

Theme 2B and 2C also address characteristics of a participatory workplace with a focus on how this impacts the individual and their immediate colleagues

- > Many comments to the first free text question cite satisfactory working relationships with their immediate colleagues as key reasons for staying at CIT
- > Comments to the second and third free text questions cite the positive effect of being or working with like-minded passionate staff and shared altruistic goals for individual students, specific industries and generally for the community
- > Many state their love for their work in educating students but raise concerns that CITs culture needs to do more to recognise and show respect for the individual and cite ineffective management of bullying and harassment and poor performance as examples

What keeps you working at CIT?

[illegible]

[illegible]

[REDACTED]

[REDACTED]

[illegible]

[illegible]

[illegible]

• [REDACTED]

■ [REDACTED]

[illegible]

[illegible]

[REDACTED]

Theme 3 also addresses organisational capability with a focus on professional development needs and opportunities.

- > Few comments are seen in response to the first free text question cite professional development needs.
- > Comments in response to the second and third free text questions focus on the need for professional development particularly for general staff and about eLearn, IT and leadership skills training as well various comments related to onboarding training for new staff.
- > Increased scarcity of opportunities for collaboration and organisational ascension could be the cause of increasing horizontal competition and tension manifested by appropriate acknowledgement and respect and marginalisation of individuals (see Theme 2A)

What keeps you working at CIT?

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

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

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96. [REDACTED]

97. [REDACTED]

98. [REDACTED]

99. [REDACTED]

100. [REDACTED]

Do you have any other comments or questions?

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[Redacted content]

THEME 4

Theme 4 addresses resourcing.

- > Comments in response to the first free text question cite areas of increased difficulty particularly due to budget cuts rather than actual reasons for remaining at CIT.
- > Comments in response to the second and third free text questions focus on the need for more modern and fit for purpose systems, equipment and facilities and more adequate staffing to deliver core services to students.

What keeps you working at CIT?

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[REDACTED]

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

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[REDACTED]

[REDACTED]

[illegible]

Do you have any other comments or questions?

[REDACTED]

[REDACTED]



THEME 5

Theme 5 addresses employment conditions with a focus on tenure, remuneration, benefits including flexible work arrangements.

- > Comments in response to the first free text question cite positive work conditions such as being employed, permanency, flexibility and work life balance as key reasons for remaining at CIT.
- > Comments in response to the second and third free text questions focus on tenure and the need for more permanent positions and streamlining, and better remuneration as key needs.

What keeps you working at CIT?

[Redacted content]

[illegible]

[REDACTED]

Do you have any other comments or questions?

[Redacted content]

2019 CIT Staff Survey

SURVEY METHODOLOGY

The CIT 2019 Staff Engagement Survey was conducted from 8 – 29 October 2019.

927 CIT staff were invited to participate in the survey. A total of 544 staff participated in the survey, a response rate of 59% of staff. This is double the minimum sample size required for statistical significance at an organisational level. It is a 4.2% increase in response from the 2017 staff survey (522 respondents).

The survey tool comprises 62 items:

- 59 questions (Likert 4-point scale) grouped as Individual Team Manager Organisation Leadership
- 1 question (10-point numeric scale) on the likelihood of recommending CIT as a great place to work
- 3 questions where respondents are able to provide free text comment

I have a clear understanding of my job responsibilities and what is expected of me
I have the resources I need to be most effective in my role
I have the training I need to be successful in my role
I feel I have the necessary skills to provide good customer service
I have the authority I need to do my job effectively
I have the authority to take action to meet our customers' needs
I seek opportunities to continuously improve and grow my capability
I am encouraged to come up with new ways of doing things in my role
I am allowed to make mistakes and to learn from them
I work with others to achieve things I cannot achieve on my own
I actively seek feedback about my performance at work
My job makes good use of my skills and abilities
I understand CIT's Cultural Traits
I demonstrate the Cultural Traits
I have the opportunity for personal development at CIT
I am treated fairly and with respect while I am at work
My team operates professionally
In my team, we work well with our colleagues
My team takes time to celebrate our successes
My team always tries to improve its performance
There is open and honest two-way communication on my team
In my team, we are highly effective in anticipating and meeting changing customer needs
My team monitors our customer satisfaction levels and seeks ways to improve them
People are recognised when they go above and beyond for customers on my team
In my team, we manage change effectively
My team demonstrates the Cultural Traits
Poor performance is dealt with effectively in my team
I feel valued and respected by my Manager
My manager listens to and acts on my ideas
My manager provides me with ongoing feedback about how I am going
My manager helps me understand my strengths and areas for development
I am able to communicate freely up the line, even when I am communicating bad news
My manager encourages collaboration on my team
My manager holds team members accountable for achieving their objectives
My manager's actions are consistent with their words—they practice what they preach
I receive regular communication from my manager about what is happening at CIT
My manager has effectively communicated the Cultural Traits
My manager models the Cultural Traits
CIT is a very professional organisation

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?

Name		Mean	Distribution	All CIT	Action Planning
1.	I feel I have the necessary skills to provide good customer service	5	<div><div></div><div></div><div>96.0%</div></div>	0	+
2.	I seek opportunities to continuously improve and grow my capability	4	<div><div></div><div></div><div>91.2%</div></div>	0	+
3.	I demonstrate the Cultural Traits	4	<div><div></div><div></div><div>86.8%</div></div>	0	+
4.	I have a clear understanding of my job responsibilities and what is expected of me	4	<div><div></div><div></div><div>85.1%</div></div>	0	+
5.	I have the training I need to be successful in my role	4	<div><div></div><div></div><div>84.7%</div></div>	0	+
View All					
46.	People are recognized when they go above and beyond for customers on my team	3	<div><div></div><div></div><div>54.4%</div></div>	0	+
47.	CIT's processes and procedures allow me to effectively meet our customers' needs	3	<div><div></div><div></div><div>53.4%</div></div>	0	+
48.	There is a clear communication process when change in CIT is proposed	3	<div><div></div><div></div><div>53.3%</div></div>	0	+
49.	In times of change, senior managers provide sufficient information about the purpose of the changes	3	<div><div></div><div></div><div>49.6%</div></div>	0	+
50.	It is easy to collaborate with other teams within CIT	3	<div><div></div><div></div><div>49.6%</div></div>	0	+

Level 1	Question (group) 2	Neither agree nor disagree
	Cultural Trait Factor	10.6%
	Accountable	19.0%
	Adaptable	16.9%
	Collaborative	18.6%
	Customer Centric	17.8%
	Inspirational	18.3%
	Professional	23.3%
	Trusted	20.5%
CIT Brand & Business Development	Cultural Trait Factor	13.3%
	Accountable	18.8%
	Adaptable	18.2%
	Collaborative	27.3%
	Customer Centric	23.8%
	Inspirational	20.0%
	Professional	30.4%
	Trusted	19.0%
CIT Business, Tourism & Accounting	Cultural Trait Factor	20.0%
	Accountable	24.7%
	Adaptable	24.0%
	Collaborative	19.2%
	Customer Centric	20.8%
	Inspirational	28.6%
	Professional	27.9%
	Trusted	26.8%
CIT Corporate Services	Cultural Trait Factor	20.0%
	Accountable	25.9%
	Adaptable	21.3%
	Collaborative	22.7%
	Customer Centric	27.3%
	Inspirational	25.2%
	Professional	26.4%
	Trusted	25.7%
CIT Health, Community & Science	Cultural Trait Factor	24.7%
	Accountable	29.5%
	Adaptable	22.5%
	Collaborative	25.0%
	Customer Centric	21.1%
	Inspirational	25.0%
	Professional	23.9%
	Trusted	25.3%
CIT Pathways College	Cultural Trait Factor	14.6%
	Accountable	37.3%
	Adaptable	24.6%
	Collaborative	29.4%
	Customer Centric	24.2%
	Inspirational	24.6%
	Professional	31.5%
	Trusted	25.0%

CIT People & Organisational Governance	Cultural Trait Factor	
	Accountable	
	Adaptable	
	Collaborative	
	Customer Centric	
	Inspirational	33.3%
	Professional	33.3%
CIT Student & Academic Services	Trusted	
	Cultural Trait Factor	20.5%
	Accountable	21.8%
	Adaptable	21.8%
	Collaborative	24.5%
	Customer Centric	22.5%
	Inspirational	27.3%
CIT Technology & Design	Professional	25.3%
	Trusted	25.3%
	Cultural Trait Factor	25.5%
	Accountable	27.7%
	Adaptable	27.9%
	Collaborative	25.5%
	Customer Centric	21.9%
CIT Trade Skills & Vocational Learning	Inspirational	22.0%
	Professional	24.9%
	Trusted	23.9%
	Cultural Trait Factor	30.2%
	Accountable	32.6%
	Adaptable	24.6%
	Collaborative	31.1%
	Customer Centric	22.8%
	Inspirational	25.4%
	Professional	28.7%
	Trusted	23.8%

Response (group) 1		
Somewhat disagree	Strongly disagree	Somewhat agree & Strongly agree
12.1%	3.0%	74.2%
15.2%	3.8%	62.0%
16.9%	7.2%	59.0%
19.8%	4.7%	57.0%
23.3%	4.4%	54.4%
18.3%	6.1%	57.3%
23.3%	5.8%	47.6%
18.1%	2.4%	59.0%
		86.7%
		81.3%
22.7%		59.1%
13.6%		59.1%
14.3%		61.9%
15.0%		65.0%
8.7%	4.3%	56.5%
14.3%	4.8%	61.9%
9.1%	3.6%	67.3%
14.3%	10.4%	50.6%
18.7%	4.0%	53.3%
24.7%	2.7%	53.4%
19.5%	7.8%	51.9%
12.9%	2.9%	55.7%
18.6%	7.0%	46.5%
15.5%	4.2%	53.5%
11.0%	1.0%	68.0%
7.1%	3.6%	63.4%
15.6%	3.3%	59.8%
12.9%	9.1%	55.3%
15.1%	3.6%	54.0%
10.6%	5.7%	58.5%
16.2%	7.4%	50.0%
13.2%	5.9%	55.1%
11.6%	8.9%	54.8%
12.7%	9.8%	48.0%
18.7%	12.8%	46.0%
19.4%	11.2%	44.4%
20.0%	11.9%	47.0%
19.4%	11.7%	43.9%
23.9%	11.7%	40.4%
21.1%	12.1%	41.6%
9.8%	4.9%	70.7%
11.9%	1.7%	49.2%
21.3%	4.9%	49.2%
22.1%	4.4%	44.1%
24.2%	4.5%	47.0%
19.7%	4.9%	50.8%
21.9%	4.1%	42.5%
16.1%	3.6%	55.4%

		100.0%
		100.0%
50.0%		50.0%
		100.0%
		100.0%
33.3%		33.3%
33.3%		33.3%
50.0%		50.0%
6.8%	1.7%	70.9%
8.1%	3.2%	66.9%
14.8%	3.5%	59.9%
14.6%	4.0%	57.0%
15.5%	2.1%	59.9%
14.7%	1.4%	56.6%
18.4%	2.5%	53.8%
14.9%	5.2%	54.5%
14.5%	8.2%	51.8%
17.5%	10.2%	44.5%
19.0%	8.8%	44.2%
18.6%	10.3%	45.5%
20.5%	13.9%	43.7%
18.9%	11.4%	47.7%
24.3%	12.7%	38.2%
20.8%	12.6%	42.8%
13.2%	4.7%	51.9%
15.6%	7.8%	44.0%
15.5%	12.7%	47.2%
18.5%	6.6%	43.7%
22.1%	10.3%	44.8%
20.4%	12.7%	41.5%
22.2%	8.8%	40.4%
23.1%	9.8%	43.4%

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).

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:
 - CIT Student and Academic Services (Bruce)
 - CIT Brand and Business Development and CIT Corporate Services (Reid)

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):
 - CIT Trade Skills & Vocational Learning (Bruce)
 - CIT Trade Skills & Vocational Learning (Fyshwick)
 - CIT Pathways College (Reid)

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:
 - CIT Pathways College (Bruce) for the statement "It is easy to collaborate with other teams within CIT"
 - CIT Trade Skills & Vocational Learning (Bruce) for the statement "CIT's processes and procedures allow me to effectively meet our customers' needs"
 - CIT Pathways College (Reid) for the statements "My manager helps me understand my strengths and areas for development" and "My manager provides me with ongoing feedback about how I am going"

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

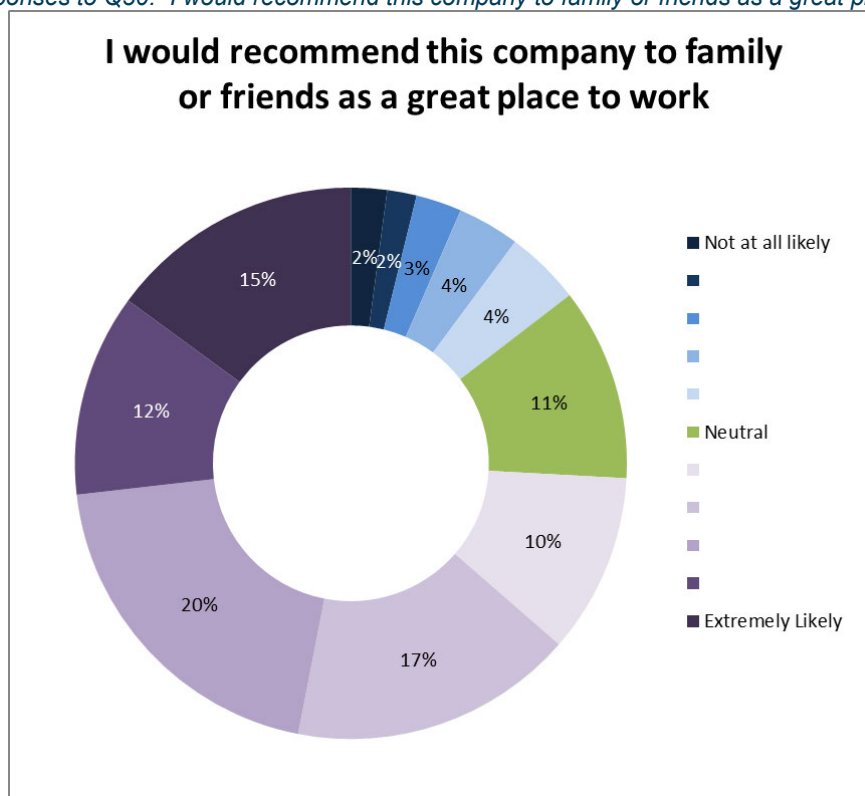
Annex B presents a cross-tabulation of the statements least agreed to overall, and responses per College/Division (and Campus). Certain campuses and Colleges/Divisions were excluded from analysis due to small sample size (5 responses or below).

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.

Overall

[illegible]

Teaching Staff

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

General Staff

4

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:

- Casualisation of teaching/ uncertainty in job tenure
- Physical space/ classrooms, facilities, equipment and technology
- The division between ‘teaching’ and ‘administrative’ staff
- Paperwork/ administrative workload
- Bureaucratic processes and procedures/ red tape
- Management culture

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:

- Transparency in recruitment processes and eligibility for job roles
- Transparency in information sharing
- Consultation in regards to replacing any applications or systems
- More staff development opportunities
- Upgraded facilities and technology
- Better ways to address underperformance/ performance issues
- Cutting the ties to public sector processes, practices and work culture
- Better communication
- Improved management

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 and management. A number of respondents expressed concern about referring to ‘students’ as ‘customers’. Some casual teaching staff stated that they were not sure about what ‘cultural traits’ referred to or that these had not been communicated to them.

General staff

A recurring theme from the general staff comments was that there was a need to enhance collaboration across different teams/ colleges/ business areas.

A few respondents mentioned identifying/ calling out behaviour that did not meet expectations. One respondent

Another respondent

AUDIT, RISK AND FINANCE COMMITTEE

MEETING NO. 20

Agenda Item 4.1

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 Deloitte 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

Attachment A – 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 Canberra Innovation Network (CBRIN);
- 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 UNSW;
- 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.

Additional research

3. Some additional work has been commissioned to fully understand the contribution CIT makes to the ACT and region. The first piece of work titled '*The economic contribution of Canberra's tertiary education and research sector*' has been completed for the Vice Chancellor's Forum.
4. CIT has also recently commissioned KPMG to develop a model to estimate the economic and social contribution of CIT. In order to continue to build the case for CIT's value and importance to the ACT and region, there is potential to use both of these pieces of work to give a broader picture of CIT's public value to external stakeholders and engage more effectively and fulsomely with both the ACT Government and Federal Government.

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:
 - the overarching *Evolving Together Project* (with a greater focus on middle management and Heads of Departments); and
 - the *Product Innovation Project* 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 Projects* 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.

AUDIT, RISK AND FINANCE COMMITTEE

MEETING NO. 17

AGENDA ITEM NO. 4.1

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 (EY consultancy), 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 Deloitte Market Research Report. 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

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.	<i>Lack of strategic HR capacity within CIT to support the ongoing implementation of the project</i>	Source <ul style="list-style-type: none"> Current HR structure and capabilities do not meet CEO organisational needs Impact <ul style="list-style-type: none"> Failure to support and drive transformation given lack of capability and resource. 	Likelihood ALMOST CERTAIN Consequence HIGH	<ul style="list-style-type: none"> Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs. 	<ul style="list-style-type: none"> HR Director will lead the transformation of HR services and functions 	Likelihood POSSIBLE Consequence MEDIUM	ED, CS CEO August 2018
2.	<i>Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges</i>	Source <ul style="list-style-type: none"> Current capability levels for change adaptation and readiness is varied. Impact <ul style="list-style-type: none"> Slow adaptation to transformation 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Improve people management skills through professional development activities 2018 Lean Leadership program to be procured 	Likelihood POSSIBLE Consequence MEDIUM	CEO 2018 Ongoing

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

3.	<i>CIT Cultural Traits inadequately embedded in the day- to- day business actions of the organisation.</i>	<p>Source</p> <ul style="list-style-type: none"> Translation of Cultural Traits into everyday business practice, not yet achieved. <p>Impact</p> <ul style="list-style-type: none"> Slow pace of change evident, with potential to move to old behaviours. Lost opportunity to achieve organisational planned benefits. 	<p>Likelihood</p> <p>POSSIBLE</p> <p>Consequence</p> <p>MEDIUM</p>	<ul style="list-style-type: none"> Cultural trait awareness promoted throughout 2017. Strengthening traits so as to embed in everyday business. CWG continues to convene regularly with CEO. 	<p>Strategically embed cultural traits within:</p> <ul style="list-style-type: none"> Learning and capability development Performance management Workplace health and safety Workplace relations Attraction and retention <ul style="list-style-type: none"> 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 	<p>Likelihood</p> <p>POSSIBLE</p> <p>Consequence</p> <p>MEDIUM</p>	<p>CEO ED, CS</p> <p>Ongoing</p> <p>Starting August 2018</p>
4.	<i>Lack of strategic procurement advice to support effective procurement of services to assist CIT with organisational transformation</i>	<p>Source</p> <ul style="list-style-type: none"> Lack of knowledge within CIT Lack of access to timely strategic advice from Goods and Services Procurement within CMTEDD <p>Impact</p> <ul style="list-style-type: none"> Inability to procure services in a timely manner Resource impact to understand what and how to apply within the CIT business 	<p>Likelihood</p> <p>Consequence</p>	<ul style="list-style-type: none"> 			

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

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CIT STRATEGIC COMPASS PROJECT RISKS - 2018

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.	<i>Lack of take-up of product innovation project</i>	Source <ul style="list-style-type: none"> Build on the success and lessons learnt of 2017. Impact <ul style="list-style-type: none"> Potential loss of momentum and capability development more broadly across CIT. Disengagement, loss of productivity to innovate. 	Likelihood LIKELY Consequence HIGH	<ul style="list-style-type: none"> Engagement of Canberra In innovation Network 2018 Build internal capability. Advertise next round. Small groups of CIT staff to co-facilitate workshops. 	<ul style="list-style-type: none"> 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.	<i>Too much demand on product innovation project</i>	Source <ul style="list-style-type: none"> Success of the previous cohorts drives too much demand Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Engagement of Canberra In innovation Network 2018 Build internal capability to deliver programs internally Advertise next round with smaller workshops to provide 'skill sets' Advertise CBRIN opportunities and recommend staff use their PD to attend. Small groups of CIT staff to co-facilitate workshops. 	<ul style="list-style-type: none"> Target staff who have potential capability and who could benefit from the Project to undertake CBRIN 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

CIT STRATEGIC COMPASS PROJECT RISKS - 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.	<i>Sustaining High Productivity of New Expanded Team</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Potential decline in market share of funded training initiatives (Australian Apprenticeships and Skilled Capital). Potential for non-compliance. 	Likelihood POSSIBLE Consequence HIGH	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Key deliverables Change of roles, responsibilities and expectations. Ensure environment conducive 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.	<i>Implementation of My Profiling not completed by 2019</i>	Source <ul style="list-style-type: none"> Program trial commenced in 2016 and funded by Skills Canberra. Agreement for staged implementation across CIT in late 2017. Impact <ul style="list-style-type: none"> Non-compliance Reputational Risk 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> Plan of action developed with an understanding of the full implications across different business areas. 	<ul style="list-style-type: none"> 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

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

3.	<i>Lack of Engagement with ACTFA QUALITY Manual</i>	Source <ul style="list-style-type: none"> Compliance Manual developed during 2017 Published on SIS Initial awareness raised in second half of 2017 Impact <ul style="list-style-type: none"> Possible non-compliance Loss of market share Reputational risk 	Likelihood LIKELY Consequence MEDIUM	<ul style="list-style-type: none"> Awareness raised about the new resource Published on SIS Initial engagement 	<ul style="list-style-type: none"> Develop and deliver engagement strategy Deliver information/training sessions Embed into business as usual 	Likelihood: UNLIKELY Consequence: LOW	By May 2018 By September 2018
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CIT STRATEGIC COMPASS PROJECT RISKS - 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.	<i>Lack of collaboration between internal and external relationships between the BDP team, CIT and Industry</i>	Source <ul style="list-style-type: none"> Lack of understanding of Industry needs by CIT Resistance to change and doing things differently Impact <ul style="list-style-type: none"> Lack of buy-in Loss of market share Reputational risk 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> Continuing team commitment to improve performance Developing mutual understandings between all Stakeholders Dedicating time to focussed efforts, which are then monitored and reviewed 	<ul style="list-style-type: none"> 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.	<i>Lack of fit for purpose policy and procedures for BD team.</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Reputational risk Loss of market share 	Consequence MEDIUM Likelihood POSSIBLE		<ul style="list-style-type: none"> 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.	<i>Lack of team expertise</i>	Source <ul style="list-style-type: none"> Specialist and core skills required to undertake key tasks Impact <ul style="list-style-type: none"> Unable to deliver 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> Interim team continuing to deliver planned work under the guidance of new project manager 	<ul style="list-style-type: none"> 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

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

		project to desired satisfaction of stakeholders <ul style="list-style-type: none">• Loss of market share					
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CIT STRATEGIC COMPASS PROJECT RISKS - 2018

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.	<i>Lack of appropriate IT infrastructure and applications to ensure staff and students get a contemporary experience</i>	Source <ul style="list-style-type: none"> Current IT systems not fit for current or future purpose IT staff skills limited to operate in new ways Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

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.	<i>Lack of maturity to undertake self-assessment</i>	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.	<i>Funding to support PD requirements identified and endorsed for project</i>	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.	<i>Lack of delivery in Digitalisation Project</i>	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

CIT STRATEGIC COMPASS PROJECT RISKS - 2018

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.	<i>Planned eLearn approach limited or potentially constricted by other CIT IT systems</i>	Source <ul style="list-style-type: none"> Complex and complicated CIT customised IT systems Changes to separate systems undertaken without consideration to interdependent systems Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.	<i>Lack of clarity around operational responsibility</i>	Source <ul style="list-style-type: none"> Project Manager not yet finalised Impact <ul style="list-style-type: none"> Loss of project credibility and outputs Potential delay of delivery 	Likelihood LIKELY Consequence HIGH	<ul style="list-style-type: none"> Internal discussion to plan change of approach Separation of budget between strategic and operational Project manager role to be re-advertised 	<ul style="list-style-type: none"> 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 Updated	All Projects 14 May 2018									
Item	2017 OPEX	2018 OPEX	2018 CAPEX	Total Budget	YTD Budget	YTD Actual (OPEX)	YTD Actual (CAPEX)	Total Expense	YTD Variance	
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	
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	
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	

Comments
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
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

AUDIT, RISK AND FINANCE COMMITTEE

MEETING NO. 18

Agenda Item 4.1

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 Deloitte 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.	<i>Lack of strategic HR capacity within CIT to support the ongoing implementation of the project</i>	Source <ul style="list-style-type: none"> Current HR structure and capabilities do not meet CEO organisational needs Impact <ul style="list-style-type: none"> Failure to support and drive transformation given lack of capability and resource. 	Likelihood ALMOST CERTAIN Consequence HIGH	<ul style="list-style-type: none"> Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs. 	<ul style="list-style-type: none"> 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.	<i>Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges</i>	Source <ul style="list-style-type: none"> Current capability levels for change adaptation and readiness is varied. Impact <ul style="list-style-type: none"> Slow adaptation to transformation 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 CBRIN 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.	<i>CIT Cultural Traits inadequately embedded in the day- to- day business actions of the organisation.</i>	<p>Source</p> <ul style="list-style-type: none"> Translation of Cultural Traits into everyday business practice, not yet achieved. <p>Impact</p> <ul style="list-style-type: none"> Slow pace of change evident, with potential to move to old behaviours. Lost opportunity to achieve organisational planned benefits. 	<p>Likelihood</p> <p>POSSIBLE</p> <p>Consequence</p> <p>MEDIUM</p>	<ul style="list-style-type: none"> 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 	<p>Strategically embed cultural traits within:</p> <ul style="list-style-type: none"> Learning and capability development Performance management Workplace health and safety Workplace relations Attraction and retention <ul style="list-style-type: none"> 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 	<p>Likelihood</p> <p>POSSIBLE</p> <p>Consequence</p> <p>MEDIUM</p>	<p>CEO ED, CS</p> <p>Ongoing</p>
4.	<i>Lack of strategic procurement advice to support effective procurement of services to assist CIT with organisational transformation</i>	<p>Source</p> <ul style="list-style-type: none"> Lack of knowledge within CIT Lack of access to timely strategic advice from Goods and Services Procurement within CMTEDD <p>Impact</p> <ul style="list-style-type: none"> Inability to procure services in a timely manner Resource impact to understand what and how to apply within the CIT business environment 	<p>Likelihood</p> <p>LIKELY</p> <p>Consequence</p> <p>MEDIUM</p>	<ul style="list-style-type: none"> Recruit Senior Manager Procurement to ensure strategic advice is available across CIT including to the Executive Team 	<p>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.</p>	<p>Likelihood</p> <p>POSSIBLE</p> <p>Consequence</p> <p>MEDIUM</p>	<p>Executive Director, Corporate Services</p> <p>Ongoing</p>

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.	<i>Lack of take-up of product innovation project</i>	Source <ul style="list-style-type: none"> Build on the success and lessons learnt of 2017. Impact <ul style="list-style-type: none"> Potential loss of momentum and capability development more broadly across CIT. Disengagement, loss of productivity to innovate. 	Likelihood LIKELY Consequence HIGH	<ul style="list-style-type: none"> Engagement of Canberra In innovation Network 2018 Build internal capability. Advertise next round. Small groups of CIT staff to co-facilitate workshops. 	<ul style="list-style-type: none"> 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.	<i>Too much demand on product innovation project</i>	Source <ul style="list-style-type: none"> Success of the previous cohorts drives too much demand Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Engagement of Canberra In innovation Network 2018 Build internal capability to deliver programs internally Advertise next round with smaller workshops to provide 'skill sets' Advertise CBRIN opportunities and recommend staff use their PD to attend. Small groups of CIT staff to co-facilitate workshops. 	<ul style="list-style-type: none"> Target staff who have potential capability and who could benefit from the Project to undertake CBRIN 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.	<i>Sustaining High Productivity of New Expanded Team</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Potential decline inmarket share of funded training initiatives (Australian Apprenticeships and Skilled Capital). Potential for non-compliance. 	Likelihood POSSIBLE Consequence HIGH	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Key deliverables Change of roles, responsibilities and expectations. Ensure environment conducive to high productivity. 	<ul style="list-style-type: none"> 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.	<i>Implementation of My Profiling not completed by 2019</i>	Source <ul style="list-style-type: none"> Program trial commenced in 2016 and funded by Skills Canberra. Agreement for staged implementation across CIT in late 2017. Impact <ul style="list-style-type: none"> Non-compliance 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> Plan of action developed with an understanding of the full implications across different business areas. 	<ul style="list-style-type: none"> 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

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.	<i>Lack of collaboration between internal and external relationships between the BDP team, CIT and Industry</i>	Source <ul style="list-style-type: none"> Lack of understanding of Industry needs by CIT Resistance to change and doing things differently Impact <ul style="list-style-type: none"> Lack of buy-in Loss of market share Reputational risk 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.	<i>Lack of fit for purpose policy and procedures for BD team.</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Reputational risk Loss of market share 	Consequence MEDIUM Likelihood POSSIBLE	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.	<i>Sustain performance of newly developed team</i>	Source <ul style="list-style-type: none"> Unable to maintain staff levels Impact <ul style="list-style-type: none"> Loss of market share Reputational risk 	Consequence MEDIUM Likelihood	<ul style="list-style-type: none"> Ensure that succession planning is established for the team Continue with effective positive reinforcement performance management 	<ul style="list-style-type: none"> Ensure recruitment processes are conducted in a strategic and consistent manner. 	Consequence LOW Likelihood NOT LIKELY	ED, IE, & SR Project Manager Ongoing

		<ul style="list-style-type: none"> Reduction in industry partnerships 	POSSIBLE	and professional development for team			
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DIGITALISATION

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.	<i>Lack of appropriate IT infrastructure and applications to ensure staff and students get a contemporary experience</i>	<p>Source</p> <ul style="list-style-type: none"> 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 <p>Impact</p> <ul style="list-style-type: none"> 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 	<p>Consequence</p> <p>HIGH</p> <p>Likelihood</p> <p>LIKELY</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 	<p>Consequence</p> <p>HIGH</p> <p>Likelihood</p> <p>LIKELY</p>	ED, IESR and Digitalisation Project Manager

2	<i>Funding shortfall</i>	Source <ul style="list-style-type: none"> Current funding does not cover the revised possible costs Projects costs estimates are incorrect Changing SSICT funding models Impact <ul style="list-style-type: none"> Unable to deliver the full digital transformation Reputational damage for project staff and executives 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	Digitalisait on Project Manager Executive sponsor
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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.	<i>Funding to support PD requirements identified and endorsed for project</i>	Source <ul style="list-style-type: none"> A lack of access to existing People Development resources in the Strategic Compass Project Funding Model Impact <ul style="list-style-type: none"> Inability to provide training or resources to a sufficient number of teachers 	Likelihood LOW Consequence HIGH	<ul style="list-style-type: none"> Access to People Development resources Continuous open communication with the Business Services Manager (BSM) Monitor funding allocations and work with stakeholders to identify <ul style="list-style-type: none"> PD priorities and funding matrix collated and shared. 	Realignment of future budgets.	Likelihood LOW Consequence LOW	Project Manager Ongoing Ongoing

2.	<i>Lack of delivery in Digitalisation Project</i>	Source <ul style="list-style-type: none"> Current IT systems don't support CIT Teachers digital needs. Impact <ul style="list-style-type: none"> Inability to provide adequate infrastructure for digitalised teaching RTO to meet demand 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> 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
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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.	<i>Planned eLearn approach limited or benefit realisation limited by other CIT IT systems</i>	Source <ul style="list-style-type: none"> Complex and complicated CIT customised IT systems Changes to separate systems undertaken without consideration to interdependent systems Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.	<i>Approved ILR Learning System enhancements delayed.</i>	Source <ul style="list-style-type: none"> Delayed release of Banner 9 upgrade delays expected increased functionality. Impact <ul style="list-style-type: none"> Delay in learners experiencing benefits attributed to more adaptive, learner centric LMS 	Likelihood LIKELY Consequence MEDIUM	<ul style="list-style-type: none"> Banner 9 ILR module testing environment will be made available in February 2019. Delivery of resource enhancements rolled out planned late 2019 early 2020. 	<ul style="list-style-type: none"> 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

		<ul style="list-style-type: none"> • 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 					
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CIT Strategic Compass Projects

**Project
Updated**

**All Projects
#####**

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.	<i>Planned eLearn approach limited or potentially constricted by other CIT IT systems</i>	Source <ul style="list-style-type: none"> Complex and complicated CIT customised IT systems Changes to separate systems undertaken without consideration to interdependent systems Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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	<i>Lack of clarity around operational responsibility</i>	Source <ul style="list-style-type: none"> Project Manager not yet finalised Impact <ul style="list-style-type: none"> Loss of project credibility and outputs Potential delay of delivery 	Likelihood LIKELY Consequence HIGH	<ul style="list-style-type: none"> Internal discussion to plan change of approach Separation of budget between strategic and operational Project manager role to be re-advertised 	<ul style="list-style-type: none"> 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	<i>Lack of strategic HR capacity within CIT to support the ongoing implementation of the project</i>	Source <ul style="list-style-type: none"> Current HR structure and capabilities do not meet CEO organisational needs Impact <ul style="list-style-type: none"> Failure to support and drive transformation given lack of capability and resource. 	Likelihood ALMOST CERTAIN Consequence HIGH	<ul style="list-style-type: none"> Recruit HR Director to ensure change leadership is progressing and structure aligns to organisational needs. 	<ul style="list-style-type: none"> HR Director will lead the transformation of HR services and functions 	Likelihood POSSIBLE Consequence MEDIUM	ED, CS CEO August 2018
2	<i>Lack of Workforce Capability to realise Evolving Together vision and address workplace challenges</i>	Source <ul style="list-style-type: none"> Current capability levels for change adaptation and readiness is varied. Impact <ul style="list-style-type: none"> Slow adaptation to transformation 	Likelihood POSSIBLE Consequence MEDIUM	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<i>CIT Cultural Traits inadequately embedded in the day- to- day business actions of</i>	Source <ul style="list-style-type: none"> Translation of Cultural Traits into everyday business practice, not yet achieved. 	Likelihood POSSIBLE Consequence	<ul style="list-style-type: none"> Cultural trait awareness promoted throughout 2017. Strengthening traits so as to embed in everyday business. CWG continues to convene 	Strategically embed cultural traits within: <ul style="list-style-type: none"> Learning and capability development Performance management Workplace health and safety Workplace relations Attraction and retention 	Likelihood POSSIBLE Consequence	CEO ED, CS Ongoing

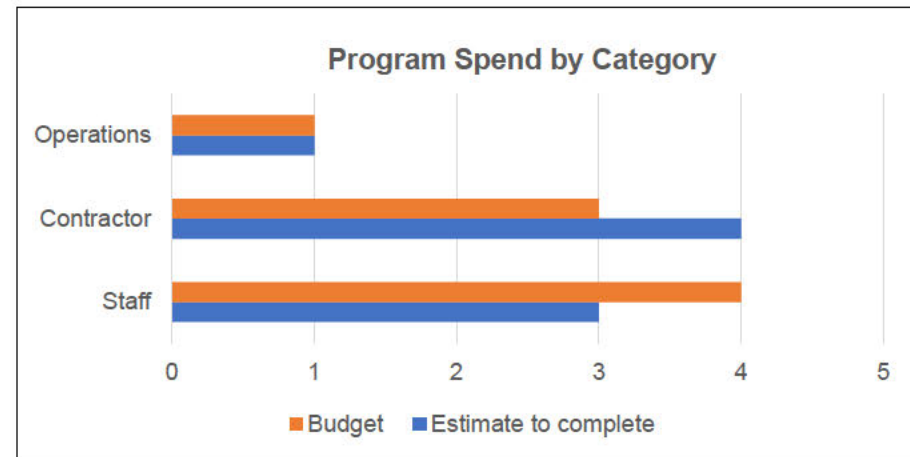
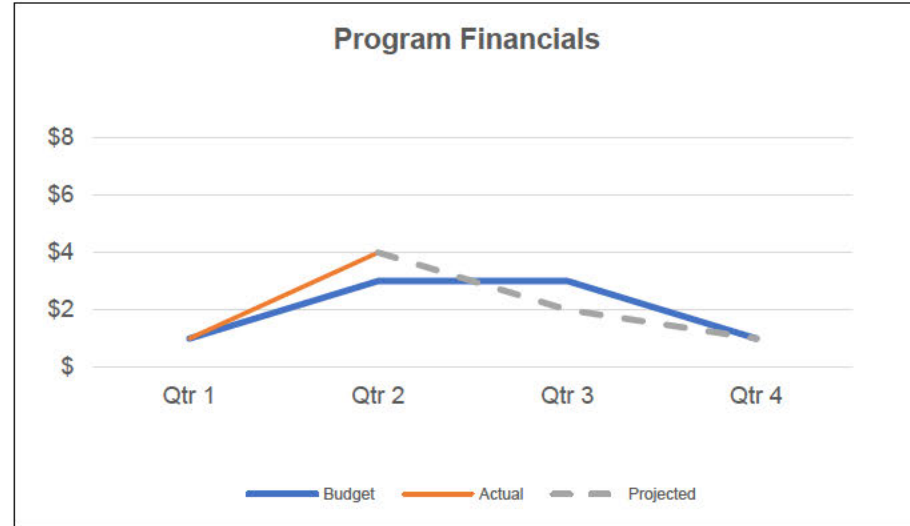
CIT EVOLVING TOGETHER PROJECT RISKS - 2018

	<i>the organisation.</i>	Impact <ul style="list-style-type: none"> • Slow pace of change evident, with potential to move to old behaviours. • Lost opportunity to achieve organisational planned benefits. 	MEDIUM	regularly with CEO.	<ul style="list-style-type: none"> • 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	
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Program Financial, Compliance & Risk Dashboard

Financial

Sample content used



Compliance

Projects →

Policy			1	2	3	4	5	6	7	8	9
	Program	At risk	On track	Slipping	Slipping	At risk	On track	Slipping	Slipping	Slipping	Slipping
	Procurement	Slipping	On track	On track	Slipping	On track	On track	On track	On track	On track	On track
	Financial	Slipping	On track	Slipping	On track	Slipping	On track	Slipping	Slipping	Slipping	Slipping
	Human Resources	At risk	On track	Slipping	On track	At risk	On track	Slipping	Slipping	Slipping	Slipping

KEY: ● On track ● Slipping ● At risk

Risk

Projects →

Risk			1	2	3	4	5	6	7	8	9
	Program	At risk	On track	Slipping	Slipping	At risk	On track	Slipping	Slipping	Slipping	Slipping
	Ability and Willingness to Transform	Slipping	On track	On track	Slipping	On track	On track	On track	On track	On track	On track
	Attractiveness and Competiveness	Slipping	On track	Slipping	On track	Slipping	On track	Slipping	Slipping	Slipping	Slipping
	Sustainable Cost Base/ Profitability	Slipping	On track	Slipping	On track	Slipping	On track	Slipping	Slipping	Slipping	Slipping

Risk			1	2	3	4	5	6	7	8	9
	Compliance, Quality and Standards	Slipping	On track	Slipping	On track	Slipping	On track	Slipping	Slipping	Slipping	Slipping
	Protecting CIT's Business and Community	At risk	On track	Slipping	Slipping	At risk	On track	Slipping	Slipping	Slipping	Slipping

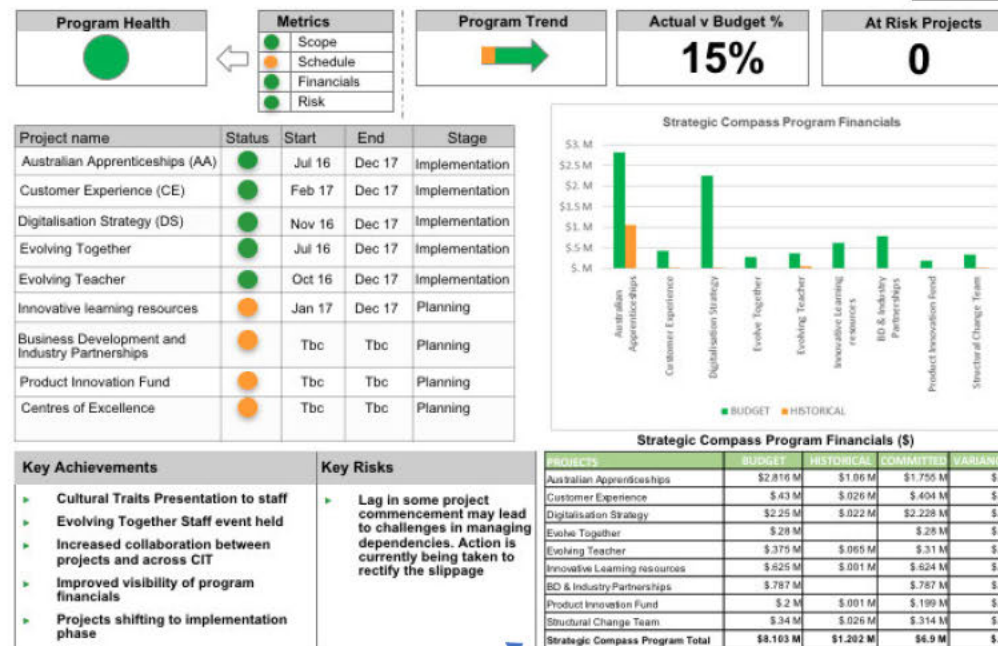
Projects

- 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

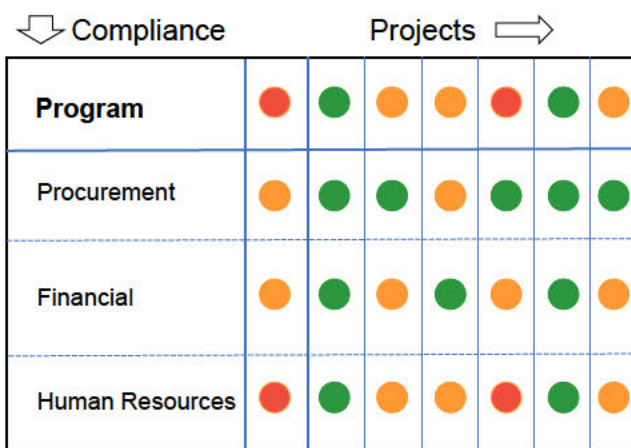
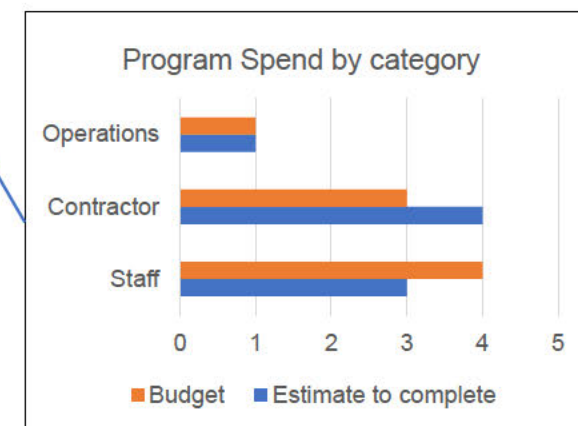
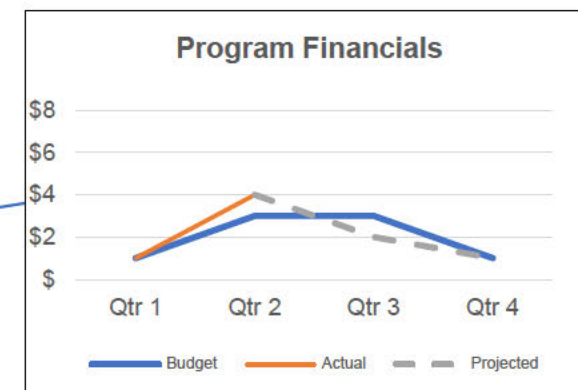
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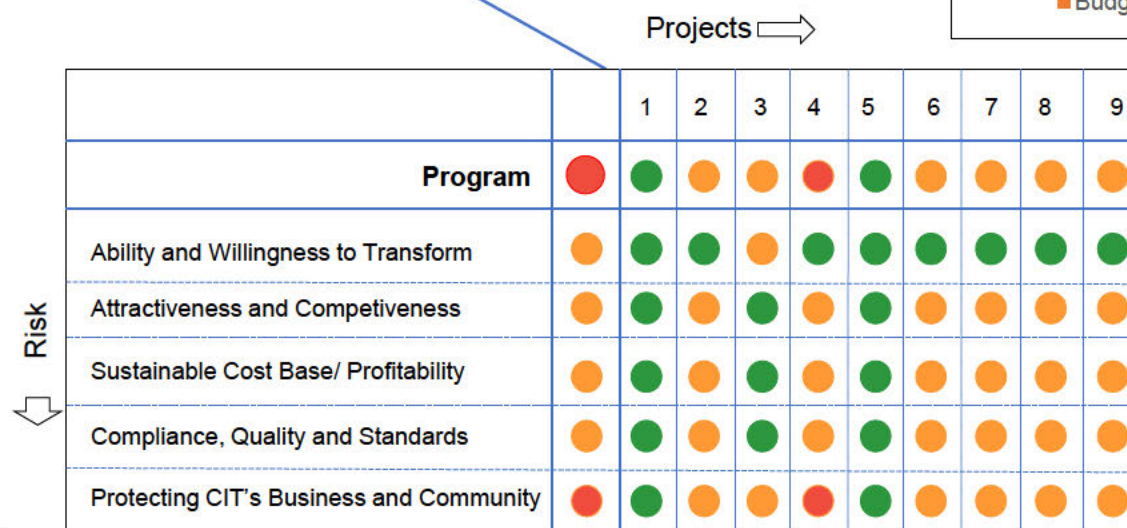
Page 3

KEY: ● On track ● Slipping ● At risk

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KEY: ● On track ● Slipping ● At risk



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

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							

CIT Risk profile

Column allows for easy identification of area at risk

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
72723 - Innovation Learning
Project Code: 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
72726 - Product Innovation Fund
Project Code: (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.

Given the Board's priority for 2018 of focusing on *Transforming our Business* and the increased funding for the *Evolving Together Project* the deliverables for the contract with the Organisational Transformation Consultant () were brought forward to the first quarter of 2018.

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 [REDACTED] (Launch Factory) 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 Launch Factory's service offering: https://drive.google.com/file/d/1p3OS6J8L54s8syfDb_N72h025sZcuAss/view. [REDACTED] [REDACTED] also partners with CBR Innovation Network (CBRin) 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 Manager 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 Canberra Innovation Network (CBRIN) '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.

CBRIN have acknowledged that as a sustainable program CIT should develop a core of facilitators who will continue to be mentored and supported by CBRIN 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 CBRIN on innovation
- CIT Lean Innovation Program delivered by CBR Innovation Network (CBRIN) and co-facilitated by CIT.
- Four CIT staff trained as CIT Lean Innovation facilitators (adding to the four facilitators trained in 2017)
- A CIT/CBRIN co-branded program developed and documented.
- CIT CBRIN 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
- Two business cases

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 Deloitte 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	<i>Sustaining High Productivity of New Expanded Team</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Potential decline in market share of funded training initiatives (Australian Apprenticeships and Skilled Capital). Potential for non-compliance. 	Likelihood: POSSIBLE Consequence: HIGH	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Key deliverables Change of roles, responsibilities and expectations. Ensure environment conducive to high productivity. 	Likelihood: UNLIKELY Consequence: MEDIUM	TIU Senior Manager for all risks Review continuously and review risk May 2018
2	<i>Implementation of My Profiling not completed by 2019</i>	Source <ul style="list-style-type: none"> Program trial commenced in 2016 and funded by Skills Canberra. Agreement for staged implementation across CIT in late 2017. Impact <ul style="list-style-type: none"> Non-compliance Reputational Risk 	Likelihood: POSSIBLE Consequence: MEDIUM	<ul style="list-style-type: none"> Plan of action developed with an understanding of the full implications across different business areas. 	<ul style="list-style-type: none"> 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	<i>Lack of Engagement with ACTFA QUALITY Manual</i>	Source <ul style="list-style-type: none"> Compliance Manual developed during 2017 Published on SIS Initial awareness raised in second half of 2017 	Likelihood: LIKELY Consequence: MEDIUM	<ul style="list-style-type: none"> Awareness raised about the new resource Published on SIS Initial engagement 	<ul style="list-style-type: none"> Develop and deliver engagement strategy Deliver information/training sessions Embed into business as usual 	Likelihood: UNLIKELY Consequence: LOW	By May 2018 By September 2018

CIT AUSTRALIAN APPRENTICESHIPS 2 PROJECT RISKS - 2018

		Impact <ul style="list-style-type: none">• Possible non-compliance• Loss of market share• Reputational risk					
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CIT Board Paper

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

Recommendation**The CIT Board:**

- 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.

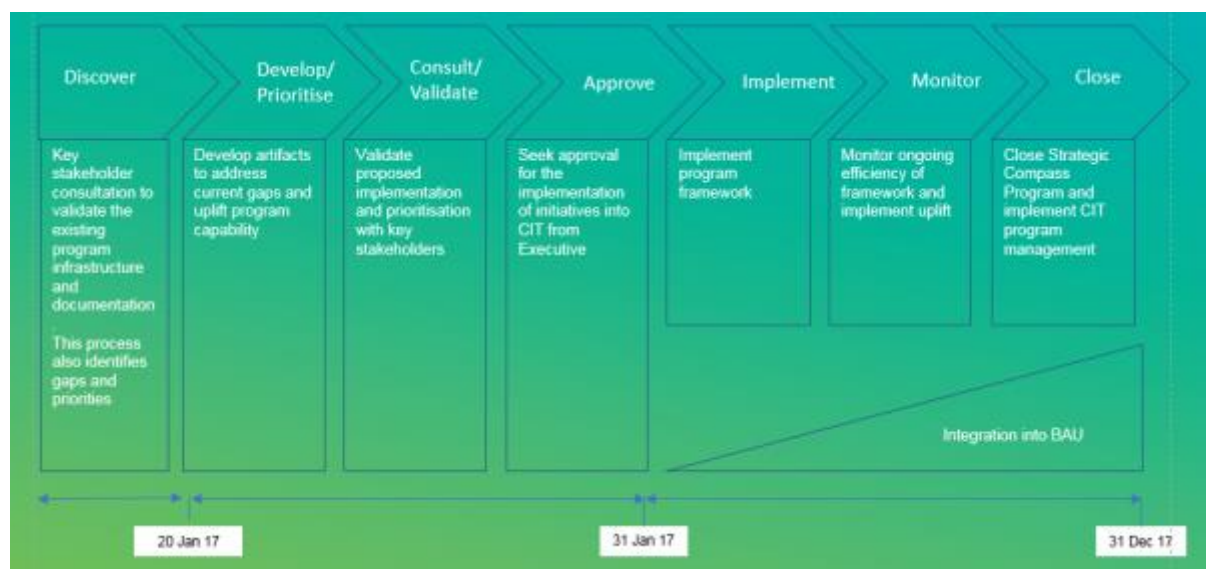
EY was contracted to conduct a review of the current state of the Project Management capability of CIT, to be able to deliver the initiatives above. This review identified gaps in the current capability and subsequently introduced a suite of Project Management tools to uplift CIT's capability.

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.

EY 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

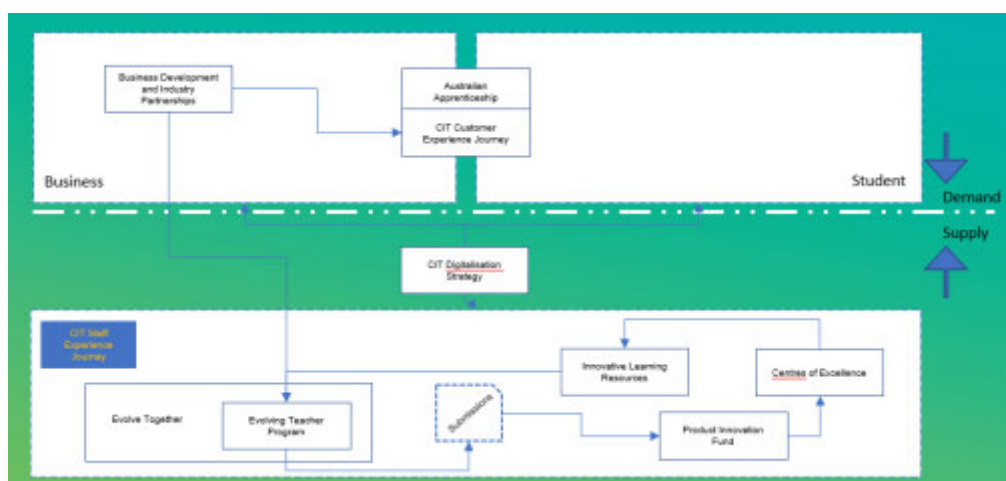
On finalisation of the assessment, the following resolutions were proposed and accepted by the CIT Executive. These are currently being implemented and are expected to continue to uplift internal capability.

Issue #	Issue	Resolution
1	Program Governance	<ul style="list-style-type: none"> - Establish Implementation Group - Develop program financial delegations, that different business as usual executive roles from Project sponsor roles
2	Project Documentation	<ul style="list-style-type: none"> - Ensure that all project documentation are completed
3	Program Financial and Procurement	<ul style="list-style-type: none"> - Develop program guidelines/ procedures for financial and procurement management - Document project financial planning and reporting cycles and templates
4	Program reporting	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Document program overview and schedule
6	PMO tools	<ul style="list-style-type: none"> - Assess the PMO tools for scalability - Implement centralised repository for PMO tools to enable ease of access

Additional Information

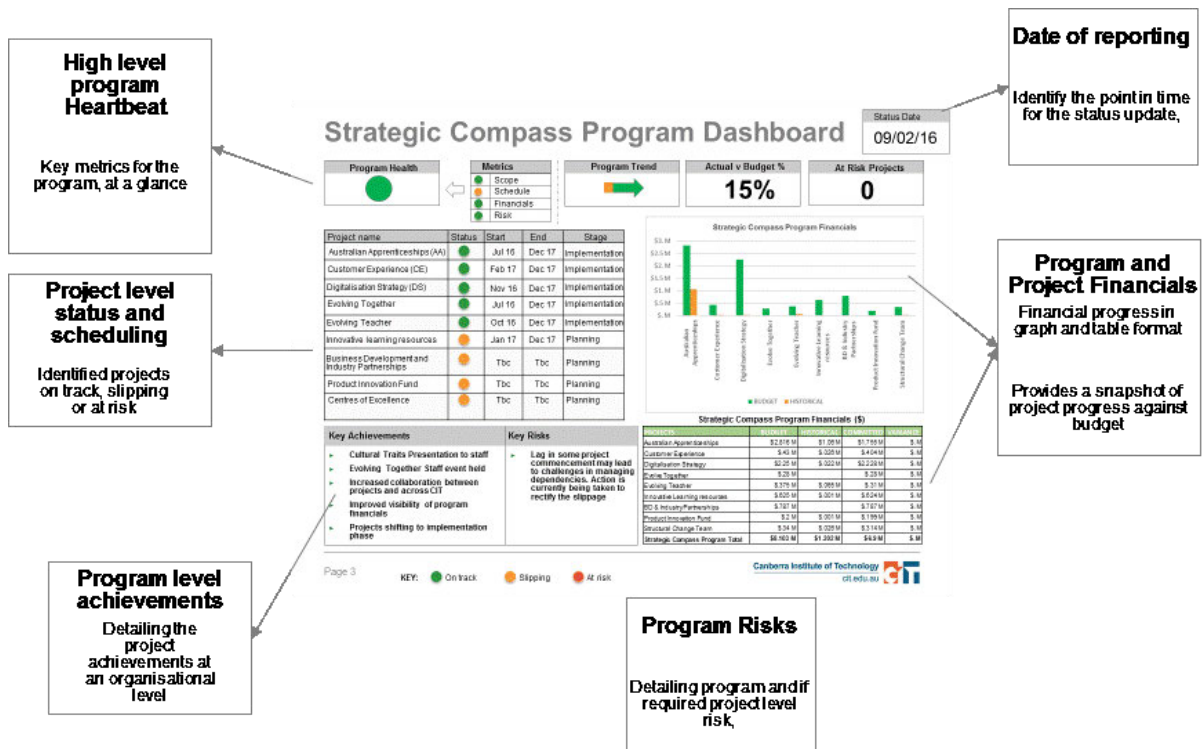
Provided below are additional artefacts developed as part of the ongoing implementation.

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

Program Dashboard

Strategic Compass Program Dashboard

Period End: 16 Dec 2017		Current Status: Green		Previous Status: Green		Owner: Jane Doe	
Status Update		Milestone		Status	Baseline	Forecast	
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
				GREEN			
Overall Project Key Deliverables		Key Activities completed this period					
		Key Activities planned next period					
Benefits Realisation							
Risk/Issue		Impact/Raise to client		Mitigation / Action		Owner	

Strategic Compass Program Dashboard

Status Date

09/02/16

Program Health



Program Trend



Actual v Budget %

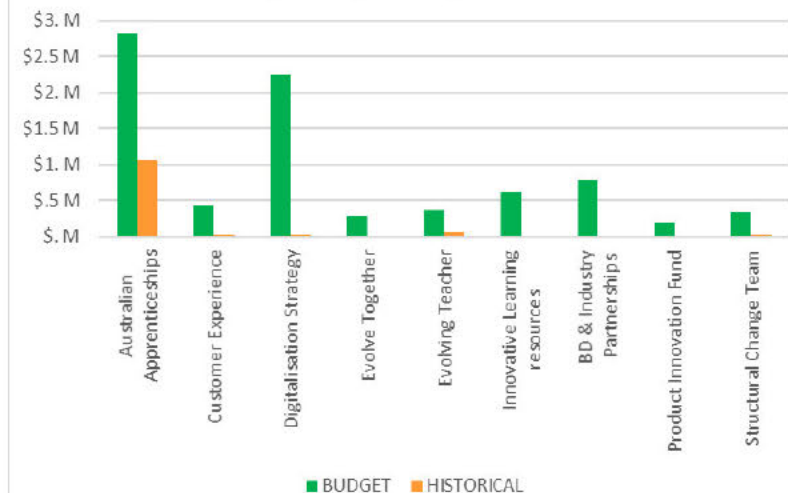
15%

At Risk Projects

4

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)	●	Jul 16	Dec 17	Implementation
Customer Experience (CE)	●	Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)	●	Nov 16	Dec 17	Implementation
Evolving Together	●	Jul 16	Dec 17	Implementation
Evolving Teacher	●	Oct 16	Dec 17	Implementation
Innovative learning resources	●	Jan 17	Dec 17	Planning
Business Development and Industry Partnerships	●	Tbc	Tbc	Planning
Product Innovation Fund	●	Tbc	Tbc	Planning
Centres of Excellence	●	Tbc	Tbc	Planning

Strategic Compass Program Financials



Strategic Compass Program Financials (\$)

PROJECTS	BUDGET	HISTORICAL	COMMITTED	VARIANCE
Australian Apprenticeships	\$2.816 M	\$1.06 M	\$1.755 M	\$. M
Customer Experience	\$0.43 M	\$0.026 M	\$0.404 M	\$. M
Digitalisation Strategy	\$2.25 M	\$0.022 M	\$2.228 M	\$. M
Evolve Together	\$0.28 M		\$0.28 M	\$. M
Evolving Teacher	\$0.375 M	\$0.065 M	\$0.31 M	\$. M
Innovative Learning resources	\$0.625 M	\$0.001 M	\$0.624 M	\$. M
BD & Industry Partnerships	\$0.787 M		\$0.787 M	\$. M
Product Innovation Fund	\$0.2 M	\$0.001 M	\$0.199 M	\$. M
Structural Change Team	\$0.34 M	\$0.026 M	\$0.314 M	\$. M
Strategic Compass Program Total	\$8.103 M	\$1.202 M	\$6.9 M	\$. M

Key Achievements

- ▶ Cultural Traits Presentation to staff
- ▶ Evolving Together Town hall held
- ▶ Increased collaboration between projects and across CIT
- ▶ Improved visibility of program financials
- ▶ Projects shifting to implementation phase

Key Risks

- ▶ Lag in some project commencement may lead to challenges in managing dependencies



Program Dashboard

Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Date of reporting

Identify the point in time for the status update,

Project level status and scheduling

Identified projects on track, slipping or at risk

Program level achievements

Detailing the project achievements at an organisational level

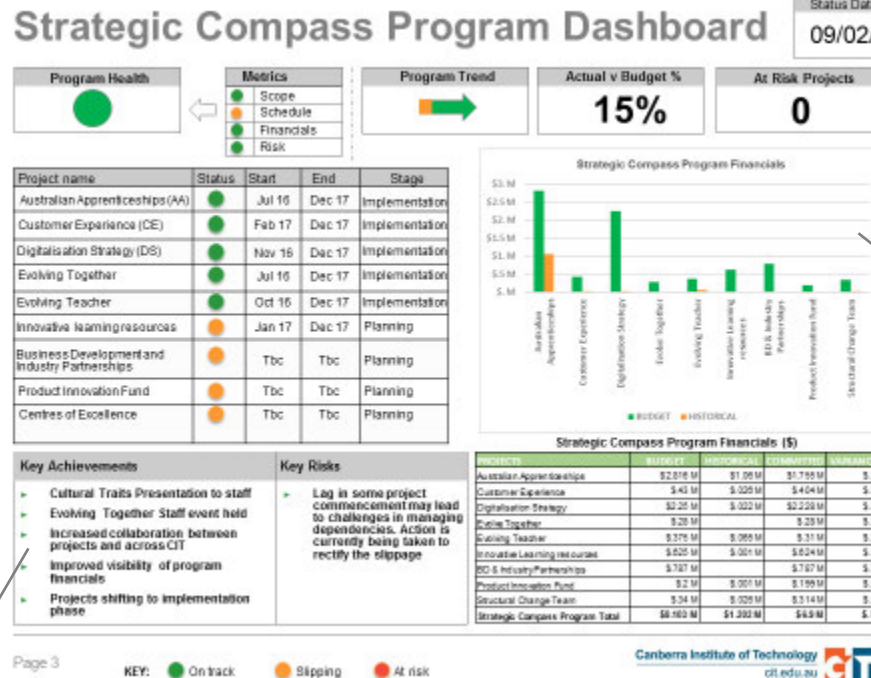
Program and Project Financials

Financial progress in graph and table format

Provides a snapshot of project progress against budget

Program Risks

Detailing program and if required project level risk,



Strategic Compass Program Dashboard

Status Date

09/02/16

Program Health



Metrics

- Scope
- Schedule
- Financials
- Risk

Program Trend



Actual v Budget %

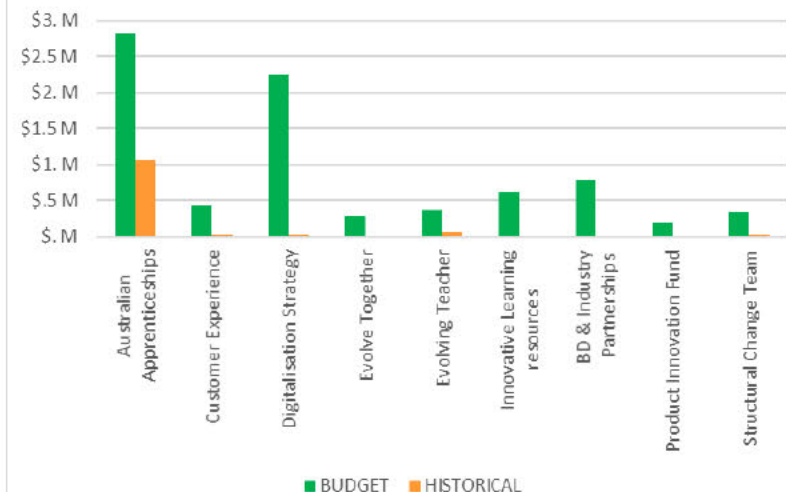
15%

At Risk Projects

0

Project name	Status	Start	End	Stage
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Strategic Compass Program Financials



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Key Achievements

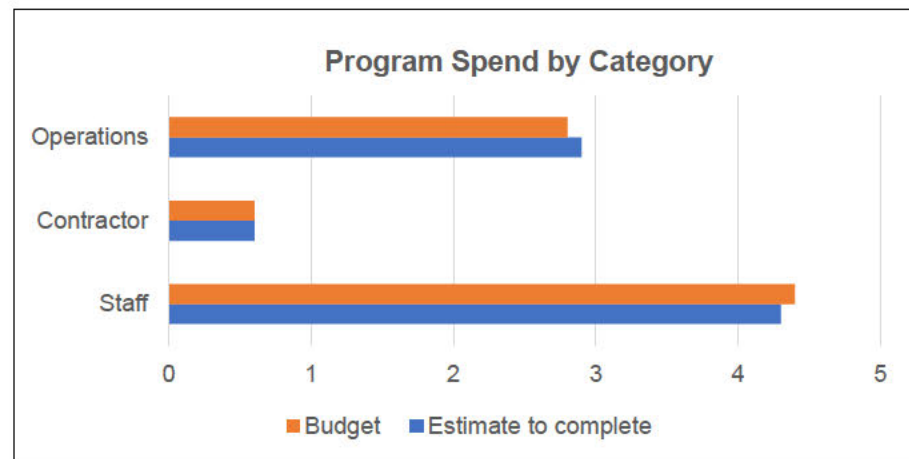
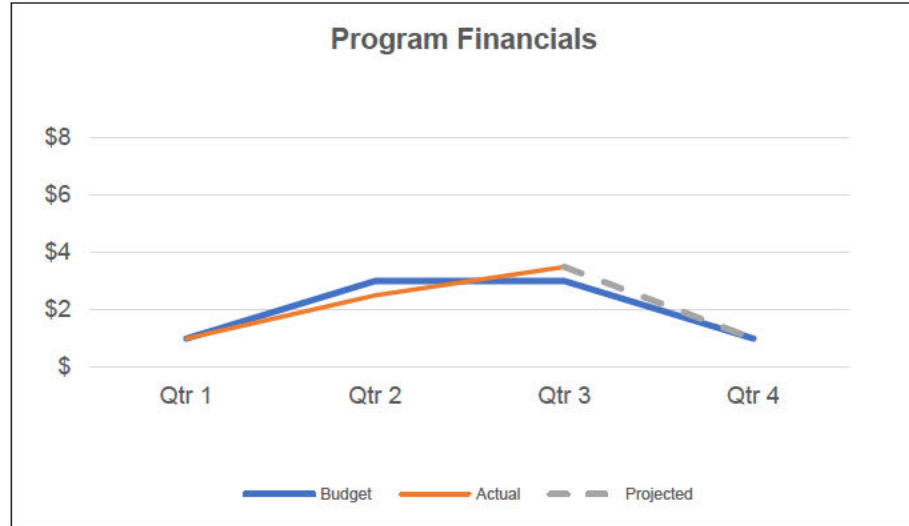
- ▶ Cultural Traits Presentation to staff
- ▶ Evolving Together Staff event held
- ▶ Increased collaboration between projects and across CIT
- ▶ Improved visibility of program financials
- ▶ Projects shifting to implementation phase

Key Risks

- ▶ Lag in some project commencement may lead to challenges in managing dependencies. Action is currently being taken to rectify the slippage

Program Financial, Compliance & Risk Dashboard

Financial



Compliance

Projects →

		1	2	3	4	5	6	7	8	9
	Program	○	○	○	○	○	○	○	○	○
Policy ↓	Procurement	○	○	○	○	○	○	○	○	○
	Financial	○	○	○	○	○	○	○	○	○
	Human Resources	○	○	○	○	○	○	○	○	○

KEY: ● Low ● Medium ● High *Managed by the Campus Modernisation Sub-committee

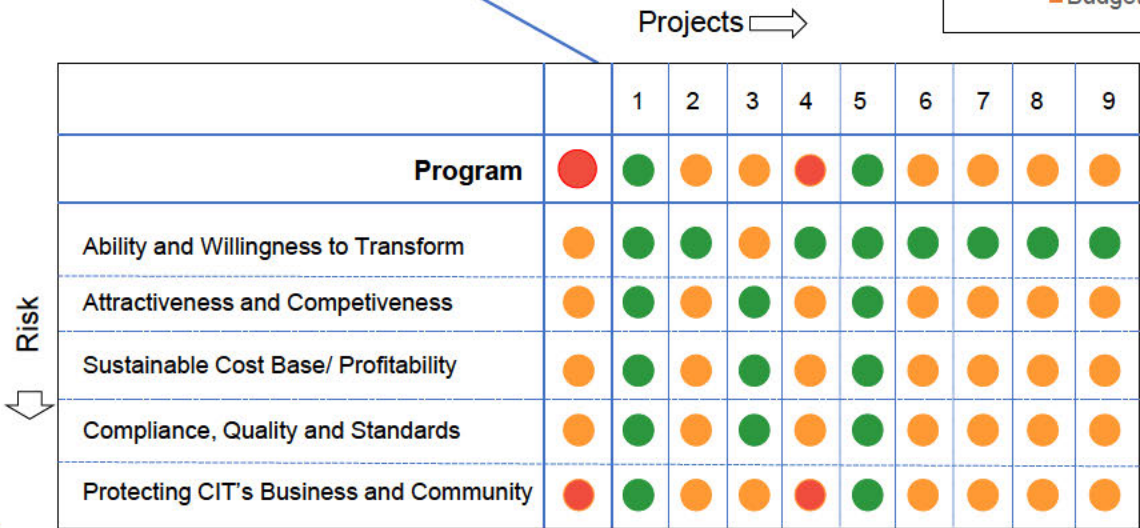
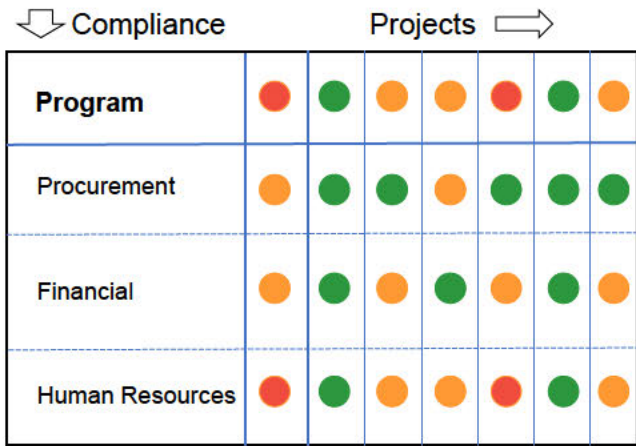
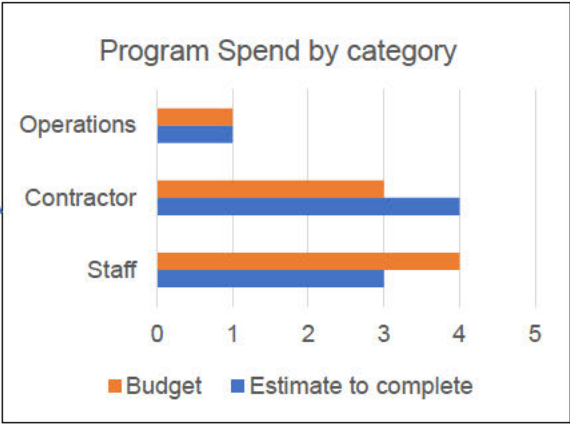
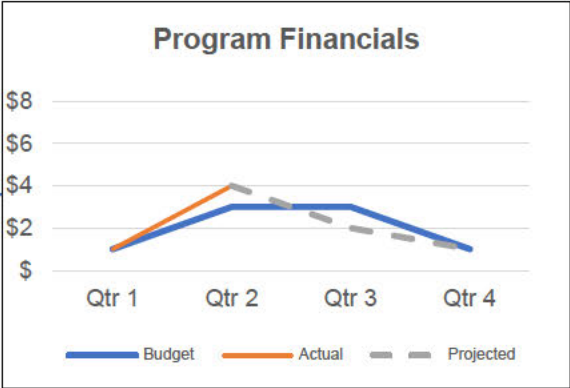
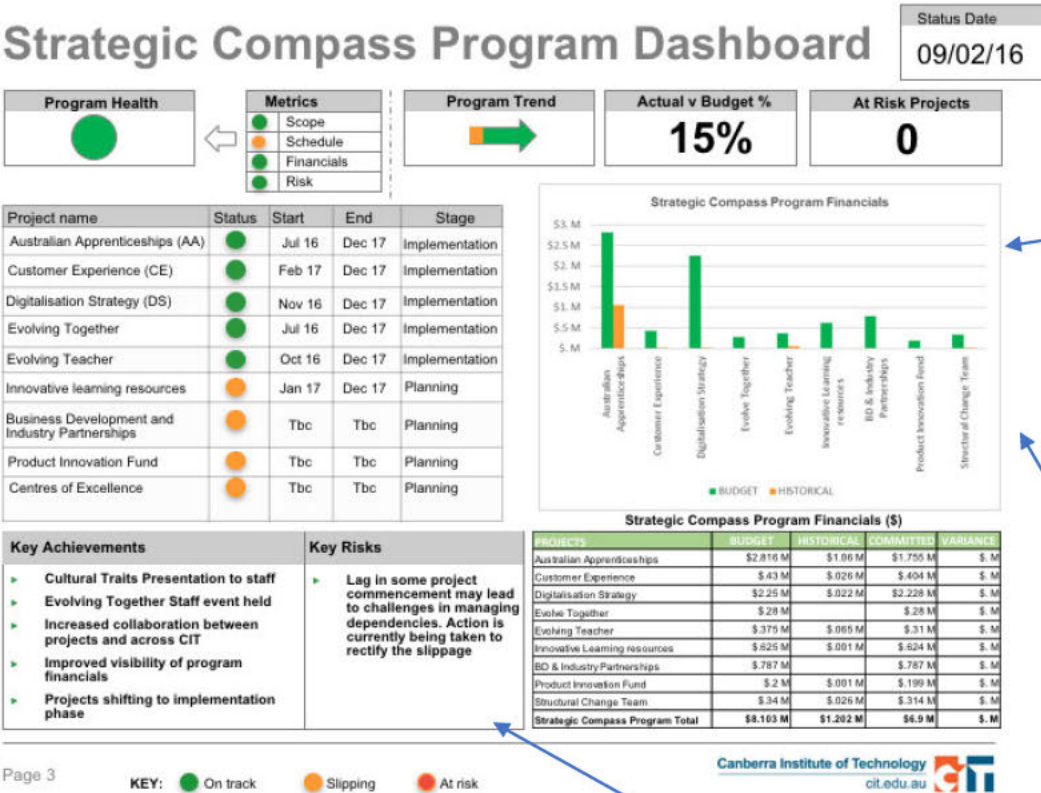
Projects →

		Program	1	2	3*	4	5	6	7	8	9
Risk ↓	Overall Status	●	●	●		●	●	●	●	●	●
	Project Scope	●	●	●		●	●	●	●	●	●
	Schedule	●	●	●		●	●	●	●	●	●
	Financial (Contingency)	●	●	●		●	●	●	●	●	●
	Benefits	●	●	●		●	●	●	●	●	●

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



KEY: On track Slipping At risk

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

Compliance Projects

Program							
Procurement							
Financial							
Human Resources							

Risk Projects

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

CIT Risk profile

Column allows for easy identification of area at risk

Strategic Compass Program Dashboard

Status at:

June 2017

Program Health



Metrics

- Scope
- Schedule
- Financials
- Risk

Program Trend



Actual v Budget %

April

25%

June

36%

At Risk Projects

0

Project name	Status	Start	End	Stage
Australian Apprenticeships (AA)	●	Jul 16	Dec 17	Implementation
Customer Experience (CE)	●	Feb 17	Dec 17	Implementation
Digitalisation Strategy (DS)	●	Nov 16	Dec 17	Implementation
Evolving Together	●	Jul 16	Dec 17	Implementation
Evolving Teacher	●	Oct 16	Dec 17	Implementation
Innovative Learning Resources	●	Jan 17	Dec 17	Implementation
Business Development and Industry Partnerships	●	Apr 17	Dec 17	Planning
Product Innovation Fund	●	May 17	Dec 17	Planning
Centres of Excellence	●	Apr 17	Dec 17	Planning

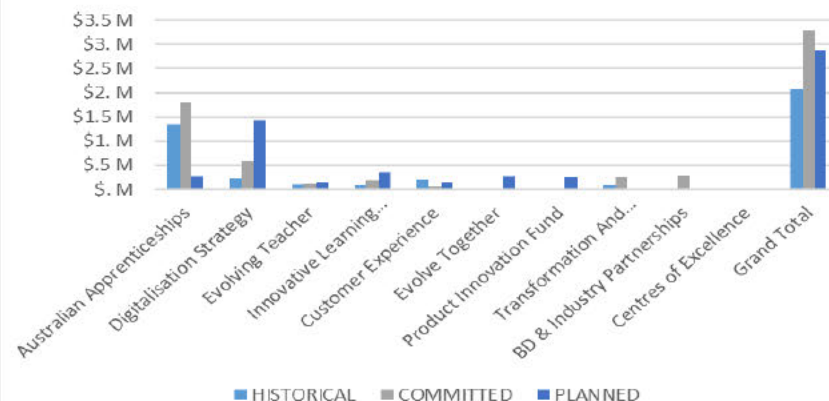
Key Risks

▶ To be provided

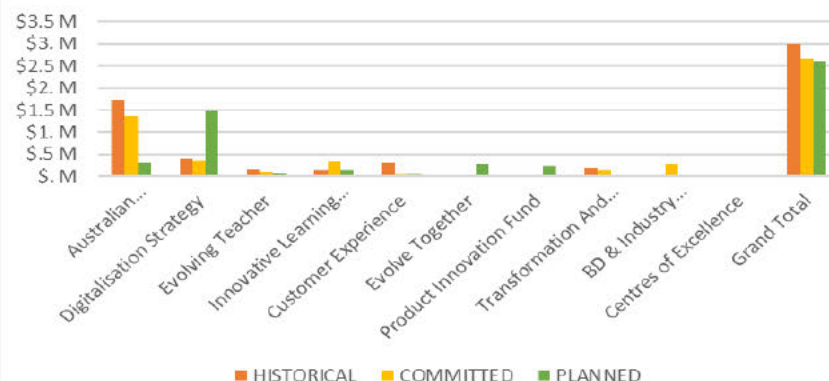
Key Issues

▶ To be provided

Program Financials - April 2017



Program Financials - June 2017



Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Date of reporting

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Project level status and scheduling

Identified projects on track, slipping or at risk

Program and Project Financials

Financial progress in graph and table format

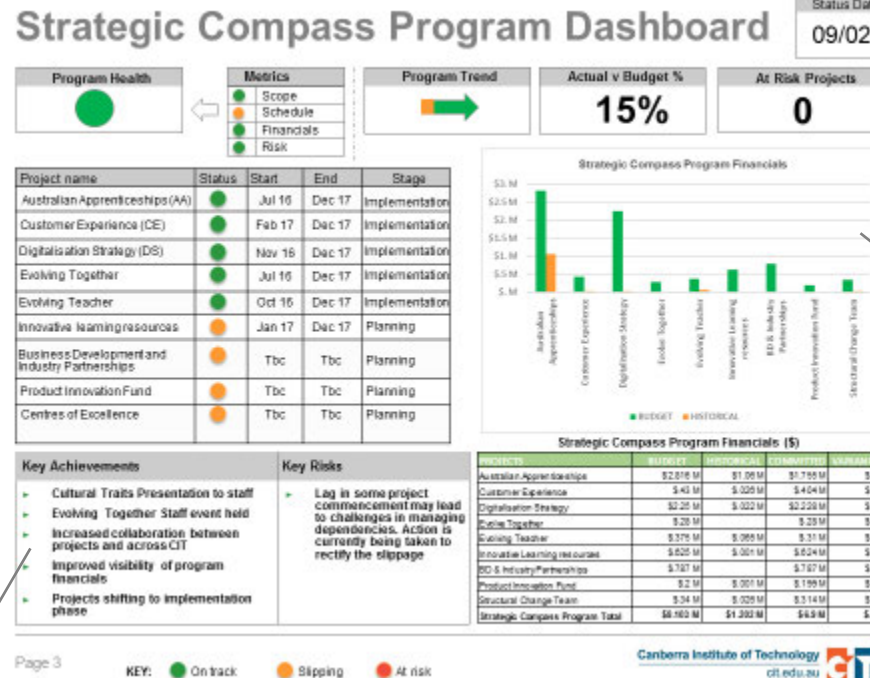
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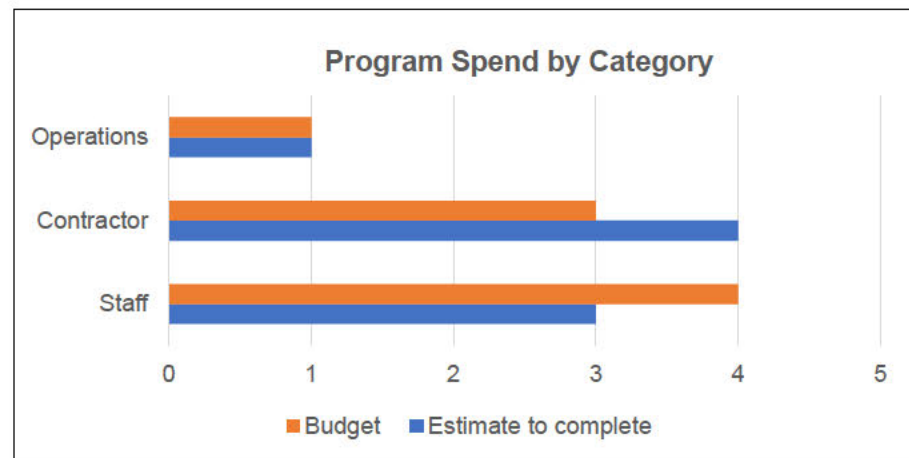
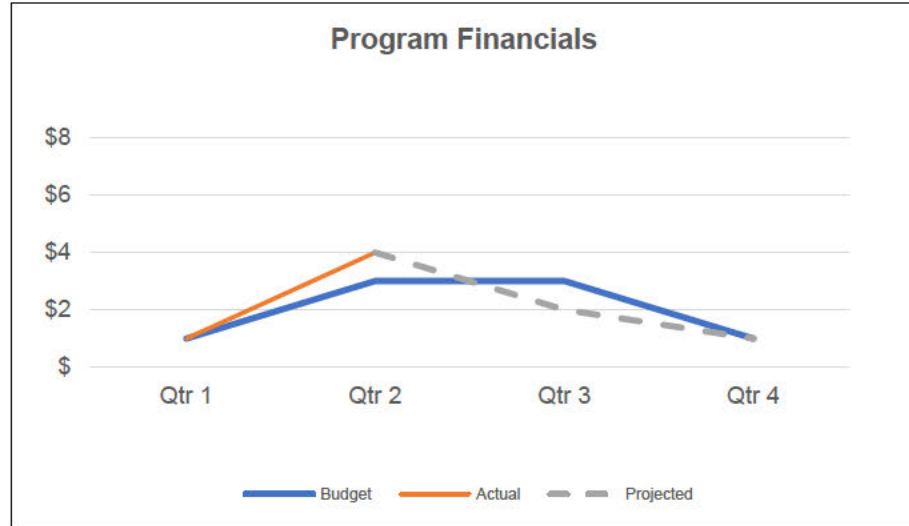
Program Risks

Detailing program and if required project level risk,



Program Financial, Compliance & Risk Dashboard

Financial



Compliance

Projects →

		1	2	3	4	5	6	7	8	9
Policy ↓	Program	○	○	○	○	○	○	○	○	○
	Procurement	○	○	○	○	○	○	○	○	○
	Financial	○	○	○	○	○	○	○	○	○
	Human Resources	○	○	○	○	○	○	○	○	○

KEY: ● Low ● Medium ● High *Managed by the Campus Modernisation Sub-committee

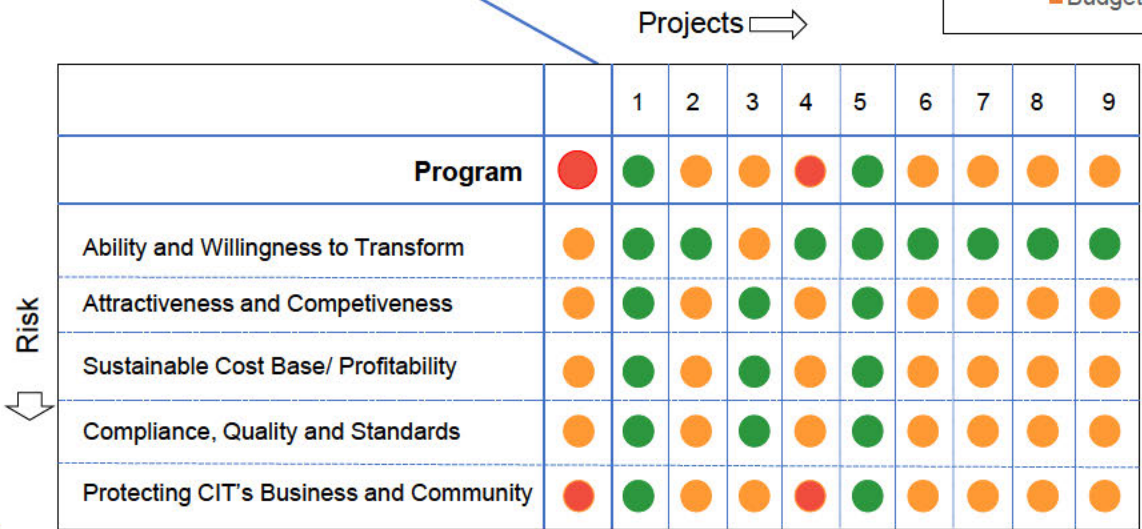
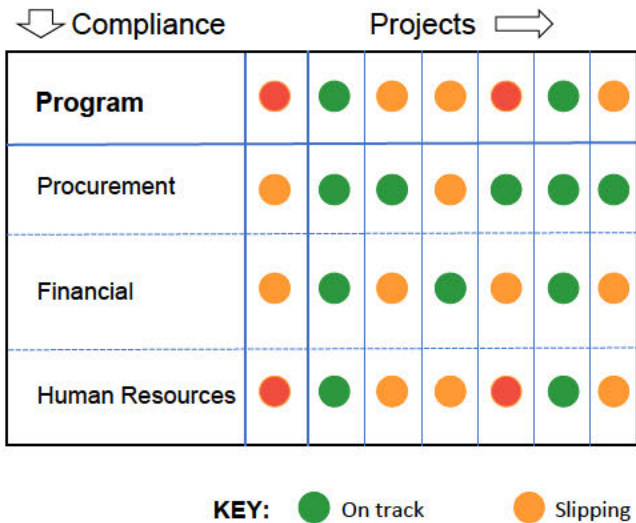
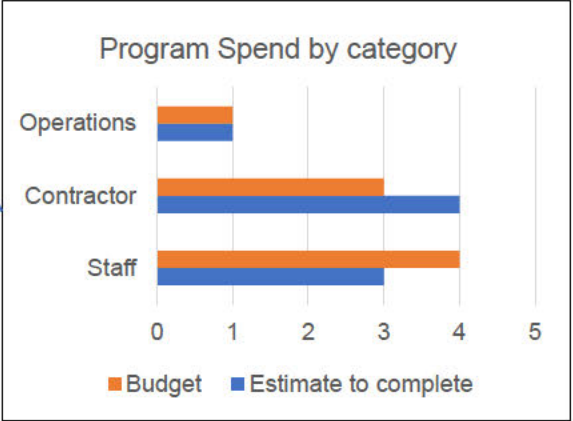
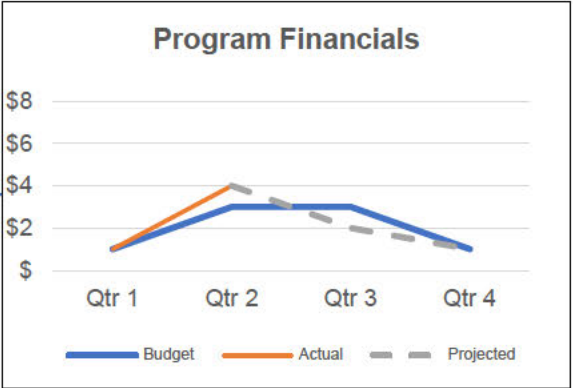
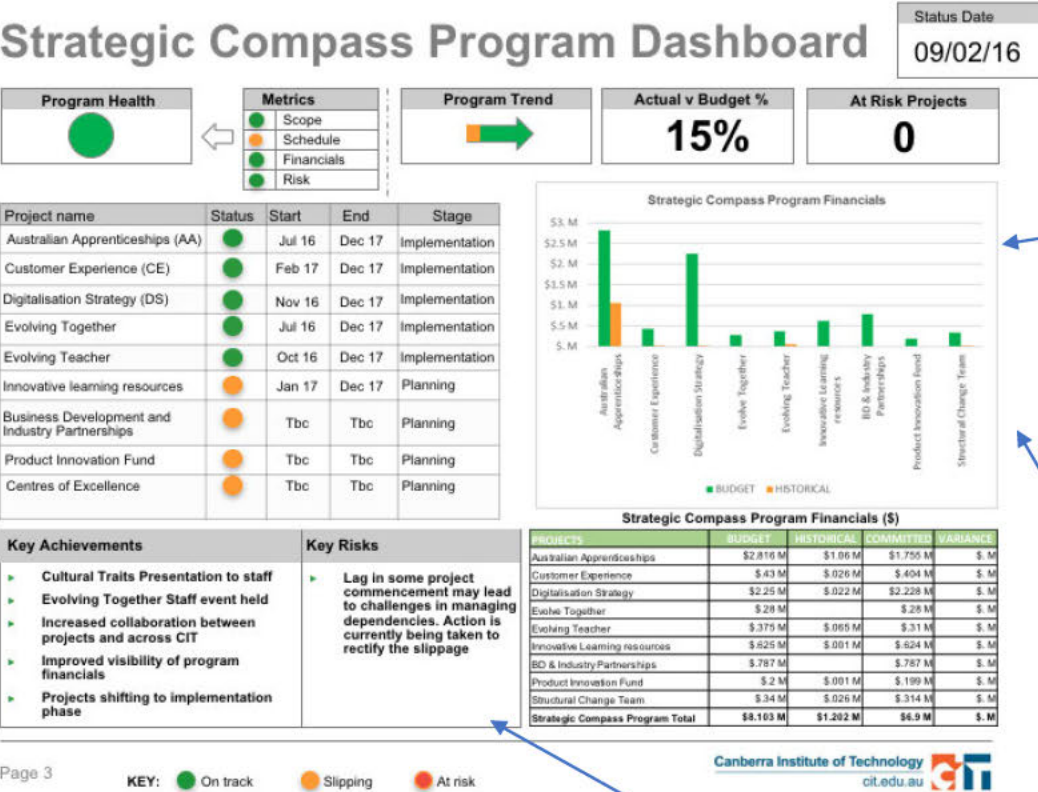
Projects →

		1	2	3*	4	5	6	7	8	9
Risk ↓	Program	●	●	●	●	●	●	●	●	●
	Project Scope	●	●	●	●	●	●	●	●	●
	Schedule	●	●	●	●	●	●	●	●	●
	Financial (Contingency)	●	●	●	●	●	●	●	●	●
	Benefits	●	●	●	●	●	●	●	●	●
	Compliance	●	●	●	●	●	●	●	●	●
		●	●	●	●	●	●	●	●	●

Projects

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Alignment with Board Program Dashboard



Dashboard user guide – Compliance & Risk

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Risk Projects

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Attractiveness and Competitiveness							
Sustainable Cost Base/ Profitability							
Compliance, Quality and Standards							
Protecting CIT's Business and Community							

CIT Risk profile

Column allows for easy identification of area at risk

IMPACT					
	1	2	3	4	5
	Insignificant	Minor	Moderate	Major	Catastrophic
Project Contingency	Nil impact on contingency	<20% of contingency will be impacted	20% to <50% of contingency will be impacted	50% to 80% of contingency will be impacted	>80% of contingency will be impacted
Project Schedule	- Schedule is on track - Baseline established - Baseline approved by steering group	- Schedule +<5 working days and/or - has been baselined - baseline approved	- Schedule +5 working days and/or - has been baselined - baseline not approved	-Schedule +<10 working days and/or - has not been baselined	-schedule impact >10 working days and/or - Baseline not established nor approved - Has missed deliverables impacting critical path
Project Scope	- Nil impact - scope documented and approved	- Small impact – can be managed within current variables such as schedule and cost. - Scope documented and approved	- Medium impact – can be managed in current schedule and /or contingencies - Scope documented but not approved	10% to <20% High impact – will result in changes to project cost, time or quality.	- Significant impact – will result in changes to project cost, time or quality. - Scope not defined or approved - scope changes implemented but not documented or approved
Project Benefits	Insignificant benefit impact.	<5% Small impact – benefit decrease.	5% - <10% Medium impact – benefit decrease.	10% - <20% High impact – benefit decrease.	>20% Significant impact – benefit decrease.
Project Dependencies	No impact.	- Future phase cannot commence without satisfying - manageable impact on critical path	- Next Phase cannot commence until satisfied - Will moderately delay critical Path	- Current Phase cannot complete until satisfied - Will majorly delay critical Path	- Project cannot continue until satisfied - Will significantly delay critical Path
Project Compliance	Nil impact on audit	- Nil impact on external audit - possible impact on internal audit	- Possibility of being flagged by External Audit - Will be detected by Internal Audit	- High Possibility of being flagged by External audit	- External audit findings will be raised

Strategic Compass

Program Dashboard Reporting Matrices

The Program Dashboard reporting matrices (Traffic light reporting system) have been developed based on the Risk Management Approach currently utilised by CIT.

It supports the assesment of a critical program/project management dimension (Risk, Issues, Dependencies and Compliance) against a key project metric (Contingency, Schedule, Scope, Benefits, Dependencies and compliance) to identify the current state of the program/project, in that particular area.

The impact scale has been developed across the agreed key Program/Project Metrics and scaled across five levels (Insignificant to Catastrophic). This impact scale will apply across all the project management dimensions below

For simplicity, an approach is proposed whereby if a project is flagged as red or amber in any of the dimensions, the entire project is flagged to the highest level of indicator present. For example if a project is found to have a single high (red) rating in risk, then the project is flagged as red in the risk reporting dashboard and further detail provided on the flagged risk and treatment strategy as an attachment.

Version 1 0 20/03/2017

Strategic Compass Program Office

Authority: Marcus Kanagasuntherie - Program Manager

RISK RATING MATRIX									
		Impact Scale						LIKELIHOOD SCALE	
		Insignificant	Minor	Moderate	Major	Catastrophic		Scale	Description
Likelihood Scale	Almost Certain	High	High	High	High	High		Almost Certain	Is expected to occur Once a quarter; or >1 in 10
	Likely	Medium	High	High	High	High		Likely	Will probably occur Once a year or more; or 1 in 10 - 100
	Possible	Low	Medium	Medium	High	High		Possible	Might occur sometime in the future Once every 1 – 5 years; or 1 in 100-1000
	Unlikely	Low	Low	Medium	Medium	Medium		Unlikely	Could occur but doubtful Once every 5 – 20 years; or 1 in 1000 – 10,000
	Rare	Low	Low	Low	Low	Low		Rare	Occur only in exceptional circumstances Once every 20-100 years; or 1 in 10,000 – 100,000
Issues Matrix									
		Impact Scale						Urgency Scale	
		Insignificant	Minor	Moderate	Major	Catastrophic			Requires resolution prior to:
Urgency Scale	Current	High	High	High	High	High		Current	Conclusion of current Fortnight
	Urgent	Medium	High	High	High	High		Urgent	Current Phase Conclusion
	Important	Low	Medium	Medium	High	High		Important	Next Phase commencement
	Timely	Low	Low	Medium	Medium	Medium		Timely	Next Phase Conclusion
	As needed	Low	Low	Low	Low	Low		As needed	Prior to end of project
Dependencies Matrix									
		Impact Scale						Dependency Management Scale	
		Insignificant	Minor	Moderate	Major	Catastrophic			Requires resolution prior to:
Dependency Management Scale	Not Mapped or Managed	High	High	High	High	High		Not Mapped or Managed	No mapping has been conducted
	Minimal mapping done	Medium	High	High	High	High		Minimal mapping done	Mapping has commenced but not finalised, not being monitored
	Mapped not managed	Low	Medium	Medium	High	High		Mapped not managed	Mapping has been done, but not assigned or being monitored
	Mapped and partially managed	Low	Low	Medium	Medium	Medium		Mapped and partially managed	Mapping completed, not fully assigned or being monitored
	Mapped and Managed	Low	Low	Low	Low	Low		Mapped and Managed	All dependencies mapped and properly managed/monitored
Compliance Matrix - to be developed further with Business Support team									
		Impact Scale						Compliance Scale	
		Insignificant	Minor	Moderate	Major	Catastrophic			Requires resolution prior to:
Compliance Scale	Non Compliant	High	High	High	High	High		Non Compliant	- Policies not followed at all - Checklists not completed - Documentation not stored in TRIM - Rectification not possible
	Partially Compliant	Medium	High	High	High	High		Partially Compliant	<30% - Policies followed - Checklists partially completed - Minimal documentation in TRIM - Partial rectification possible
	Mostly Compliant	Low	Medium	Medium	High	High		Mostly Compliant	50 % - Policies followed - Checklists partially completed - Documentation partially in TRIM - will be rectified prior to completion of next phase
	Nearing Compliance	Low	Low	Medium	Medium	Medium		Nearing Compliance	<80 % - Policies followed (immaterial omissions) - Checklists completed - Most documentation in TRIM - will be rectified by completion of current phase
	Fully Compliant	Low	Low	Low	Low	Low		Fully Compliant	- Policies fully followed (no omissions identified) - Checklists completed - All documentation stored in TRIM

CIT Compass Projects

Project	Project Approach	Allocated Budget (\$m)	Start Date	Finish Date	Project Manager	Project Sponsor	Steering Committee (Yes/No)	CEO Briefing (note date and specific approvals)	05/04/17 - Review	12/04/17 - Review	19/04/17 - Review	Objectives	Outcomes	Funding Case Stated Deliverables (as of July 2016)	Status Updates	Risk	Trim reference and electronic links
Product Innovation Fund	Draft (copy not provided)	\$0.20												1. Provide a platform to promote and encourage innovative ideas from teachers and staff for products and courses in new and established markets. 2. To assist CIT to adapt our offerings for the skills for the future and foster a broader understanding of the importance of CIT creating repeatable profitable and sustainable products and courses			
CIT Digitalisation Strategy	Yes	\$2 250 000.00	Jul-16	Dec-17	Sarah Dixon	Sue Maslen	Yes	29/03/2017				1. Understand the drivers of customer choice and the market segments 2. Understand and document the customer journey 3. Better equip staff to respond positively to improve the customer experience 4. Improve market share in an increasingly competitive market by increasing the active promoters of CIT	1. A clear understanding of current state and key drivers in customer choice 2. Recommendations for change to CIT governance structural and procedural arrangements to support an improved customer experience at CIT 3. A survey tool to provide the ability for systematic collection and reporting of customer feedback 4. A model for continuous measurement and improvement of customer satisfaction 5. Future state blueprint and roadmap	1. Develop more automated and streamlined processes 2. On-line enrollment system 3. A contemporary Learning Management System 4.A contemporary Client Relationship Management (CRM) system 5. Efficient and effective business processes		H	
CIT Customer Experience Journey	Yes	\$430 000.00	Jul-16	Dec-17	Sarah Dixon	Sue Maslen	Yes	29/03/2017				1. To create a 'smart campus' through the identification and implementation of digital technologies to help better engage customers and to increase productivity. 2. To transform its business processes and services through a CIT Service Improvement Team led by a CIT Director Digital Transformation (DDT) 3. Evaluate and make recommendations on whether key systems are fit for purpose. 4. Drive service improvement across CIT through the implementation of mobile-ready business process digitalisation software to streamline processes which have been identified as major pain points for customers and staff.	1. A customer centric CIT Digital Strategy and 3 year roadmap 2. Stream lined and automated business processes starting with enrolments 3. Systems that are fit for purpose integrated and support our customers and staff 4. A model for continuous improvement 5. Analytics to inform business decisions 6. Sufficient cost savings to fund Service Improvement team	1. To provide an exceptional customer experience for every customer interaction across CIT			
Innovative Learning Resource Project	Yes	\$625 000.00	Apr 167	Dec-17	J-Deon Esterby-Wood	Sue Maslen	Yes					1. To run an initial pilot of three small development projects to provide some baseline intelligence about the current development approach the fit for purpose of the current systems and the needs of the CIT learners. 2. To make evidence based decisions about the most effective model for learning resource development in CIT leading to an agreed model. 3. The establishment of an interim Central Resource Development Unit in 2017 to combine the expertise of existing CIT and CIT Solutions Instructional Design capability to trial evaluate and report on the effectiveness of the agreed model. Many different approaches will be considered as inputs and possible modes of operation prior to the consideration of the interim model for CIT's context. 4. As a result of the lessons learnt with the interim CRD Unit the establishment of the ongoing effective sustainable CIT CDR Unit to commence in January 2018. What the final unit may look like is dependant on the final model decided upon as a result of the operation of the interim unit.	1. Improved learning resources for the 3 pilot projects which will enable those Colleges to enrol students into programs with more contemporary learning resources which will result in (a) an increased student experience and (b) useful data regarding the benefits of the investment in the resources which will add to the evidence based decisions around the agreed future model. 2. An external report as a result of the build for the pilot projects outlining CIT's strengths challenges and opportunities in regards to learning resource development. The report will focus on relevant CIT systems technology capability and capacity and will add to the evidence based decisions around the agreed future model. 3. An agreed model developed by the interim CRD Unit to guide the development activities for 2017 which will result in a series of improved program learning resources and lessons learnt through that development to educate the final development model. 4. Evaluation of the interim unit to inform the establishment of the unit going forward. The establishment of the ongoing effective sustainable CIT CDR Unit to commence in January 2018 dependant on the outcome of the evaluation of the final model.	1. To centralise instructional designers resource developers and online experts within a designated unit to modernise resources to meet changing student and industry needs 2. To address the demand for more digital learning resources to increase opportunities for flexible innovative and online learning to occur. 3. To increase the quality and consistency of teaching and learning resources and position CIT to be able to more effectively operate in a contestable market.		H	
Evolve Together Project	No (Pending)	\$0.28												1. A cultural change program within CIT to meet emerging training needs.		H	
Centres of Excellence	No (Pending)															H	
Evolving Teacher Program	Yes	\$375 000.00	Sept 167	Dec-17	Denise Madden							1. Build a highly skilled contemporary teaching workforce able to increase CIT's market share in all VET market segments 2. Role model contemporary teaching practices 3. Begin the evolution of teachers from digital literacy to digital fluency 4. Develop strong skills in pedagogical approaches to enable teachers to deliver effectively in a broad range of settings including work based learning 5. Develop a strong client service culture within our teaching cohort 6. Increase enrolments and improve outcomes for students including employment outcomes 7. Equip teachers with the knowledge and skills required to be proficient in meeting the RTO standards 8. Establish a financially sustainable new approach to teacher development at CIT for the future.	1. A declaration of contemporary teaching practice by 30th June 2017 2. A capability framework approved by 30th June 2017 3. Teacher personas representing stages of teacher development described by 30th June 4. A suite of content targeted to persona needs trialled and evaluated by November 30th 5. An evidence based recommendation for a new model of professional development by November 30th that can be actioned under BAU	1. To develop a new approach to teacher development at CIT and equip teachers with contemporary pedagogic and program design skills to meet the changing expectations of modern learners (including their digital expectations). 2. To build a skilled contemporary teaching workforce able to increase CIT's market share in all VET market segments.		H	
Australian Apprenticeship Project	Yes	\$3 282 708.00	Jul-16		Kerry Weiss							The new Australian Apprenticeships Project from 2016-2017 will investigate evaluate and implement the key findings of the first project.	The ACT's public provider will operate effectively in an environment of greater competition.	1. Develop trial and implement an enhanced model for the delivery and administration of Australian Apprenticeships by the ACT Government's public provider (CIT) 2. To investigate system and policy changes that need to occur to enable standard compliance reporting and payment arrangements to apply to both public and private provider delivery of Australian Apprenticeships training in the ACT.		H	
Business Development and Industry Partnerships	No (Pending)	\$0.79														H	

Australian Apprenticeship Project Budget:		
Sub Total	\$	4,424,226.20
Subtract adjustments	\$	1,141,518.20
Total:	\$	3,282,708.00

CIT EVOLVING TEACHER PROJECT RISK - 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.	<i>Lack of maturity to undertake self-assessment</i>	Source Self-assessment tool, a key deliverable under Evolving Teacher. Impact Delay in providing access to self-assessment tool.	Likelihood LIKELY Consequence LOW		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 Ongoing
2.	<i>Funding to support PD requirements identified and endorsed for project</i>	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		Likelihood LOW Consequence HIGH	PROJECT MANAGER Ongoing Ongoing
3.	<i>Lack of delivery in Digitalisation Project</i>	Source Current IT systems don't support CIT Teachers digital needs Impact Inability to provide adequate infrastructure	Likelihood POSSIBLE Consequence	Maintain knowledge of Project progress	Amend deliverable outcomes in accordance with CIT infrastructure capabilities	Likelihood POSSIBLE Consequence	PROJECT MANAGER Ongoing Ongoing

CIT EVOLVING TEACHER PROJECT RISK - 2018

		for digitalised teaching RTO to meet demand	MEDIUM			MEDIUM	
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CIT DIGITALISATION 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.	<i>Lack of appropriate IT infrastructure and applications to ensure staff and students get a contemporary experience</i>	Source <ul style="list-style-type: none"> Current IT systems not fit for current or future purpose IT staff skills limited to operate in new ways Impact <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> CITSSICT and Banner team mapping of applications and systems. Staff survey data accessed to also prioritise areas to be addressed. Removal of Novell to move to ACTGOV network 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. 	<ul style="list-style-type: none"> Completing early investigation and project planning to ensure all risks are addressed and controls are effective particularly concerning the removal of Micro Focus. 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. 	Consequence HIGH Likelihood LIKELY	ED, IESR and Digitalisation Project Manager

CIT BUSINESS DEVELOPMENT AND INDUSTRY PARTNERSHIPS 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.	<i>Lack of collaboration between internal and external relationships between the BDP team, CIT and Industry</i>	Source <ul style="list-style-type: none"> Lack of understanding of Industry needs by CIT Resistance to change and doing things differently Impact <ul style="list-style-type: none"> Lack of buy-in Loss of market share Reputational risk 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> Continuing team commitment to improve performance Developing mutual understandings between all Stakeholders Dedicating time to focussed efforts, which are then monitored and reviewed 	<ul style="list-style-type: none"> 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.	<i>Lack of fit for purpose policy and procedures for BD team.</i>	Source <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Reputational risk Loss of market share 	Consequence MEDIUM Likelihood POSSIBLE		<ul style="list-style-type: none"> 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.	<i>Lack of team expertise</i>	Source <ul style="list-style-type: none"> Specialist and core skills required to undertake key tasks Impact <ul style="list-style-type: none"> Unable to deliver project to desired satisfaction of stakeholders Loss of market share 	Consequence HIGH Likelihood LIKELY	<ul style="list-style-type: none"> Interim team continuing to deliver planned work under the guidance of new project manager 	<ul style="list-style-type: none"> 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