and Standards	🟠	🟢	🟠	🟢	🟢	🟢	🟠
Protecting CIT's Business and Community	🔴	🟢	🟠	🟠	🔴	🟢	🟠

TRANSFORMATION (STRATEGIC COMPASS) PROJECTS
SUMMARY

	2018 Budget ($)
REVENUE	4,021,000
EXPENDITURE	4,315,665
Salaries	3,826,665
Non Salaries	489,000
EVOLVING TOGETHER EXPENDITURE	1,000,000
OPERATING RESULT	(1,294,665)

Australian Apprentice 2 Project

	2018 Budget ($)
REVENUE	152,000
EXPENDITURE	2,526,202
Salaries	2,526,202
Non Salaries	0

Executive Lead: Paul Ryan
Cost Centre: 33160 - Training Initiatives
33150 - Student Management
Systems (4.46FTE)

Business Development and Industry Partnerships

	2018 Budget ($)
REVENUE	3,300,000
EXPENDITURE	649,766
Salaries	649,766
Non Salaries	0

Executive Lead: Paul Ryan
Cost Centre: 33410 - Business Growth and
Development

Digitalisation Strategy

	2018 Budget ($)	Capital Expenditure $	Comment
REVENUE	0		
EXPENDITURE	265,000		
Salaries	265,000		
Non Salaries	0	970,000	DNA projects

Executive Lead: Paul Ryan
Cost Centre: 33007 - CIT Evolving Together Project
Project Code: 72725 - Digitalisation Project

Evolving Together

	2018 Budget ($)
REVENUE	0
EXPENDITURE	1,000,000
Salaries	
Non Salaries	

Executive Lead: Leanne Cover
Cost Centre: 33007 - CIT Evolving Together Project

Project Code: 72720 - Cultural Change Program

Evolving Teacher

	2018 Budget ($)
REVENUE	369,000
EXPENDITURE	284,697
Salaries	265,697
Non Salaries	19,000

Executive Lead: Paula McKenry

Cost Centre: 33007 - CIT Evolving Together Project

Project Code: 72724 - Evolving Teacher Project

Innovative Learning Resources

	2018 Budget ($)	Capital Expenditure $	Comment
REVENUE	200,000		
EXPENDITURE	240,000		
Salaries	120,000	770,000	Systems staff
Non Salaries	120,000		

Executive Lead: Paula McKenry

Cost Centre: 33007 - CIT Evolving Together Project

Project Code: 72723 - Innovation Learning Resources Project

Product Innovation Fund

	2018 Budget ($)
REVENUE	0
EXPENDITURE	350,000
Salaries	0
Non Salaries	350,000

Executive Lead: Leanne Cover

Cost Centre: 33004 - Innovation Projects

Project Code: 72726 - Product Innovation Fund (Original project code)
72886 - Virtual & Augmented Reality for Training in Construction
72887 - RazorSharp RPL
72888 - GIG Education and iRecruitment
72889 - The Flipped Apprenticeship
72890 - Mobile Training & Assessment for Businesses
72891 - The Algae Machine

AUDIT, RISK AND FINANCE COMMITTEE

Out of Session Paper

Update Report – Strategic Compass 2020 Projects
April 2018

Purpose

To provide the Audit, Risk and Finance Committee (the Committee) with an out of session update report on the Strategic Compass 2020 projects.

Background

At the March 2018 meeting the Committee was advised of the Board's directions for 2018 including funding, lessons learnt during 2017 while implementing the Strategic Compass projects and revised arrangements for 2018. Revised arrangements include:

- Executive leads for each project rather than project sponsors; and
- Replacement of the Strategic Compass Implementation Group with an expanded Evolving Together Advisory Group (ETAG) which meets monthly to provide advice to the CEO and includes all CIT Directors and the Senior Manager, Audit and Risk.

Issues

Following discussions at ETAG in March and April and consideration by the Executive Team the following is provided to the Committee as an update on the 2018 Strategic Compass Project priorities and milestones:

Evolving Together Project

The Evolving Together Project is the overarching Strategic Compass project given the importance of engaging all staff to progressing CIT's transformation. In recognition of this importance the CEO is the Executive lead for the project. The deliverables for this project in 2018 will evolve over the year in a staged manner in recognition of the need to regularly check in with staff on how CIT's culture is changing and evolving and adapting the project deliverables accordingly.

Approximately 90 staff were involved in intensive off site workshops during the first quarter of 2018. Through these workshops CIT has now developed a base level of understanding amongst the leadership group about contemporary transformation approaches. The leadership group understands more about the intent of the *Evolving Together Project* in growing our collective knowledge of the new ways of working and our need to work differently together to meet emerging business and industry training needs. This knowledge is also particularly useful for transforming CIT's own 'back of house' processes as part of Transforming our Business.

As a practical application of some of the broad concepts covered to date as part of the *Evolving Together Project* in April 2018, CIT engaged ███████████████████ in an initial small contract to explore and co design with Corporate Services staff, along with other staff, improvements to our 'back of house' business processes. This contract has a dual purpose: co designing a solution to 'painful' internal business processes and the positive adoption and enthusiastic engagement of the innovative design process by CIT staff/teams and the subsequent shift in open – attitude/mindset which results from partaking in that process. The attached link provides details of ██████████ ██. █ ██████ also partners with ████████████████████ and presents to CIT participants as part of the Product Innovation Fund Project.

Additional lean leadership training will be provided during the second quarter of 2018 to those staff within the leadership group who did not participate in training during 2017.

As evidence on cultural change and organisational transformation consistently indicates that success requires a long-term focus of at least 3-5 years a further procurement process is underway to procure highly contextualized services to work with CIT to:

- Further increase staff knowledge of contemporary transformation theory and its application; and
- Provide high-level support to CIT to co design and implement tailored contemporary organisational transformation theory informed practice.

Product Innovation Fund Project

The Executive Lead for this project is Leanne Cover, CEO and the Project Manger is Jayne Miller.

In 2017 a new approach was piloted to trial a whole of institute innovation capability development program. The project saw 35 CIT staff complete the ████████████████████ 'innovation' program and six CIT programs funded to continue in 2018.

In 2018 the ongoing work of the 2017 project teams is informing the direction of future programs, including the need to embed students in industry and industry driven problems into the program.

██████ have acknowledged that as a sustainable program CIT should develop a core of facilitators who will continue to be mentored and supported by █████ but the program will be led by CIT. Participants of the two programs delivered thus far have acknowledged that the program being delivered off campus benefits them by changing the way they think and act. This is a financial cost that should be built into future programs.

Agreed 2018 priorities

- Create a sustainable innovation culture at CIT that fosters innovation and creates a measureable increase in innovation capability at CIT.
- Working in Partnership with ████ on innovation
- CIT Lean Innovation Program delivered by ███████████████████████ and co-facilitated by CIT.
- Four CIT staff trained as CIT Lean Innovation facilitators (adding to the four facilitators trained in 2017)
- A CIT/████ co-branded program developed and documented.
- CIT ████ program to be delivered in semester 2 2018 for industry and CIT to address industry problems.
- Two funding rounds of $50,000 (max) each in 2018 with first pitch night on 13 June 2018 and second pitch night on 30 October 2018.

Australian Apprenticeship II Project

The Executive Lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Alice Clements.

Agreed 2018 priorities

- Implement My Profiling across all Australian Apprenticeship areas by December 2018
- Implement CRN creation across all Australian Apprenticeship areas by December 2018
- Expand ACT Funding Agreement Quality Manual to include Skilled Capital initiative by June 2018
- Provide at least 10 training sessions across campuses on the ACT Funding Agreement Quality Manual by December 2018
- Trial Syllabus Plus in plumbing in Semester 2, 2018
- Implement a communication and engagement strategy about the role of the new Training Initiatives Unit (TIU) and how the unit can assist areas within CIT in reaching their goals by June 2018.

In addition, the TIU as part of normal business as usual (BAU) will be seeking to:
- Achieve 98% compliance in Australian Apprenticeship activity
- Achieve 98% compliance in Skilled Capital activity.

Business Development and Industry Partnerships

The Executive lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is James Latimore.

Agreed 2018 priorities

- Work internally with Colleges and externally with industry/employers/individuals to secure enrolments to fill 100% of profile funded places.
- Work internally with Colleges and externally with industry/employers/individuals and funding bodies to secure an increase in total contestable income for CIT, including Skills Capital and Australian Apprenticeships
- Work closely with other CIT areas to ensure the internal and external customer journey is positive with a collaborative approach from first point inquiry to final program evaluation.
- Reinforce BD Team role within the organisation to ensure the team adds value

- Refine BD templates, systems and process to ensure increased productivity and reduce wasted energy.
- Ensure specific College priorities are supported by programs that are aligned to the various funding streams (Skilled Capital, Profile, User Choice etc)
- Promote a positive Business Development culture across CIT.
- Increased Skilled Capital placements to achieve a 30% market share by the end of 2018.
- Increased contestable funding revenue from 58% to 65% by the end of 2018.

Campus Modernisation Project

The Executive lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Damien McNamara.

Initial Agreed Priorities in 2018:

The work for the first quarter of 2018 was to draft, consult and finalise;

- A submission for the Government to consider the overall CIT Campus Modernisation Strategy, and
- ███

Further 2018 priorities will be established in May 2018 once CIT receives advice on the Government's position on the above.

Customer Experience Journey Project

The Executive Team is currently determining how to build on the project outcomes and the introduction of the Net Promoter Score in 2017 to advance the customer experience in 2018 and beyond.

Digitalisation Project

The Executive Lead for this project is Paul Ryan, Executive Director, Industry Engagement and Strategic Relations and the Project Manager is Penny Neuendorf.

The overarching strategy is to modernise the ICT infrastructure, hardware and systems platforms to give staff and students an enhanced digital experience by;

- Modernising staff and students **desktops** – replacing laptops with updated software and where possible, rationalising fleet by removal of unused or under-utilised devices
- Employing agile user acceptance testing and nimble change management
- Assessing and upgrading the **network**
- Decommissioning unused or archaic infrastructure
- Delivering a streamlined, robust network including internet services.

- Collaboratively investigating CIT **applications**, maximising current systems and associated business and technical processes
- Upgrading, replacing or integrating where necessary, enhancing the useability for staff and students
- Investigating modern classroom technologies and provide contemporary teaching and learning solutions.

In terms of what this looks like in practice, the following are the 2018 planned outcomes;

Desktop Modernisation

- Student Labs asset refresh
- Staff asset refresh
- Decommissioning of old desktops/laptops
- SOE Windows 10 and Microsoft Office Suite upgrade
- Transitioning of ICT services from Micro Focus (formerly Novell) to Microsoft Platform
- Bring Your Own Device (BYOD) for Students

Network Modernisation

- Network Assessment
- Network Improvements
- Consolidation of Proxy and Content Keeper
- Decommissioning of old infrastructure

Application Modernisation

- TRIM upgrade
- CRM review
- Banner upgrade
- Student Email review
- Syllabus Plus
- Learning Management System enhancements
- CIT and CITSOL Intranet/Staff Information Site (SIS) review and consolidation
- SMS System enhancements Account for all CIT Applications
- Decommission unused applications or poorly performing applications by migrating system functionality.

Evolving Teacher Project

The Executive Lead for this project is Paula McKenry, Executive Director, Education and Training Services, and the Project Manager is Angela Ryan.

The Executive Lead has been working closely with the Project Manager to build on the Teacher Professional Learning Capabilities developed and agreed upon as part of the 2017 project priorities and refine the project deliverables for 2018 informed by best practice.

Proposed 2018 priorities to be agreed by end April 2018

- Concierge pilot of the Teacher Professional Learning Capabilities
- Expert Facilitator Lecture and Workshop Series
- Micro PD – Open Access/ Just in time learning
- Develop and implement a Mentoring Program
- Develop and implement a Mobility Program

In addition, the Evolving Teacher Project will:

- determine content and delivery mode for the two units for the TAE qualification upgrade by the end of July 2018

So that the People Development Team within Corporate Services Division is able to provide

- 400 plus teaching staff with the required TAE qualification upgrade by April 2019

Innovative Learning Resources

The Executive Lead for this project is Paula McKenry, Executive Director, Education and Training Services, and the Project Manager is J-Deon Easterby-Wood (Acting).

The Executive Lead has been working closely with the Project Manager to build on the ILR project outcomes in 2017 and refine the project deliverables for 2018 informed by best practice.

Proposed 2018 priorities to be agreed by end April 2018

- In consultation with teaching Colleges, identify top 100 courses as priority development courses for ILR project (April 2018)
- Recruit team members with specialist content development skills to supplement existing CIT pedagogy and subject matter expertise (May 2018).
- Establish and lead cross-functional teams (4 + 1) to transform delivery methodologies and learning resources for priority courses (May 2018 onwards).
- In consultation with Evolving Teacher design, develop and facilitate delivery of flexible delivery professional development activities for teaching and other staff (May 2018 onwards).
- Develop procedures for the evaluation, acquisition and deployment of learning resources within the Learning Management System LMS (June 2018).
- Advise and support BAU team in transitioning existing resources to ensure consistent 'look and feel' for CIT learning resources housed in LMS (May 2018 onwards).
- Review, test and promote flexible learning delivery methodologies, resources and related technologies to improve learner experience across CIT (May 2018 onwards).
- Develop and trial processes to derive learner analytics from LMS (September 2018).
- Identify, test and deploy functional changes to LMS and related systems to improve learner experience and increase user acceptance (July 2018 onwards)

Finance

The Board determined that CIT's 2018 Budget include further investment as outlined below to progress the outcomes of the Strategic Compass projects:

- $3.6m expenditure to continue the implementation of the projects (including expenditure of the remaining $1.385m Strategic Compass funding received in 2016 and 2017);

- $1m allocated to expand CIT's cultural change and staff capability development programs under the Evolving Together Project; and
- An increase of resources in growth areas identified in the ▮▮▮▮▮▮ Market Research Report.

Attachment A outlines financial details by project for the Committee's information.

Risks

Project managers have assessed the risks associated with the projects with the assistance of the Senior Manager, Audit and Risk. Executive leads have cleared the updated risk reports.

Attachment B details risks by projects for the Committee's information.

Recommendation

That the Committee note the update provided.

Cathy Hudson

Strategic Advisor to the CEO.

CIT AUSTRALIAN APPRENTICESHIPS 2 PROJECT RISKS - 2018

No	RISK	SOURCE AND IMPACT	Risk rating before treatment	TREATMENT CONTROLS CURRENT	TREATMENT CONTROLS FUTURE	Risk rating after treatment	Risk Owner and completion date
1	*Sustaining High Productivity of New Expanded Team*	**Source** • Significant resource of 16 staff recruited to deliver the objectives of the AA2 project and associated business as usual activities. • CIT Board agreed to the expansion of the TIU team from 8 FTE to 24 FTE in December 2017. **Impact** • Potential decline in market share of funded training initiatives (Australian Apprenticeships and Skilled Capital). • Potential for non-compliance.	Likelihood: POSSIBLE Consequence: HIGH	• People recruited include both existing and new staff. • Induction of new staff. • Strong sense of ownership given, program re-design was led by existing staff, so an opportunity presented to be strong drivers and change agents.	Clarity provided to staff on: • Key deliverables • Change of roles, responsibilities and expectations. • Ensure environment conductive to high productivity.	Likelihood: UNLIKELY Consequence: MEDIUM	TIU Senior Manager for all risks Review continuously and review risk May 2018
2	*Implementation of My Profiling not completed by 2019*	**Source** • Program trial commenced in 2016 and funded by Skills Canberra. • Agreement for staged implementation across CIT in late 2017. **Impact** • Non–compliance • Reputational Risk	Likelihood: POSSIBLE Consequence: MEDIUM	• Plan of action developed with an understanding of the full implications across different business areas.	• Monitor progress in accordance with Deed of Purchasing • Deliver clear and consistent stakeholder engagement/communication • Review monitoring to date to ensure it complies with quality of expectation and identify any gaps • Implement remediation action as required.	Likelihood: UNLIKELY Consequence: MEDIUM	ongoing monitoring and reporting
3	*Lack of Engagement with ACTFA QUALITY Manual*	**Source** • Compliance Manual developed during 2017 • Published on SIS • Initial awareness raised in second half of 2017	Likelihood LIKELY Consequence MEDIUM	• Awareness raised about the new resource • Published on SIS • Initial engagement	• Develop and deliver engagement strategy • Deliver information/training sessions • Embed into business as usual	Likelihood: UNLIKELY Consequence: LOW	By May 2018 By September 2018

		Impact • Possible non-compliance • Loss of market share • Reputational risk				

CIT Board Paper

Agenda Item:	**Program Dashboard**
Title:	**Strategic Compass Program Dashboard**
Outcome:	**For noting and feedback**

Recommendation

The CIT Board:

1. Note the current status of the Strategic Compass Program, and provide feedback on the presentation and content of the current dashboard to enable ongoing improvements

Issues Summary	Refer dashboard
Key Risks	Refer dashboard
Financial Implications	Refer dashboard
Consultation	The following have been consulted in developing the proposed project dashboard: CIT Executive, Project Sponsors, Project Managers and Key Stakeholders

Background

The Strategic Compass 2020 document includes a new commitments page, which includes flagship initiatives that the Board, the Business Development and Cultural Change Sub-committee and CIT have been developing this year. The launch of the Strategic Compass 2020 document provided an opportunity to announce the new commitments and the associated funding to build momentum around CIT's future directions.

███ was contracted to conduct a review of the current state of the Project Management capability of CIT, to be able to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

In addition, the review also recommended the establishment of a Program Manager role and a Program Management Office (PMO) function. Subsequently, the Strategic Compass Program Manager was recruited and commenced on 16th January 2017.

██ was retained till the end of February, to support the on boarding of the Program Manager and continue to build ongoing capability across CIT in Strategic Planning and Benefits Management.

Program Management Implementation

On commencement, the Program Manager conducted a rapid assessment to identify the Program and Project management implementation successes to date and subsequent gaps requiring attention. This assessment also included developing a structured methodology for the integration of Program and Project Management into the ongoing operations at CIT over the next twelve months. The proposed approach for integration is outlined below
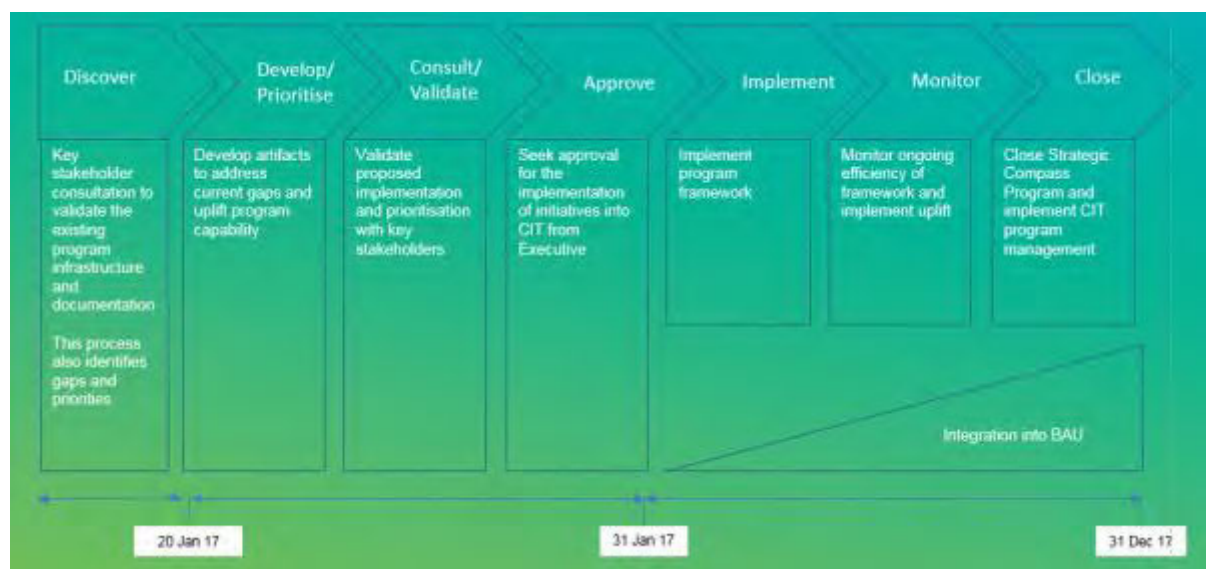
Assessment

The findings from the assessment are outlined below:

1. **Program Governance:** there is a lack of clear delineation between existing organisational structures and program governance structures. This could impact the ongoing oversight of the program, by focusing on business as usual activities as opposed to program matters. De-prioritisation of program matters results in scheduling delays and cost overruns.

2. **Project Documentation:** projects are currently at various stages of completing the project documentation previously implemented. This may delay commencement or impact delivery if not addressed as a priority

3. **Program Financial and Procurement**: current arrangements do not differentiate between ongoing operational delegation and program financial delegation. This has the potential to create situations in which approvals are carried out within operational delegation, without consideration for the broader impact on the organisation

4. **Program reporting:** There is a lack of clarity on the current progress and financial status of projects. This is compounded by the need to continue to standardise templates used across projects

5. **Program overview and scheduling**: There is the absence of an overarching program schedule, which could result in issues in tracking dependencies between projects

6. **PMO tools**: current PMO tools are comprehensive, but require further tailoring to suit the operating environment at CIT and as well as alignment with existing frameworks (for example Risk Management)

Proposed Resolutions

On finalisation of the assessment, the following resolutions were proposed and accepted by the CIT Executive. These are currently being implemented and are expected to continue to uplift internal capability.

| Issue #	Issue	Resolution
1	Program Governance	- Establish Implementation Group - Develop program financial delegations, that different business as usual executive roles from Project sponsor roles
2	Project Documentation	- Ensure that all project documentation are completed
3	Program Financial and Procurement	- Develop program guidelines/ procedures for financial and procurement management - Document project financial planning and reporting cycles and templates
4	Program reporting	- Standardise and streamline program and project reporting - Ensure that projects are tracking to agreed schedule - Develop dashboard reporting (including financial) scaled for target group (e.g. Board, Executive)
5	Program overview and scheduling	Document program overview and schedule
6	PMO tools	- Assess the PMO tools for scalability Implement centralised repository for PMO tools to enable ease of access

Additional Information

Provided below are additional artefacts developed as part of the ongoing implementation.

1. **Program Mind map**: As part of the implementation, an initial map (displayed below) has been developed to identify the potential linkages and dependencies across the program. This map will evolve as projects mature.
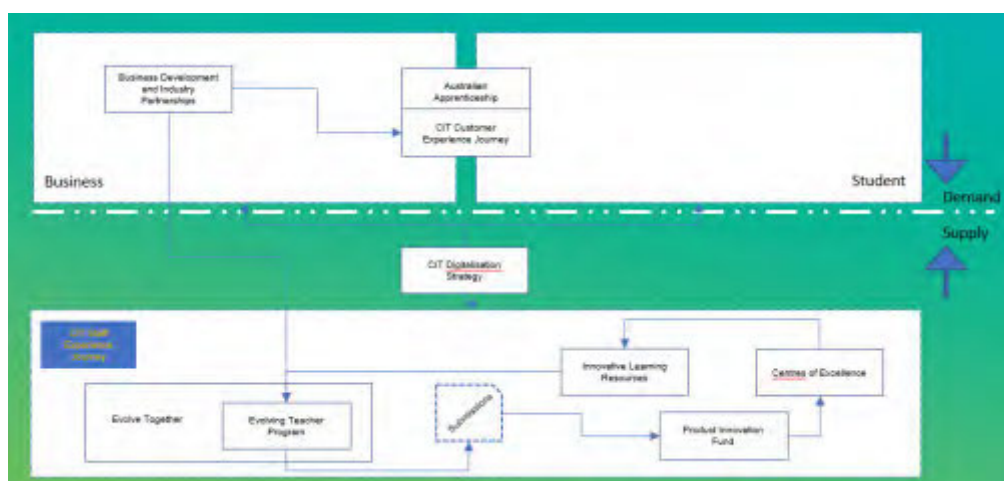
2. **Program Dashboard:** The existing program dashboard has been revised to facilitate strategic oversight and decision making. The revised version is attached for noting and feedback.

   It is expected that the functionality of the dashboard and the metrics used will continue to mature as program management is integrated deeper into CIT's capability. A user guide has also been provided below.
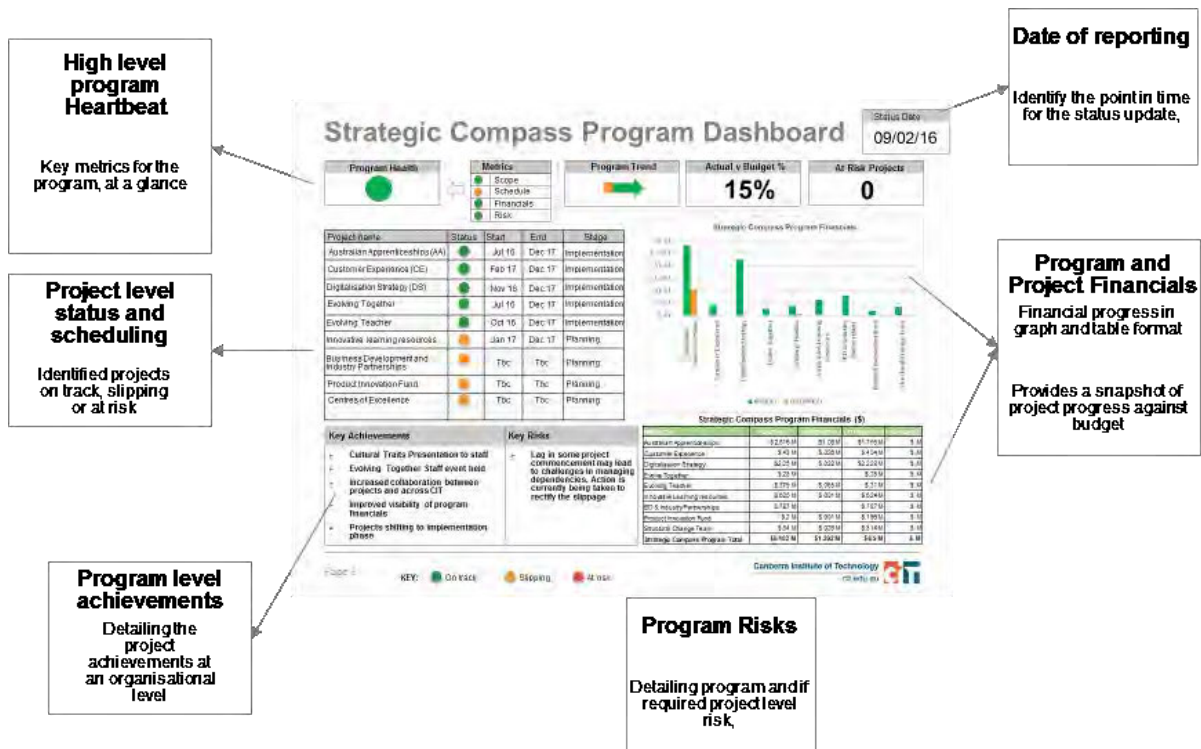
As additional tools emerge, the recurring program status update will continue to provide the CIT Board with further insights. This will be done in order to continue to build confidence from a Board perspective, through exposure to the underlying rigor with which the program is being managed.

End of report--

Marcus Kanagasuntherie
Strategic Compass Program Manager