Canberra Institute of Technology (CIT)

Governance Framework - Strategic Compass Program

June 2017

Version 0.11

Review

Revision	Person Name	Role	Review Date
v0.2	Paul Richards	Organisational Change Manager	06/04/2017
v0.2AH	Anita Hargreaves	Executive Director, Transformation and Change	13/04/2017
v0.3	[redacted]	Organisational Change Manager	18/04/2017
v0.4	Denise Madden, Kerry Weiss, Sarah Dixon, Karl Caig, Nicole Stenlake, Marcus Kanagasuntherie, Sue Maslen, Carolyn Grayson, J-Deon Easterby-Wood, Paul Ryan and Margaret Robson	Strategic Compass Program stakeholders (e-mail requests and meetings where requested)	04/05/2017
v0.5	Cathy Hudson	Strategic Advisor	9/05/2017
v0.6	[redacted]	Organisational Change Manager	11/05/2017
v0.7	Cathy Hudson and Anita Hargreaves	Strategic Advisor and Executive Director, Transformation and Change	15/05/2017
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v0.9	Cathy Hudson,	CEO's Strategic Advisor	27/05/2017
v0.10	Leanne Cover and Cathy Hudson,	CEO and CEO's Strategic Advisor	29/05/2017
V0.11	Cathy Hudson	CEO's Strategic Advisor, SCIG Chair	19/06/17

Approval History

Role			Date
Strategic Compass Implementation Group (SCIG)		Endorsed	31/05/17
Chief Executive Officer		Endorsed	19/06/17
CIT Board		Endorsed / Not Endorsed	

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1 Purpose of the Document

This document describes the governance framework for the Strategic Compass Program (the Program).

Assumptions:

1. The Program has been 'Go Live' since October 2016 with strategic preparation and planning.
2. The detailed Projects work streams were 'Go Live' (at varying start dates) since December 2016.
3. External consultancy by [redacted] created an initial Governance Framework in December 2016 / January 2017 which was considered to be too complicated with too many project templates for CIT's requirements at this time.
4. A flexible project methodology has been adopted on all projects since their 'Go Live' date with individual Project Manager deciding on their usage and adherence to the [redacted] developed standardised templates/tools.
5. Project management within CIT is generically accepted and described as 'an immature environment' and funding/delivery timescales within the Program are prohibitive for a noticeable shift-change at this time (less than 8 months to deadlines - December 2017).
6. The updated Governance Framework is to adopt lessons learnt, add immediate value, standardise the methodology as best as possible and not add unnecessary workload to Project Managers.
7. The sophistication of the reporting regime within the Program does not currently offer automation or robotics and more traditional performance reporting tools and format are to be used in the immediate future.

2 Project Governance

Project Governance is the set of processes and structures that facilitates effective decision-making within a project or program. Governance involves:

- Domains - the 'what' of decisions about the project.
- Authority - the 'who' is responsible for making decisions?
- Structures and processes - the 'how' of decision making.

Project governance domains are essentially defined by the scope of the project and the structure of the project team. Project governance for this Program involves a number of different entities defined by their roles:

- CIT Board
- Chief Executive Officer (CEO)
- Strategic Compass Implementation Group (SCIG)
- Audit, Risk and Finance Committee (ARFC)
- Steering Committee (project optional)
- Strategic Compass Program Manager
- Project Sponsors
- Project Managers

The governance framework must be properly understood, planned, and accepted by all entities to be successful. Sponsorship and adherence to the processes that drive governance will assure that the appropriate structure is in place to support effective project oversight, decision making, stakeholder communications, conflict resolution, plus escalation management.

Establishing structured communications will maintain linkages throughout the levels of governance and assure that the organisational strategy; mission, vision, and desired outcomes are maintained and aligned. When governance is working correctly, the Strategic Compass Program can perform at optimal levels..

2.1 Document Scope

The scope of this plan includes the governance structure and the roles/responsibilities and escalations of the various governance elements within the Strategic Compass Program (the Program). Specifically the Program structure is shown below in Figure 1:

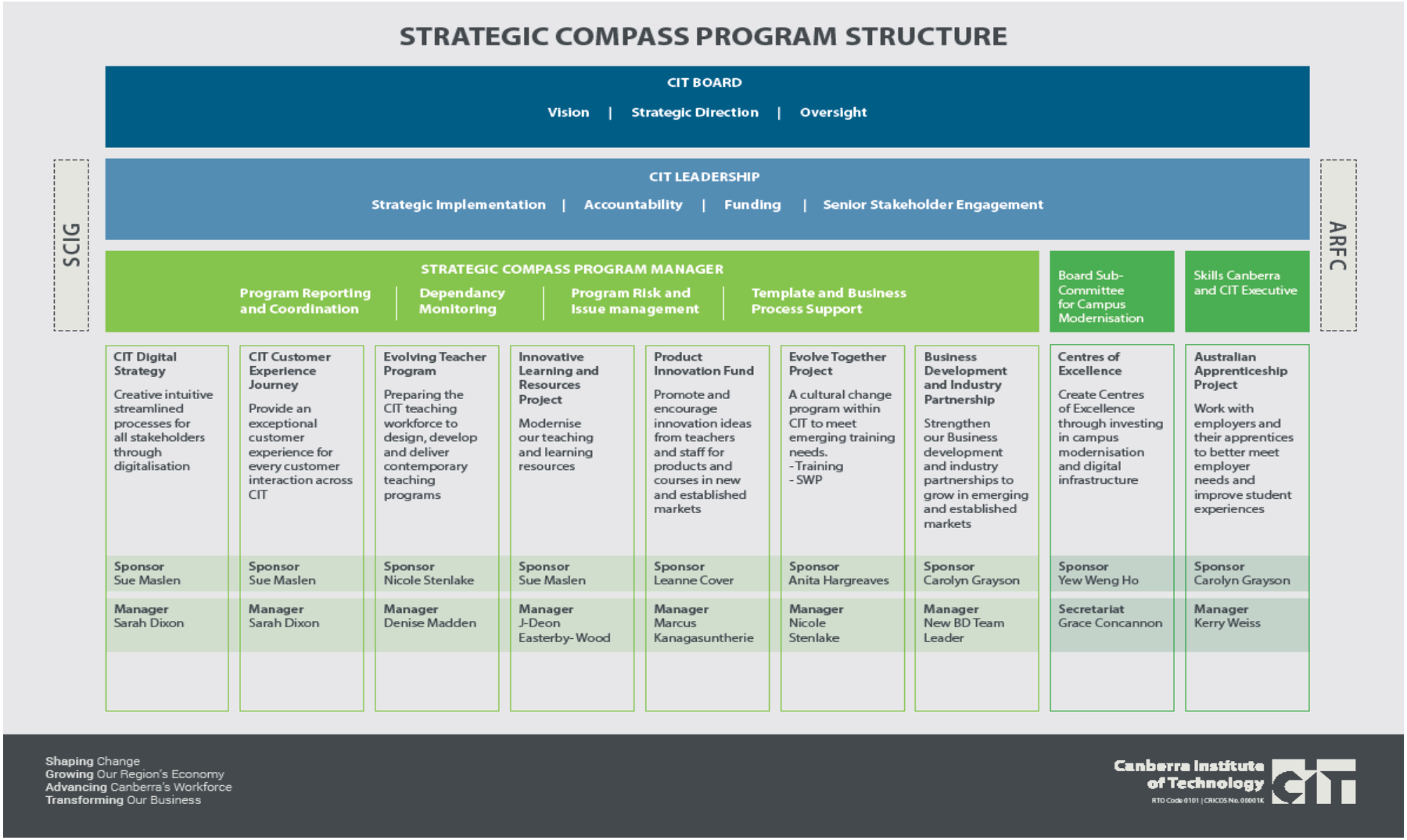


Figure 1: Strategic Compass Program Structure

The Governance Framework Strategic Compass Program caters for differing governance arrangements within the Framework as the Australian Apprenticeship Project reports to the Skills Canberra/ CIT Executive Monthly Meetings and then to the Board, while the Centres of Excellence Project reports to the Board Sub Committee for Campus Modernisation. Nevertheless, discussion on all Strategic Compass Projects at SCIG ensures appropriate linkages are made between the Australian Apprenticeship Project and the Centres of Excellence Project and all other Strategic Compass Projects.

In line with the CIT Audit, Risk and Finance Committee (ARFC) Charter, the Board expects the ARFC to monitor the Strategic Compass Projects from a compliance perspective (procurement, financial and human resources) and risk perspective. In addition, specific matters may be referred to the ARFC for consideration as required by SCIG.

2.2 Governance Structure

Governance is the control framework through which the Projects will deliver on their milestones and broader Program objectives. In the Program it has a multi-tiered leadership, oversight and accountability structure that provides ongoing review and assessment of the overall Program's activity.

The core program governance functions are a core element of the Program governance model and define points where critical decisions must be made or a key document must be reviewed. Depending on the nature, content, impact and/or audience of the document or decision, different groups will be held accountable for decision making and/or document sign-off.

The key elements within the Program's governance structure are depicted below in Table 1.

The Program's governance structure permits agile and timely decision making, while maintaining the integrity of those decisions and protecting the long-term interest of the Program, its stakeholders and sponsors.

The core (CIT specific) Program governance functions are shown below in Table 2.

Committee	Role/Issues	Membership (Chair)	Arrangements	Core role
CIT Board	Governing Board *Canberra Institute of Technology Act 1987* (CIT Act) (Section 9)	CIT Board Chair CIT Board members CIT CEO Refer: CIT Act (Section 10)	Frequency: At least once every 3 months. Duration: As required Agenda: Yes Minutes: Yes Action List: Yes Refer: CIT Board	Oversight Strategy Program Dashboard

Committee	Role/Issues	Membership (Chair)	Arrangements	Core role
			charter	
CIT Audit, Risk & Finance Committee (ARFC)	To provide independent, objective assurance and assistance to the CIT Board on CIT's risk, control and compliance framework, and its external accountability responsibilities. Requirement under *Financial Management Act 1996* (Sections 56 and 77)	Mr Bruce Papps (Chair) Mr Peter McGrath Dr Margo Wade CIT Board chair CEO Executive, Corporate Services Chloe Woolf, ACT Auditor-General's representative At least 3 and not more than 5 members. One has to be a CIT Board member. At least 2 members will be external and independent of CIT.	Frequency: At least 5 times per year including a special meeting to review CIT Annual Financial Statements. Duration: As required Agenda: Yes Minutes: Yes Action List: Yes Refer: CIT Audit, Risk and Finance Committee Charter	Oversight Audit, Risk and Finance Program Dashboard
Strategic Compass Program Implementation Group (SCIG)	To provide oversight, management, strategic direction and assurance for the delivery of Strategy Compass Program The CEO may refer items to EMC	CEO CEO's Strategic Advisor (Chair) Executive Director, Transformation and Change Executive, ETS Executive, IE&SR Executive, Corporate Head of Marketing and Communication Program Manager Project Sponsors Project Managers	Frequency: Fortnightly Duration: 1.5 Hours Agenda: Yes Minutes: Yes Action List: Yes	Advisory (to the CEO)

Table 1: Strategic Compass Program Escalations

Function	Description
Decision Making	Once the CEO has approved project approaches and related documentation, decision making is made at appropriate levels and either as part of Position Descriptions or delegations within the projects. An individual or Subject Matter Expert (SME), in consultation with their Project Manager, can make decisions which will only impact on their area. Wider decisions affecting more than one Project are escalated to the Project Sponsor and Program Manager (with consultation with CEO if needed regarding sensitive matters), while whole of Program decisions are made by SCIG and the CEO (plus the Board where referred by the CEO).
Risk and Issue Resolution	Risks and issues are to be formally reported periodically to the ARFC. They are escalated up the governance framework for review and decision, depending on their nature and severity. Risks and issues that cannot be resolved by a Project Manager or require further guidance are escalated to the Project Sponsor. Outstanding issues or very high risks are then escalated to the SCIG at planned meetings or the CEO by unplanned urgent (exception) meeting. The SCIG is an advisory body to the CEO.
Quality Assurance	The Strategic Compass Program Manager will assist staff to adhere to quality by providing Project Managers with an understanding of the quality expectations, protocols and processes. The review of work products follows an escalation process, which is predicted, on the type of product being developed, its content and sensitivity.
Document Review & Sign-Off	Depending on the intent of the document and its intended audience and / or consequence, reviews and sign-offs must be applied as appropriate. Typically a document that is highly sensitive, confidential or intended for broad and / or senior distribution will be referred to a higher governance level.
Reporting	Reporting timeframes will be stipulated by the CEO, adhered to by the Program Manager, Project Sponsors and Project Managers and monitored at SCIG meetings.

Table 2: Core Program Governance Functions

3 Roles & Responsibilities (Overview)

Project Sponsors, Project Managers, Program Manager, ED Transformation and Change, and SCIG Chair

All staff (including contract staff) involved in the development and implementation of the Program's projects are responsible for ensuring that the whole SC Program delivers more than the sum of the parts (i.e. the SC Projects). SC staff will do this by committing to work as a cohesive group and committing on an individual level to a process of continuous improvement in building their individual capacity to demonstrate CIT's cultural traits, particularly the following three traits: collaborative, adaptable, and accountable.

To ensure greater collective capacity for collaboration, professionalism and accountability this commitment will be included in *Setting My Directions Performance Agreements* for all SC staff (including contract staff) and regular (monthly) performance conversations between staff (and contractors) and their managers will include monitoring progress on this improvement.

3.1 Project Sponsor

The Project Sponsor is accountable for the overall success of the project.

The Sponsor, using their knowledge and information about the business and the project, must work with the Project Manager to ensure the project is clearly defined and managed, and delivered, effectively and

efficiently. The Project Sponsor should provide leadership and strategic support for the project, using their networking, negotiation and influencing skills to champion the project, broker relationships with stakeholders and resolve issues.

Specific responsibilities include:

- Ensuring the Project Approach/Business Case is prepared, appraising options and submitting for approval to the CEO to meet required timelines; this will include risks, issues, constraints, dependencies, deliverables, benefits and success criteria.
- Securing any additional resources, finance and commitment if required
- Agreeing (with the Project Manager) on reporting and management of the project.
- Controlling minor changes to the project definition as the project progresses
- Receiving and reviewing detailed status reports on the project from the Project Manager, resolving and escalating issues and risks and making key decisions so as to keep the project on track.
- Being accountable for the delivery of project outcomes and expected benefits.
- Clarifying project constraints for SCIG and CEO consideration
- **Ensuring any issues or lessons learnt from the project for BAU are considered by EMC in a timely manner**
- **Modelling CIT's cultural traits, particularly the traits of collaborative, adaptable and accountable**

3.2 Project Managers

The Project Managers are responsible for delivery of their individual projects.

Each Project Manager has responsibility to run the project on a day-to-day basis within parameters agreed by the project sponsor and CEO/SCIG. The main responsibility of this role is to ensure that the project produces the required products, to the required standards of quality and within the specified time and budget.

Each Project Manager is also responsible for the project delivering an outcome that is capable of achieving the benefits set out in the Project Approach (or Business Cases if used).

Specific responsibilities include:

- Running the project and Leading/directing the project team (if present).
- Defining the project and agreeing this with the sponsor/project Committee and having the Project Approach or Business Case formally signed off by the CEO.
- Preparing and maintaining (Program standardised and agreed) project documents (including performance reporting, communications, RAID logs and financial matters) and reporting progress against key milestones.
- Managing the identification, resolution and escalation of risks and issues for their projects.
- Implementing core project processes, including, Risk and Issue management, status reporting, change control, communications planning and stakeholder management
- Complying with Program specific and wider CIT governance and reporting arrangements.
- Being accountable for the delivery of project outcomes and expected benefits.
- Maintaining project administration at a level that supports effective delivery of products/outcomes.
- Deputising for their Project Sponsor.
- Demonstrating CITs' cultural traits, particularly the traits of collaborative, adaptable and accountable.

3.3 Strategic Compass Program Manager (the Program Manager)

The Program Manager is responsible for co-ordinating the delivery of the Program.

The role is to ensure that the Program delivers against their scope (quality, cost and timelines) for all deliverables and benefits stated in each of the Project Approaches/Business Cases.

Specific responsibilities include:

- Running the Program in line with the CEO approved Project Approaches/Business Cases.
- Co-ordinating any re-purposing at the direction of the CEO.
- Assisting project teams to adhere to this Governance Framework
- Working with the Project Managers and Project Sponsors to clarify, document and harness inter-dependencies to maximise efficiencies and effectiveness.
- Obtaining information from the Project Managers in a structured and time planned manner, to report to SCIG, the CEO, Audit, Finance and Risk Committee and the Board.
- Prepare progress reports and presentations on the SC Program for internal and external stakeholders.
- Managing effective communications across the Program, both 'upstream' and 'downstream' in a timely manner.
- Being accountable for the co-ordination of the program and the subsequent delivery of Program outcomes and expected benefits, working collaboratively with the Project Sponsors, Project Managers and teams.
- Co-ordinating the communication strategy for the CEO and Board with the Head of Marketing and Communications (and Project Managers) to inform key stakeholders on the progress of the projects (in line with the Board approved strategy).
- Performing the secretariat function for SCIG including preparation of agenda and relevant papers and following up on action items and agreed initiatives. The SCIG Chair will approve agendas, papers and the decision registers for SCIG prior to circulation.
- Reporting to and working closely with the Executive Director, Transformation and Change on the SC Program and links to the broader transformation and change agenda at CIT.
- Ensuring the overall compliance of the Program with agreed policies and procedures.
- Demonstrating CIT's cultural traits, particularly the traits of collaborative, adaptable and accountable.

3.4 Project Steering Committee (if used)

The Sponsor normally chairs the Project Steering Committee with others nominated to represent relevant business interests in the project. Other Committee members include the Project Manager and other specialist staff as required, such as representatives from legal, HR or finance. Committee members may be appointed for the life of the project or on a temporary basis as required.

The Committee provides advice for the project, monitoring progress against expectations and acting as a gateway for progression of the Project Approach at its stated milestones.

3.5 Project Support

Project support can be done by the Project Manager; however, dedicated support may be needed depending on the size/scale of the project.

This resource may also provide support to more than one project. Project support could be in the form of advice on project management tools, guidance or administrative services such as:

- Setting up and maintaining project files.
- Establishing document control procedures.
- Collecting data and updating plans.
- Administration of project Committee meetings.
- Administration of the quality review process.
- Project reporting.
- Deputising for the Project Manager.

4 Responsibility Matrix

The CIT Cultural Traits are the over-arching principles of working at CIT.

As outlined in Section 3 all staff (including contractors) involved in SC Program/Projects are responsible for modelling and demonstrating CIT Cultural Traits of customer centric, collaborative, trusted, professionalism, adaptable, accountable and inspirational (as champions for CIT's Cultural Traits by all other staff within CIT). However, in the Program specific environment, certain classifications are used within the Responsibility Assignment Matrix; roles in this decision-making framework, commonly referred to as a RACI Matrix, fall into distinct categories: Responsible (R), Accountable (A), Consulted (C), or Informed (I). Table 3 below describes each of these roles and Table 5 for the Compass specific RACI.

Responsibility Assignment Matrix (Role Definitions)	
RACI Role	**Role Description**
Responsible (R)	Those that do the work to fulfill the deliverables. A responsible person or persons get their authority from the individual that is accountable. In the Compass Governance Framework, the Project Managers holds the baseline responsibility for delivery against the scope.
Accountable (A)	The CIT CEO has ultimate decision-making authority and is answerable for the correct and thorough completion of deliverables. The CIT CEO can delegate responsibility for completion of the deliverables to others, but remains accountable.
Consulted (C)	Those whose opinions are sought, typically subject matter experts and advisors. There is two-way communication between individuals that are consulted and those responsible.
Informed (I)	Those that are kept up to date on progress of the project.

Table 3: RACI

The RACI is project specific to the Program environment and core CIT Position Descriptions should be considered in tandem with the matrix and the subsequent section on roles and responsibilities. It is an informed opinion that can be changed with subjective interpretation; it is a guide as opposed to a defining principle.

Strategic Compass Program Proposed Governance Escalation Schedule								
	Project Manager	Project Sponsor	Program Manager	Project Steering Group (PSG)	CEO	SCIG	Audit, Risk and Finance Committee	CIT Board
Project Approach	R	C	C	C	A	C	C	C
Risks, Issues, Dependencies and Compliance	R	A	C	C	C	C	I	CI
Budget	R	A	C	C	A	I	C	CI
Reporting	R	R	A	C	A	C	I	RACI
V1.4 21/06/17								
Strategic Compass Program								

Table 4: Compass Program Specific RACI

5 Project Reporting

5.1 Reporting

Each Project Manager is responsible for maintaining an electronic repository with working copies and version controls (in line with CIT naming conventions), which contains the agreed Program templates.

The Stages, Programs and Work Flows plus Tools are contextualised in Figure 2: Strategic Compass Program Governance Framework - Visual.

The named project tools/templates in Section 9 have been reviewed by the Program Manager (and approved by the CEO) as necessary for production of the CIT Board dashboard.

5.2 Project Manager to Project Sponsor

Dialogue is on a regular basis informally and using a diarised monthly meeting ahead of the diarised Project Steering Committee (if a Steering Committee or equivalent is used).

Business Rule #1:

The Project Manager maintains a simplistic spreadsheet at two levels (where there are multiple sub-projects):

- Master sheet - this is where all separate sub-projects are displayed and a Red, Amber, Green (RAG) system is used to clearly identify the status of the projects.
- Sub-project tabs - this is where each individual sub-projects are displayed and a Red, Amber, Green (RAG) system is used to clearly identify the status of the sub-projects.

In addition to the above spreadsheet the Project Manager must maintain:

- A monthly communications activities plan.
- Budget tracker (planned, committed and actual) expenditure.
- RAID Log.
- Gantt Chart (@ a milestone level).

5.3 Project Manager to Project Steering Group (or equivalent), if used

Once agreed by the Project Sponsor, the Project Manager should present draft documents to the Project Steering Group to seek feedback and in-principle approvals to submit them to SCIG. The timing of the Project Steering Group meetings can be flexible to allow documents to flow into SCIG in a timely fashion.

Business Rule #2:

The Project Manager maintains the same documents as Business Rule #1.

5.4 Project Manager to *'Upstream'* Meeting

Once agreed by the Project Steering Group, the Project Manager should submit the Status Report to the 'Upstream' Meeting; this is where the Project Managers deliver updates and data to the Program Manager.

The meeting considers project scope (Time, Budget and Quality), plus inter-dependencies; and it is held in advance of the SCIG meeting.

Business Rule #3:

The Project Manager completes a standardised high level Status Report for the information of and subsequent use by the Program Manager. The Status Reports gives updated information on the projects scopes (Time, Budget and Quality).

5.5 Program Manager to SCIG

Once the Program Manager has incorporated all individual project Status Reports into a consolidated higher level commentary it is forwarded to SCIG.

Business Rule #4:
The Program Manager completes a composite Status Report for SCIG that includes Budget Tracker, Gantt and a Raid (exception reporting); the report is electronically circulated to SCIG members a minimum of three days before the planned meeting date or by exception with the permission of the SCIG Chair.

The Program Manager has access to soft copies of all projects should SCIG wish to explore further in session detailed information, flowing into the higher level Status Reports they receive.

5.6 SCIG to CIT CEO

Once SCIG has made recommendations these are forwarded in writing (by way of a Recommendation Log) to the CIT CEO for her final decision, or alternatively by her referral to the Audit, Risk and Finance Committee (ARFC).

Business Rule #4:
The SCIG secretariat prepares a Chair endorsed Recommendations Log for the attention of the CEO; the Log to be completed the same business day as the SCIG meeting and once approved by the Chair to be electronically sent to the CIT CEO.

5.7 CEO

The CEO is the final decision maker on implementing the Program.

Business Rule #5:
The CEO must approve Project Approaches, expenditure and outcomes at the highest levels and any budget re-purposing, plus any changes to project scope.

The CEO can arrange project specific briefings to determine her confidence in project management and deliverables.

5.8 CEO to ARFC

The CEO will work with ARFC on monitoring Program compliance and will refer appropriate matters.

5.9 CEO to CIT Board

The CEO has the final approval on Program documents submitted to the CIT Board.

Business Rule #6:
Any Program related proposed agenda items/papers for the Board will be with the CEO at least 14 days before the calendar date of the next Board meeting; the CEO will decide if she needs to meet with the Program Manager or Project Sponsor to test the rigour and accuracy of the papers.. Necessary revisions will be completed ASAP post the CEO meeting.

Business Rules for circulation of papers to the Board and circulation of post meeting minutes are not within the remit of this framework document.

5.10 CEO to SCIG Chair (feedback and decision loop)

The CEO approves the SCIG Chair/Program Manager to give feedback from her and and/or Board meetings to the Project Sponsors/Project Managers in a timely and structured manner/fashion.

Business Rule #7:
The SCIG Chair/Program Manager will take feedback as immediate interventions or advice at an operational project level back to the Project Sponsors and Managers informally and also at diarised meetings ('Downstream' meetings).

The Program Manager will arrange the *'Downstream'* meetings as soon as is practicable from SCIG or Board meetings and within a maximum of 2 business days (not to be delayed for circulation of the draft recommendation log or minutes).

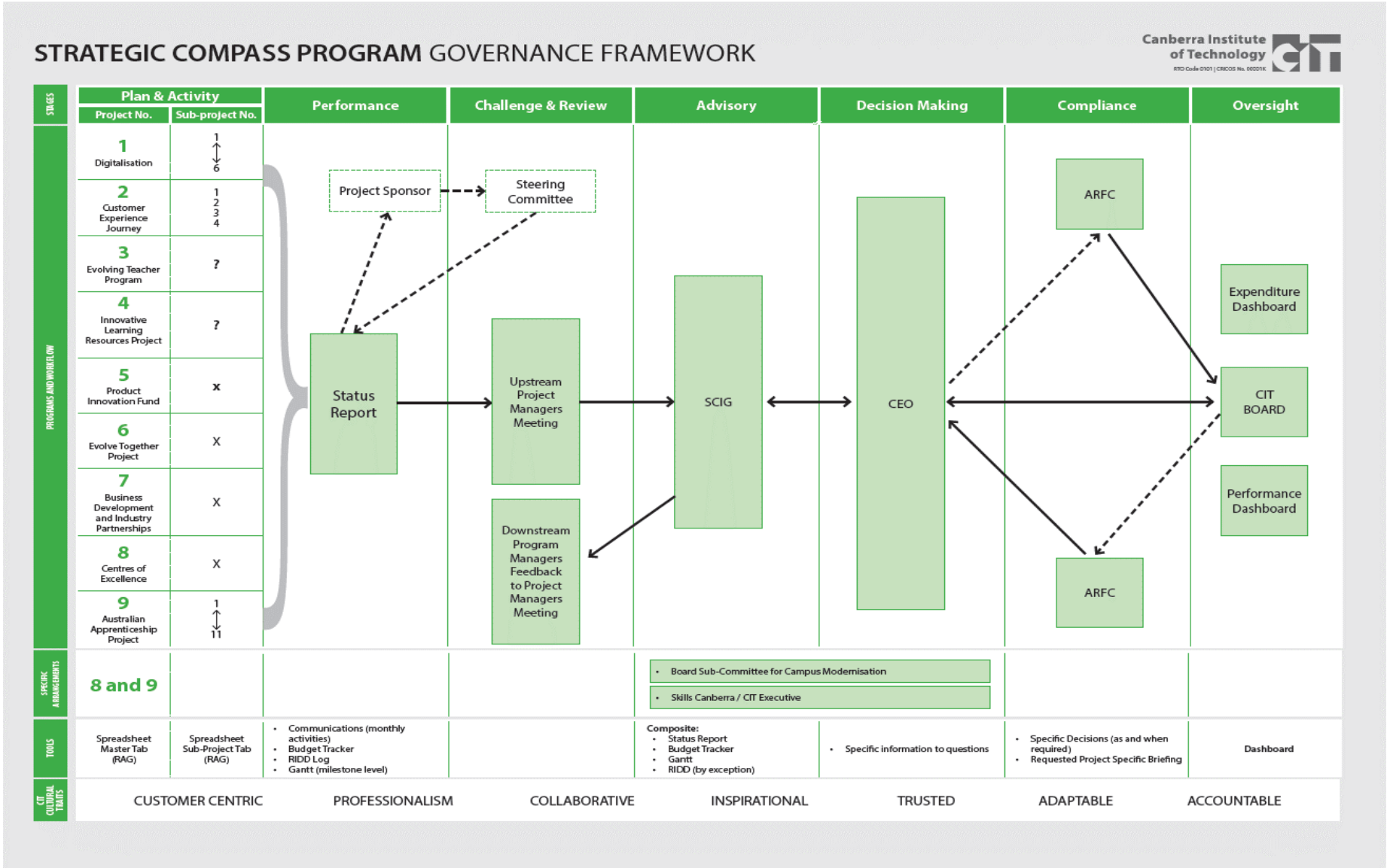


Figure 2: Strategic Compass Program Governance Framework - Visual

6 Program Presentations to the CIT Board

The Program Manager will organise a presentation event where each of the Project Sponsors and Managers are present to talk with CIT Board members and other stakeholders and answer questions on their individual projects. The event will be organised outside of diarised Board meetings in either June or July 2017.

7 Financial Delegations and Program Procurement Policy

The ACT Government policy is that named financial delegations are documented against Position Description numbers.

The ACT Government Procurement Policy will be complied with in the Program and managed as normal by 'Business As Usual' functionality.

8 Communications

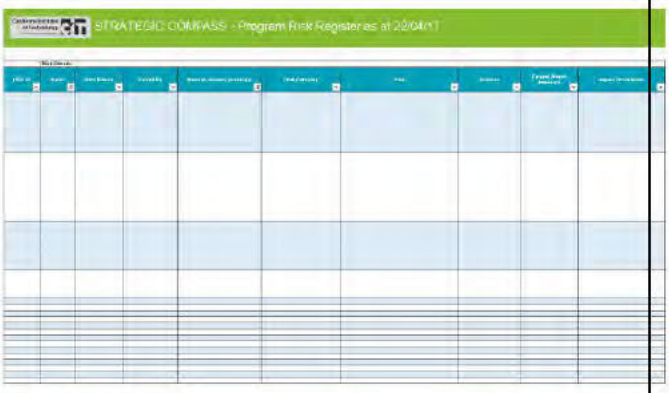
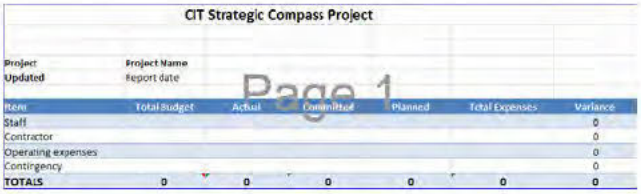
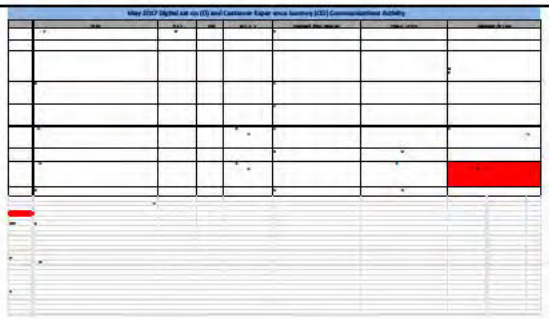
The Project Managers will follow the Board approved Communications Strategy Requirements and time submissions for products/updates. Project Managers will provide relevant and up to date content to the Program Manager and Manager of Communications and Marketing so that they can:

- Finalise the monthly SIS updates and upload to SIS by the 23rd of each month;
- Develop a rolling forward program communication plan using the monthly project communication activity plans and the project Gantt charts for CEO approval.

9 Project Templates

The below named project templates are the minimum requirements of completion and reporting within the Program. The CIT Board monthly dashboard reporting is driven by the documents; Project Managers have discretion to use any additional templates that add value, in discussion with the Program Manager.

	Description	Template
Status Reports	Produced fortnightly (AA2 monthly) by the projects. Provides a progress update on the project. This includes Achievements, Financials, key risks or issues that will impact delivery dates or benefits realisation.	
Project Approach	A high level Project Approach specifying the project details to justify the forecasted time and effort including the resource/financial implication. project scope, objectives, deliverables, dependencies, benefits and activities are defined.	

	Description	Template
RIDD Log	Provides a log of all current and past (resolved or no longer prevalent) risks, issues, dependencies and decisions. Through the maintenance of an up to date register, the progress of issues, risks, etc. can be monitored. Section 4 expands on the risk management guidance, ratings and risk response plan available through the template.	
Budget Tracker	Provides a log of budget, actual committed and planned financials for the projects	
Communication Update Template (monthly pre-planned activities)	Provides a summary of monthly pre-planned activities (in support to the Board approved Program Communications Strategy).	
Gantt Chart	Timeline with milestones (visual of project activity) and % completion of tasks	

Attachment C:

Advice on mid cycle evaluation and new Governance Framework – Strategic Compass Program

The initial [redacted] governance arrangements were considered by most project managers, project sponsors and the Program Manager as not fit for purpose and too complicated with too many project templates for CIT's requirements (there were 10 templates).

Partly, in response to these concerns, CIT has recently undertaken a mid cycle evaluation of the governance arrangements for the Strategic Compass Program, to ensure operational clarity for all staff within CIT. The evaluation sought to adopt lessons learnt, add immediate value, standardise project management methodologies as best as possible and not add unnecessary workload to project managers. As part of this evaluation, CIT has been very mindful of who should be fulfilling oversight roles given the respective responsibilities of the Board, the Audit Risk and Finance Committee, the CIT Campus Modernisation Strategy Subcommittee and Skills Canberra.

The CEO endorsed the new governance arrangements on 19 June 2017 (refer **Attachment D** *Governance Framework – Strategic Compass Program*). The *Governance Framework – Strategic Compass Program* caters for differing governance arrangements within the Framework as the Australian Apprenticeship Skills Reform project reports to the Skills Canberra/CIT Executive Monthly Meetings (as required by the *ACT Funding Agreement*) and then to the Board, while the Centres of Excellence (Campus Modernisation) project reports to the CIT Campus Modernisation Strategy Subcommittee. Nevertheless, discussion on all Strategic Compass projects at the Strategic Compass Implementation Group (SCIG) ensures appropriate linkages are made between the Australian Apprenticeship II project and the Centres of Excellence (Campus Modernisation) project and all other Strategic Compass projects.

The mid cycle evaluation highlighted the importance of 'evolving together', building capacity and capability in project management, collaboration skills and collective accountability. In all of these areas, it is imperative to acknowledge that CIT needs to evolve and transform business from our current state to a new improved future state. Although there are pockets of project management expertise and best practice collaboration within CIT, the CEO has assessed the current collective capability and capacity as requiring significant improvements.

In summary, the newly endorsed *Governance Framework – Strategic Compass Program* (and linked activities) includes the following:

a) The Chair of the Strategic Compass Implementation Group (SCIG) is changed to the CIT CEO's Strategic Advisor, Ms Cathy Hudson.
b) The SCIG terms of reference remain unchanged.

c) The SCIG membership is expanded to include the Executive Director, Transformation and Change, Ms Anita Hargreaves, the Head of CIT Marketing, Ms Rebecca Sporcic, and all project managers (from the Program).
d) The reporting line for the Program Manager, Mr Marcus Kanagasuntherie is changed to the Executive Director, Transformation and Change, Ms Anita Hargreaves.
e) Short term work will be completed by a centralised team by mid July to review project approaches, risk registers, gantt charts, financial information, communication plans and data requirements for performance reporting and to deliver greater consistency and support outcomes.
f) All performance reporting must 'flow' into the CIT Board approved dashboard – standardised templates to be used by all project managers.
g) Escalation steps and linked business rules outlined.

SCIG Decisions

Progress on the short term work as outlined in e) above was considered by SCIG on 20 June 2017 and again on 4 July 2017. Although significant progress has been made to standardise and finalise all project documentation, due to staff absences from ill health further work is needed to finalise the remaining project documentation by mid July. SCIG also decided at the meeting of 20 June 2017 that the CIT Campus Modernisation Strategy Subcommittee would provide oversight of the Centres of Excellence Project rather than SCIG.

Audit, Risk and Finance Committee (ARFC)

In line with the ARFC's Charter, advice on the mid cycle evaluation of the governance arrangements for the *Strategic Compass 2020 – Evolving Together* projects including details of the newly endorsed *Governance Framework – Strategic Compass Program* and a draft Program Risk Register was provided to the ARFC meeting on 23 June 2017. A commitment was also given at this meeting to the provision of an out of session paper to the ARFC by 14 July 2017 providing a final Strategic Compass Program Risk Profile for the *Strategic Compass 2020* projects.

SCIG held a specific workshop on risk registers with Project Managers, Project Sponsors, the Program Manager and the Senior Manager Audit and Risk to improve understanding and consistency in risk terminology and to complete documentation for the Audit, Risk and Finance Committee in line with the commitment outlined above. On 4 July SCIG considered revised risk registers and the Program Risks. With some further modifications for consistency these documents are expected to be approved by the CEO by 12 July 2017.

The revised Strategic Compass Risk profile will be distributed to the ARFC on 14 July 2017 for noting and will be tabled at the Board meeting on 26 July 2017.

[redacted]

Attachment C: Background to proposed information segregation approach

Traditionally, two categories of program information are captured for reporting on the progress of projects, by organisations. These categories are as follows:

1. Project related metrics: the traditional monitoring metrics (levers) that indicate the successful planning and implementation of projects. These metrics include scope, budget, risks, issues and dependencies. These are normally administrative in nature.
2. Project outputs and outcomes: are the qualitative data captured that reflect the actual work carried out by the projects, changes that are created, reports produced and benefits achieved.

Various organisations present the captured information in various combinations, normally dependent on the nature of the organisation and the size/value of the project to the organisation. One such approach is the presentation of the two categories separately, within a broader context of the nature of the information.

The following benefits may be perceived by separating the reporting of the information captured under the two categories:

- Quantitative program metrics: by considering project metrics in the dashboard, the role of the Board is to monitor progress. The Board monitors whether projects are operating within agreed parameters, appropriate management techniques are implemented and risk and issues are monitored and managed. This is normally presented in a dashboard format. Any inclusion of outputs and outcomes tend to detract from the role of the monitor, as these related to the broader impact on the organisation as opposed to project administration.
- Qualitative Program outcomes: by considering outputs and outcomes as they relate to the broader strategic outcomes at CIT, especially if they are presented within the right context (for example in the CEO's report), the role of the Board switches to a strategic oversight role. This maintains the integrity of the role of the Board in providing strategic oversight and alignment. This also enables the Board to identify, claim and acknowledge outcomes for the organisation with the underlying administrative information

[redacted]

[redacted]

Attachment B: Strategic Compass Program Dashboard modifications

Further details are provided below on the modifications made to the Program Dashboard for project complexity ranking and presentation of financial information.

1. Project Complexity ranking

In order to establish a basic complexity score for the ranking of projects to emphasise impact on the Institute, a review was conducted of the project metrics (levers) to identify those that indicate complexity of projects at CIT.

A complexity matrix has been developed from four selected metrics as displayed below. Each metric has been assigned a score of 1-5 based on estimated increased complexity. The complexity matrix is displayed below for comment:

	Score				
Metric	1	2	3	4	5
Scope - project impacts	one of Student, Staff, Industry, Partner and Government	two of Student, Staff, Industry, Partner and Government	three of Student, Staff, Industry, Partner and Government	Four of Student, Staff, Industry, Partner and Government	All of Student, Staff, Industry, Partner and Government
Funding	$0-299k	$300-599k	$600-999	$1m-2m	$>2m
Number of Subprojects	Nil	1-3	4-6	7-9	=>10
Number of members in project team	<5	5-<10	10-<15	15-<20	=>20

The projects were then assessed against the basic complexity matrix above and each assigned a score. As a result the initial complexity ranking of projects has been established as follows:

Project	Scope	Funding	Subprojects	Resources	Total Score
Australian Apprenticeships II Project	4	5	5	5	19
Digitalisation Strategy	3	5	3	2	13
Evolving Teacher	1	2	3	1	7
Innovative Learning Resources	1	3	1	2	7
Customer Experience	1	2	0	3	6
Evolving Together	1	1	3	1	6
Product Innovation Fund	3	1	1	1	6
Transformation & Change	1	2	2	1	6
Business Development and Industry Partnerships	2	1	1	1	5
Centres of Excellence	2	1	1	1	5

The projects on the Program Dashboard have been revised to reflect the results of the complexity rankings.

This basic complexity matrix will continue to evolve, through feedback from the Board and as the Institute matures in program management.

[redacted]

[redacted]

2. Financial Information presentation

The proposed dashboard presented earlier displayed financial information in a traditional budget versus actual format. Whilst this is useful in tracking projects at an individual level in terms of progress of spend, it does not offer any insight into the progression of the projects through the various stages such as from planning to implementation (committed) and delivery (historical/actual).

As discussed at the last Board meeting, the visualisation of the financial information will shift to reflect the progress of projects, whilst maintaining oversight of the performance of the financials between budget and actual.

This has resulted in the following revisions to the Program Dashboard:

a. Actual vs budget percentage (prior period v current period): this will show the progress of expenditure between the prior reporting period and current reporting period. This is displayed in the top bar of the dashboard
b. Program Financials bar chart – this will display the allocation of funds between planned, committed and historical. As displayed between reporting periods, a shift in funds from one category to the other indicates continued activity in the projects. This is presented on the right hand side section of the dashboard.

The Board should also note that since the last reporting period, a CIT project financial management tool has also been implemented, this now offers more rigor in categorising expenditure and visibility in managing the financial progress at a program level.

This tool was developed collaboratively with Finance staff in the Chief Operating Officer's team, ensuring alignment with the core financial functions at CIT.

[redacted]

ATTACHMENT B

Strategic Compass Program Dashboard – Explanatory notes

The overall Program health is determined by the changes to key program metrics such as scope, schedule, financials and risk. As displayed in the dashboard, the Program status is currently at risk, resulting from amber and yellow flags in the schedule, financials and risk metrics for the Program.

These flags are raised due to potential delays in project timelines, funding still categorised as planned and risks relating to the acceptance of change within CIT.

Additional commentary is provided below on each of the monitored program metrics:

1. SCOPE

At the time of this report, no projects have reported a variation to scope.

2. SCHEDULE

The overall Program schedule is at risk. This is the result of potential delays in two projects as at the date of this report. Further details on the two projects are provided below:

a. Digitalisation Strategy: A request to the CEO has been drafted to extend the 'Go Live' timeline for the Customer Relationship Management (CRM) system implementation sub-project of the Digitalisation Strategy project to the end of March 2018.. The proposed new timeline allows provides additional time for staff to become more familiar with the platform, together with providing more detailed ability for the platform's functionality to be utilised.

b. **Evolving Together Project:** This project underpins the entire Strategic Compass with significant dependencies on other Transformation and Change initiatives and the Strategic Compass Projects. With the executive director recruitment yet to be finalised, activities relating to the Strategic Workforce Planning, which forms part of this project, have been delayed until early 2018. This has led to an extension to the project timelines until 2018.

Overall, both these issues have the potential to extend the Program timeline, past the original estimated completion date of 31/12/2017. However, they can be managed as separate instances and finalised outside of Program arrangements.

3. FINANCIALS

At present, the Program is operating within approved budget as displayed in the Program dashboard. The current actual to budget ratio of 45% although slightly lower than the approved budget trend for the projects, is acceptable. With a number of large milestone payments due shortly, the ratio is expected to return to normal.

It should also be noted that at present approximately $1.8 million in the Program are still in the planned category for expenditure. If these funds are not committed for expenditure in a timely manner, the Program may not be able to expend the funding within the funding agreement timelines. This has been raised as an issue with the Strategic Compass Implementation Group (SCIG). An assessment is currently underway of the level of certainty at a project level of expending these funds in a timely manner, in collaboration with project teams. Any funds that do not meet an acceptable level of certainty within a project, will be tabled at SCIG for possible redistribution. It is expected that this process will be finalised by October 2017.

Lastly, as noted in the schedule section above, additional funding may be required as a result of the extension to both projects. It is important to note that even if funding is identified as available through the assessment detailed in the prior paragraph, it may be constrainted by the overarching funding agreement and as such may still need to be expended in the current calendar year (2017). This may result in the need for additional funding from CIT or through external funding sources in 2018 to complete further project activities. As a result all projects are in the process of preparing Budget Submission Plans to be considered as part of the CIT and ACT Government budget process in October 2017.

4. RISK

There are a number of risks with high residual ratings after treatment across the Program, driving the at risk flag for this metric. These risks are as are follows:

#	Project/Program	Risk
1	Digitalisation Strategy	*Staff resistant to change and lack skills to adapt to new business processes*
2	Evolving Together Project	*This project will require ongoing funding past December 2017*
3	Strategic Compass Program	*Future financial impact is not considered, coordinated, and managed as part of CIT Transformation and Change*
4	Strategic Compass Program	*The required level of communication is not achieved and the transformation and cultural change is limited*

As detailed in the report above, both risk 1 and 2 above will potentially result in the extension to project timelines and may require additional funding.
At the Program level, risk 3 will be mitigated soon, with projects finalising budget submissions for ongoing funding on integration to business as usual, or external funding through the ACT Government budget bid process. Lastly, risk 4 is expected to continue existing until the end of the program in December and will be monitored on an ongoing basis by SCIG. ---End of report---

Attachment A:

Strategic Compass Program Dashboard

Status at: June 2017

Program Health	Program Trend	Actual v Budget %		At Risk Projects
		April	June	0
		25%	36%	

Metrics	
Scope	
Schedule	
Financials	
Risk	

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	Key Issues
▸ To be provided	▸ To be provided

KEY: On track | Slipping | At risk

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Strategic Compass Dashboard user guide

High level program Heartbeat

Key metrics for the program, at a glance

Project level status and scheduling

Identified projects on track, slipping or at risk

Program level achievements

Detailing the project achievements at an organisational level

Date of reporting

Identify the point in time for the status update,

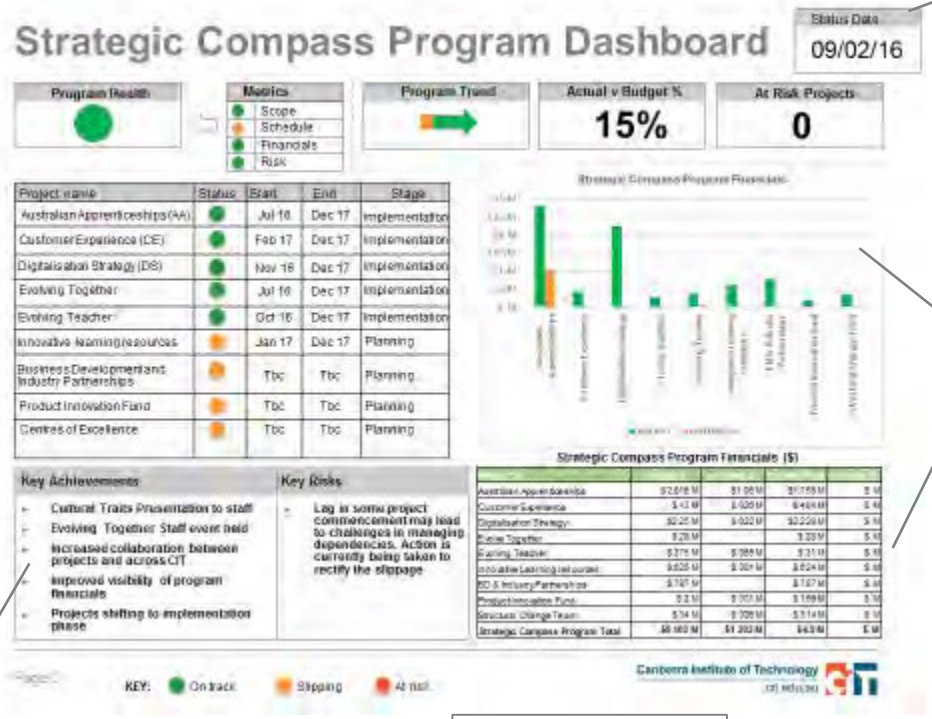
Program and Project Financials

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,

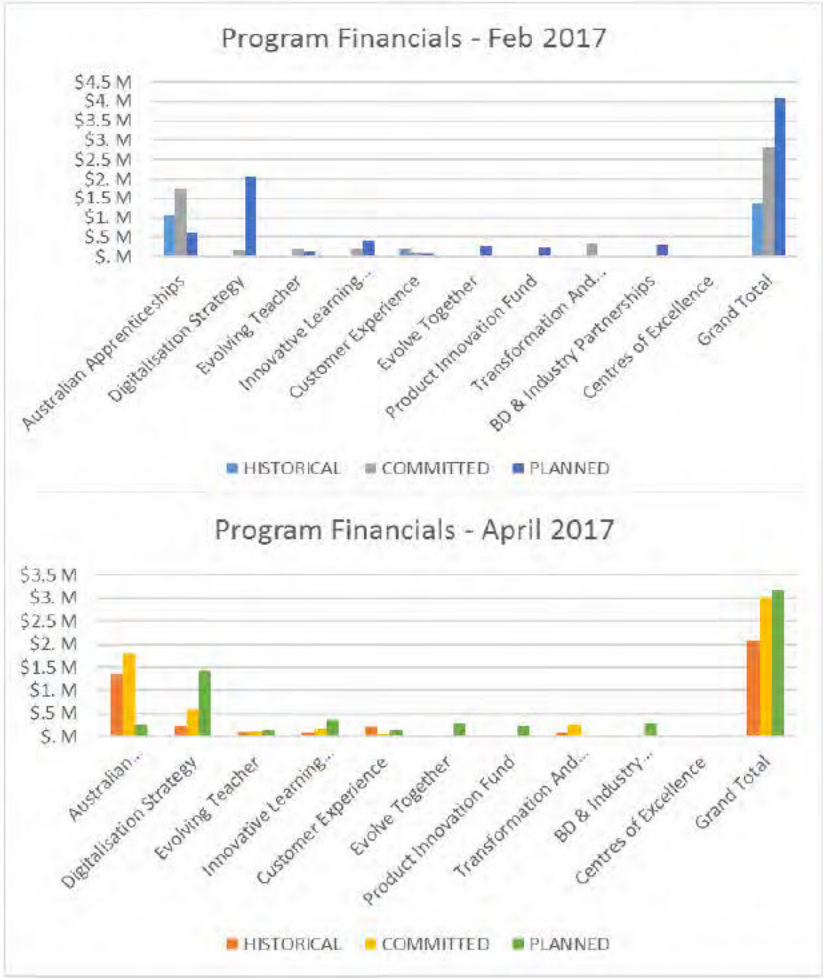


Strategic Compass Program Dashboard

Status Date
20/04/17

Program Health	Metrics	Program Trend	Actual v Budget %		At Risk Projects
	Scope		February	April	0
	Schedule		15%	28%	
	Financials				
	Risk				

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



Key Achievement

- **The remaining projects have now commenced the planning phase.**

Key Risks

- **Evolving Teacher may need to be re-scoped due to emerging digital requirements from other projects**

Key Issues

- **Program Governance needs to be embedded further in projects to improve oversight**

Strategic Compass – Commentary

- **The Business Development & Industry Partnerships, Product Innovation fund and Centres of Excellence projects have now shifted to planning mode with the appointment of project sponsors and project managers.**

Key Risks

Risk	Risk Treatment Strategy	Target Resolution date
▸ **Evolving Teacher may need to be re-scoped due to emerging digital requirements from other projects**	▸ **A gateway review will be conducted in order to determine the impact of the other projects on the evolving teacher project. This was an expected outcome when originally planning the project. Re- scoping will be done as part of the review** ▸ **The project may be shifted from the waterfall project management method to Agile project management to allow flexibility to incorporate further changes that may arise**	**19/06/17**

Key Issues

Issue	Issue Resolution Plan	Target Resolution date
▸ **Program Governance needs to be embedded further in projects to improve oversight**	▸ **A high level three month assessment of the program governance implementation is currently underway and any gaps identified will be addressed** ▸ **The gaps identified will be addressed and corrected with each project individually to ensure the ongoing consistency of program management across all projects. This is being done in order to ensure that there is an appropriate balance between Project management and project delivery depending on the current project funding levels and complexity.**	**19/06/17**

Strategic Compass Dashboard user guide

High level program Heartbeat

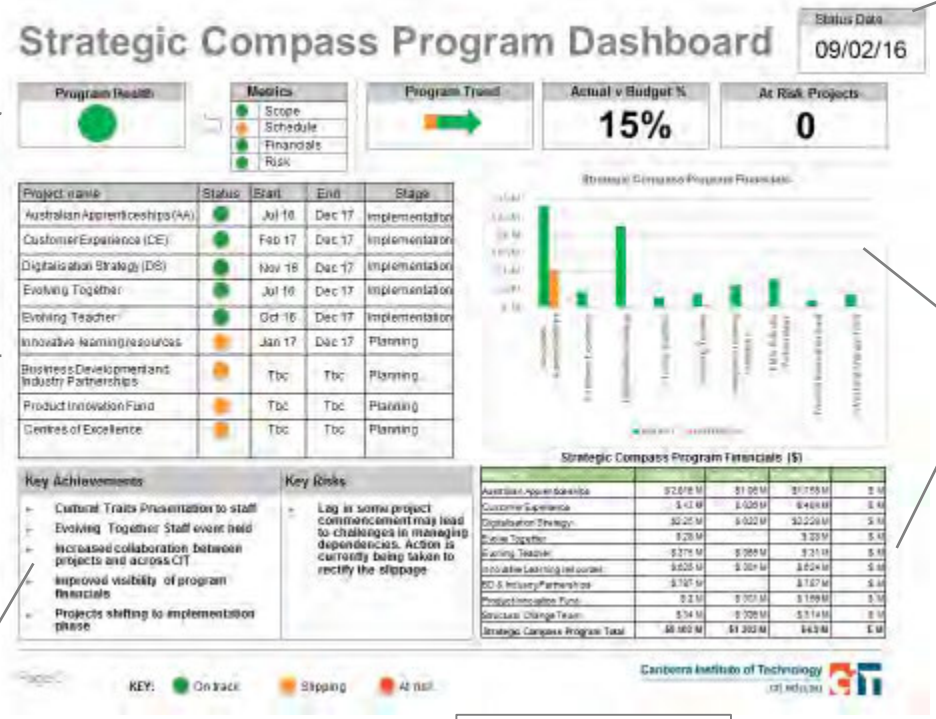
Key metrics for the program, at a glance

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 Risks

Detailing program and if required project level risk,

Identify the point in time for the status update,

Program and Project Financials

Financial progress in graph and table format

Provides a snapshot of project progress against budget

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 02/2017
10 May 2017

CIT Board Paper

Agenda Item:	**4.1**
Title:	**Strategic Compass Program progress update – April 2017**
Outcome:	**Note**

Recommendation: The CIT Board:

1. note the program update and dashboard
2. note that the program dashboard has been revised
3. provide feedback on the proposed separation of program reporting into quantitative program metrics and qualitative program outcomes.

Issues Summary	The program update is provided, the dashboard has been revised as per the Board's request at the last meeting and a proposal on the separation of the information presented into quantitative program metrics and qualitative program outcomes is provided.
Key Risks	Risks and emerging issues are identified in the Dashboard and are being managed and escalated appropriately to ensure timely resolution and actions.
Financial Implications	Nil
Consultation	Project Managers

Background/Issues

Program update

1. The Strategic Compass program continues to progress, with the following key highlights:
    a. The three projects flagged in the previous dashboard have now commenced (Business Development and Industry Partnerships, Product Innovation Iund and Centres of Excellence). These projects have appointed project managers and are in the process of stakeholder engagement for the planning phases.

[redacted]

[redacted]

b. The projects currently in the implementation phase have concluded current state assessments and develop key deliverables, such as Digital Principles, Customer Service Blueprint and New Teacher Induction pilots, in order to defined and sustain ongoing implementation and service uplift.
c. Financially the projects are operating within the agreed parameters, with a noticeable trend in expenditure patterns shifting from planned to committed, indicated continued activity in the projects.
d. Risks and emerging issues are being managed and escalated appropriately to ensure timely resolution and actions.
e. Dependencies have been defined and continue to be monitored at both the program and project levels to ensure that outcomes delivered by projects benefit the whole of CIT.
f. The Program Dashboard includes further details and is provided at Attachment A.

Strategic Compass Program Dashboard

2. At the last CIT Board meeting, the Program Manager presented a proposed Program Dashboard for reporting on the collective progress of the Strategic Compass projects.

3. The Board recommended the following modifications to the Program Dashboard:
    a. The re-ordering of the projects by complexity
    b. A shift to visual presentation of financial information from a tabular format
    c. A change the financial content presented to the Board from budget versus actual to progress of the total expenditure against budgeted expenditure (by historical (actual), committed and planned)
    d. The inclusion of key emerging issues.

4. The Strategic Compass Program Dashboard now incorporates the above feedback. Further details on the modifications are provided in Attachment B.

Proposed Information Segregation Approach

5. As the Program Dashboard is now fully functional, it is necessary to consider the content of the information provided and the value of this information to the Board, in assessing the progress of the projects.

6. A high-level assessment was conducted on the various methods of presenting program information to aid monitoring and decision making (please see Attachment C for further details). As a result, it was found that, in order for the Board to maintain strategic oversight of the Strategic compass Program, the quantitative program metrics should be presented in the Program Dashboard and the qualitative program outcomes be presented as part of the CEO's report.

[redacted]

[redacted]

7. The CIT Board is asked to consider the proposal on the separation of the information presented into quantitative program metrics and qualitative program outcomes and provide feedback as to the suitability of this format of presentation.

[redacted]

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 04/2017
10 October 2017

CIT Board Paper

Agenda Item:	**4.1**
Title:	**Strategic Compass Program progress update – September 2017**
Outcome:	**Noting**

Recommendations: The CIT Board:

1. note the status of the Strategic Compass Program;
2. note the Strategic Compass Program Dashboard and explanatory notes;

Issues Summary	The Program Dashboard with corresponding explanatory notes are provided at **Attachment A** and **Attachment B** respectively.
Key Risks	Details provided below.
Financial Implications	Details provided below.
Consultation	Project Managers and Project Sponsors were consulted in preparing this report as required by the Governance Framework - Strategic Compass Program.

Background/Issues

1. The Strategic Compass Program has been in operation since mid-last year and is now approaching the final quarter of operations under the current funding arrangements.

Strategic Compass Program Status

2. Overall, the Strategic Compass Program (Program) status is currently at risk (refer to **Attachment A**), based on the combined result of amber and yellow flags in the scope, financials and risk metrics used to monitor the Program's health. These are outlined below, with further explanatory notes provided at **Attachment B**.

    a) **Schedule:** The Program schedule is at risk, as two projects may extend past the Program completion date in December 2017. This is a result of a number of factors including resistance to change (impacting the implementation of the Customer Relationship Management (CRM) implementation sub-project of the Digitalisation Strategy) and extended timeframes for executive director

[redacted]

[redacted]

recruitment (impacting the Strategic Workforce Planning work required for the Evolving Together Project). Changes to the schedule for these projects may have a resultant impact on project financials and funding acquittal.

b) **Financials:** at present, approximately $1.8m of Program funding is still in the planned category for expenditure. If not committed for expenditure shortly, this might result in an inability to meet funding acquittal timelines under the relevant funding agreement. An assessment process is currently underway with project teams to assess the level of certainty of expenditure. Project funds that do not meet an acceptable level of certainty will be tabled in October for discussion and potential redistribution.

c) **Risk:** there are a number of high risks at the Project and Program levels resulting in the at-risk status of this metric. At the project level, this is predominantly due to staff resistance to change (Digitalisation Strategy) and the executive director recruitment process which is yet to be finalised (Evolving Together Project). A request to the CEO has been drafted to extend the timelines for the CRM implementation sub-project of the Digitalisation Strategy project to the end of March 2018. This extension would require additional funding from alternative sources. At the Program level, the risk relating to unknown future funding requirements will be resolved once projects present budget submissions as part of the cyclical CIT budget bid process in October 2017 and the risk relating to communications will continue to exist until the Program is finalised."

Project Level Status

3. The project flags on the Program Dashboard for the Digitalisation Strategy and Evolving Together Projects are driven by a combination of factors relating to schedule, risks and potential future financial impacts. Further details are provided in the explanatory notes provided as part of this paper.

[redacted]

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	**Related Actions**
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Governments' priority areas. • Industry Advisory Groups – refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019). • Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).
3.	Enhancing contemporary organisational transformation and workforce development 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); • the *Product Innovation Proje*ct which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems. • Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation. • Undertake leadership and business management development for middle management and Heads of Department • Expand the PIF program to include o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the [redacted] trained CIT teachers o Partnering with industry to embed industry into the CIT/[redacted] PIF programs to develop new products and services eg Renewable Energy Hackathon • Further leverage the alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.

	Priorities	Related Actions
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with [redacted]	• Budget Bid development and implementation for Reid Campus Renewal. • Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).
7.	Reshaping education and training products (*Innovative Learning Resources Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs. • Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery. • Continue to target support and training for teachers to address skill gaps through collaborative and innovative teaching practices. • Develop and implement a framework for the design and delivery of blended learning models for CIT.

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 01/2019
20 February 2019

CIT Board Paper

Agenda Item:	**3.1**
Title:	**Strategic Compass Board Priorities and Actions for 2019**
Outcome:	**Discussion/Decision**

Recommendation:
That the CIT Board:

1. Discuss the actions linked to the Strategic Compass Board Priorities for 2019; and
2. Agree to the provision of quarterly reports to the Board on progress in implementing the actions during 2019.

Issues Summary	For the Board's discussion, the CIT Executive has provided actions linked to the Board's Priorities for Strategic Compass implementation in 2019 (see Attachment A). It is proposed that these priorities and related actions be reported on quarterly to the Board during 2019 and be provided to the Audit, Risk and Finance Committee for their information.
Key Risks	A return to a balanced budget by 2020 may impact the progress of Strategic Compass implementation in 2019 and 2020.
Financial Implications	Progress and actions linked to two of the Board's Priorities will be contingent on Government support for two budget bids: *Campus Renewal at Reid* and *New CIT ICT Environment*.
Consultation	CIT's Executive has been consulted on the actions linked to the Board's Priorities for Strategic Compass implementation in 2019.

Background

1. Members discussed Board Priorities for Strategic Compass implementation in 2019 at the November 2018 meeting and indicated they were broadly comfortable with the priorities. Members indicated that a greater emphasis should be placed on pursuing market opportunities, workforce development and a refreshed key message for 2019 of

[redacted]

[redacted]

'*Evolving Together – Unlocking our Potential*'. The Board requested that related actions for the Board Priorities for Strategic Compass implementation in 2019 be provided for this meeting.

2. The Board noted at its November 2018 meeting that it may be necessary to only progress some of the agreed Board Priorities given budget constraints.

Issues

3. Following feedback from the Board the Board Priorities for Strategic Compass implementation in 2019 were amended to the following:
    - Building additional capacity and industry partnerships in emerging industries and areas of government demand;
    - Improving the recognition of CIT as a major economic and social contributor for the ACT and region;
    - Enhancing contemporary organisational transformation and workforce development at CIT through ongoing investment in our people through:
        - the overarching *Evolving Together Project* (including a greater focus on middle management and Heads of Department);
        - the *Product Innovation Project* which has successfully demonstrated the importance of collaboration and innovation across CIT;
    - Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with [redacted];
    - Reshaping education and training products through the *Innovative Learning Resources Project* and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project*;
    - Investing in digital infrastructure including as part of CIT's *Campus Renewal* and in line with the Chief Minister's ambitions for Canberra; and
    - Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.

4. The Chair relayed the Board's Priorities for 2019 at the all staff *Evolving Together* event on 30 January 2019.

5. Attachment A provides a table listing key actions against the Board Priorities for Members to discuss. It is proposed that these priorities and related actions be reported on quarterly to the Board during 2019 and be provided to the Audit, Risk and Finance Committee for their information.

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 01/2019
20 February 2019

CHAIR MEETING NOTES

Agenda Item:	**3.1**
Agenda Title:	**2019 CIT Board Priorities and Linked Actions**

Outcome sought:

Members discuss the actions and agree to the provision of quarterly reports to the Board on progress in implementing the actions.

Talking points:

- We requested at our November meeting that related actions for the Board Priorities for Strategic Compass implementation in 2019 be provided for this meeting.
- The CEO and Executives have provided the related actions in Attachment A for our discussion.

Members discuss the related actions and ask any questions.

- The paper also proposes that progress in implementing the actions be monitored by the Board on a quarterly basis. This is slightly different to last year when reports were provided to the Audit, Risk and Finance Committee on agreed 2018 priorities. I believe that this monitoring role is more appropriately undertaken by the Board.

Ask Members for their agreement to perform this monitoring role.

Background

Board Member Ray Garrand was absent from the Board Meeting in November 2018 but provided comments prior to the meeting on the Board Priorities. Mr Garrand's priorities were incorporated to an extent into the final Board Priorities. His feedback is provided below for your information:

There are 5 areas I think we should spend some time on from a strategic planning point of view:

- *Industry engagement - exploring different models especially given the increasing focus of industry on non-accredited training that is not necessarily aligned to a Training Package - how can CIT better partner with industry to meet the training they are seeking.*

- *Strategic partnerships - including with Universities and Higher Education institutions, the school sector and potentially other RTOs - given the developments in relation to [redacted] and others this is critical but also exploring new ways of engaging with the school sector in delivering VET.*

- *Workforce development- this should cover the future skills of VET teachers especially in an increasing digital world and also how to increase flexibility of delivery.*

- *Skills for the future- given the rapid pace of digitisation, automation and impacts of 4IR how does CIT best position itself to be a leader in developing the training for the future.*

- *Innovation - this is an overused word but should cover innovation of delivery, including new models, new course offerings etc - much good work is already happening in this space, what is the next big opportunity?*

[redacted]

[redacted]

[redacted]

[redacted]

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[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

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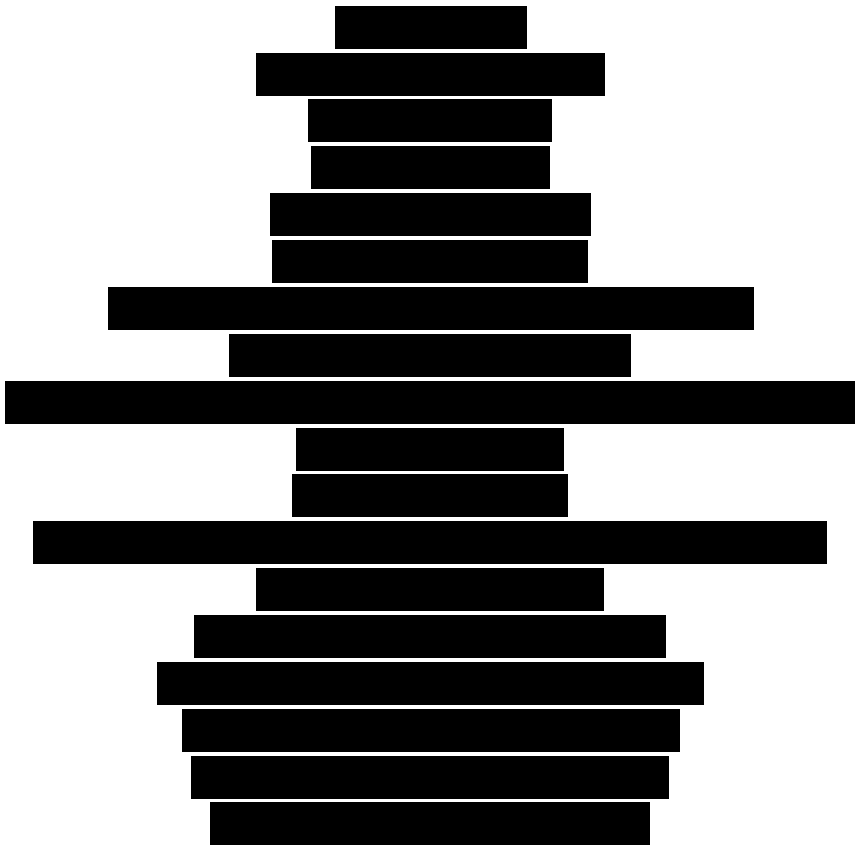

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ATTACHMENT B

CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end March 2019
1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Government's priority areas.	• To support additional capacity in the cyber and allied health industries, CIT secured two Government grants: $0.7 m to build CIT's Training Security Operational Centre (TSOC) and $0.5 m to build a simulated Allied Health Training Facility. The TSOC is operational and the Allied Health facility is due for completion by July 2019. • Development of fully online, accredited commercial program in Cyber awareness (single UoC). Pilot program underway with CIT staff as learners building CIT's capacity to deliver and assess program to national markets. • CIT, with [redacted], hosted Finals of first Australian National Youth Cyber Defence Competition, Cyber Taipan. • CIT secured two additional grants to deliver a project on increasing the engagement of mature workers into formal training at CIT to improve their employment outcomes, and a project for women in trades to promote those trades to women that are traditionally dominated by males. • CIT has launched Ctrl-IT, a portal to connect CIT students/graduates with employers who have employment opportunities. Initiative welcomed by industry as a way of facilitating connections between CIT's work ready graduates and real jobs. The 2019 pilot is for the Cyber and IT sectors only at this stage. • CIT continues to seek National Partnership Skilling Australia Funding targeting market opportunities in the Government's priority areas.

		• Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.	• A CIT Board Teleconference (April 2019) endorsed a new 3 tier approach to strengthen industry engagement:
			  • Active and engaged IAGs using consistent terms of reference with some content provided centrally
			  • Six-monthly Industry Forum, hosted by the CIT CEO, to connect members from all IAGs; and
			  • Annual ACT Industry Leaders event, hosted by the CIT Board
			• College Directors liaising with existing and new industry representatives to participate in IAGs.

	Priorities	Related Actions	Update as at end of March 2019
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019).	• On hold – working with Minister's office re involvement in launch of Report.
		• Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).	• 18 April 2019 Economic Development Sub Committee of Cabinet meeting cancelled. Board Chair and CEO to present to a rescheduled Economic Development Sub Committee of Cabinet.
3.	Enhancing contemporary organisational transformation and workforce development 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); • the *Product Innovation Project* which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems. • Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation. • Undertake leadership and business management development for middle management and Heads of Departments	• The Design team has been formed and has been undertaking extensive research and analysis of theory and tools as the initial step in the development of a transformational platform. • Evolving Together CEO Leadership Forum in April 2019 with 90 staff including middle management and Heads of Department to improve knowledge and awareness of organisational transformation at CIT.
		• Expand the PIF program to include o the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers o Partnering with industry to embed industry into the CIT/[redacted] PIF programs to develop new products and services eg Renewable Energy Hackathon • Further leverage the alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.	• Renegotiated new contract with [redacted] for 2019 with additional capacity to deliver ongoing incubator program throughout 2019. • First cohort for 2019 incubator program commenced involving 20 CIT staff (including teachers, Heads of Departments, and general staff). • Delivered Renewable Energy Hackathon to industry and ACT student groups in partnership with [redacted] utilising the PIF program outline.

	Priorities	Related Actions	Update as at end of March 2019
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.	• A CIT Learning and Development calendar is being developed to provide timely and cost-neutral capability development for all CIT staff aligned to the ACTPS capability framework. • A revised Setting My Direction (CIT's performance and development framework) was launched in April 2019 with renewed focus on performance development conversations and improving and embedding a development culture for the organisation. • Pilot program for the transition to using Shared Services website for HR related actions will commence in May aimed at reducing duplication and improving the efficiency of HR and some Finance processes across CIT. • Review of all delegations (Finance, HR and Educational) has been undertaken to streamline and better integrate business processes and ensure that the level of delegation meets the business needs. • A proposal to pool CIT Fleet vehicles at Reid and Bruce for greater efficiency is being assessed by Corporate Resources Sub Committee. • A project has commenced to review and improve reporting across CIT to give managers, the executive and the Board greater ability to monitor and manage CIT performance and outcomes. Improved financial reports are already assisting divisions in their financial management.
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with [redacted]	• Budget Bid development and implementation for Reid Campus Renewal.	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. Awaiting approval of Business Case as part of ACT Government 2019/20 Budget. • The scope of works detailed in the 2018/19 Reid Business case nearing completion except the CIT/[redacted] integrated masterplan which is on hold pending the ACT Government's decision regarding [redacted].
		• Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.	• Additional CIT Campus Modernisation Sub-Committee meetings to be scheduled following Budget Cabinet deliberations.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).	• Budget Business Case finalised and progressed through all required Committees. • Minister approved Budget Business Case. • Awaiting approval of Business Case as part of ACT Government 2019/20 Budget.

	Priorities	Related Actions	Update as at end of March 2019
7.	Reshaping education and training products (*Innovative Learning Resources- ILR Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs.	• Evolving Teacher roll out of self-assessment tool for Teacher Professional Learning Capabilities to inform Setting My Directions conversations and Professional Development provision and selection. • ILR focusing on high volume Units of Competencies (UoCs) to support quality, consistency and improved learner experience and protect CIT IP and increase productivity.
		• Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery	
		• Continue to target support and training for trainers and assessors.	• Evolving Teacher extending 2018 digital coaching pilot and mentoring pilot to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including *CIT Conversations,* blended learning facilitation strategies and *bits and bytes* modules.
		• Develop and implement a framework for the design and delivery of blended learning models across CIT.	• Blended learning models developed with validation testing commenced in ILR priority courses. • Supported by ILR, Evolving Teacher lead development of teaching and learning materials in high volume Units of Competencies in Health Community Services to standardise delivery across departments, improve student experience and protect CIT IP.

1.	Building additional capacity and industry partnerships in emerging industries and areas of government demand (such as cyber, renewables, health and education).	• Pursue market opportunities in the Government's priority areas.	• Allied Health simulated training facility in complete and ready for second semester use. • Pilot program completed. Capacity building across CIT re qualified assessors to support roll out of Institute-wide delivery underway. Development of costing models and marketing material underway. • Discussions between CIT and Skills Canberra re access to SAF funding continues through CIT sustainable funding review meetings.	• Allied Health facility is in full use and an official opening is planned for October • Enrolments in the Cyber courses continues to grow with 116 new enrolments in the flagship Certificate IV course in second semester, 2019. The total number of enrolments in this course in 2018/19 is now 615. • Demand for the renewables courses continues to grow, so far in 2019 there have been 86 enrolments in the [redacted] courses and 75 in the PV, Solar and battery programs.
		• Industry Advisory Groups (IAGs)– refresh CIT Industry Advisory Groups for greater industry engagement and market intelligence and link to the Board.	• Refreshed, consistent approach to College lead Industry Advisory Groups is in place across all Colleges • The first whole-of-CIT Industry Forum, involving all College IAG members plus key industry and employer people is scheduled to occur in second half of 2019 • CEO and Board Chair reviewing names for inclusion in the annual ACT Industry Leaders event	• All College IAGs are active • ACT Industry Leaders event in planned for Oct/Nov with Board Chair and CEO • The first whole-of-CIT Industry Forum is being consider to move to early 2020 to focus on the Industry Leaders event
2.	Improving the recognition of CIT as a major economic and social contributor to the ACT and region, now and into the future.	• Communication Strategy for distribution of Report titled *Canberra Institute of Technology: Economic and Social Contribution to the ACT* (February 2019).	• CIT to commence releasing key information from the Canberra Institute of Technology: Economic and Social Contribution to the ACT report now that CIT has received clearance from the Minister's Office.	• Options for the public release of the Canberra Institute of Technology: Economic and Social Contribution to the ACT report are with the Chief Minister's Office. • Data from the Report is being used in CIT Communications
		• Successful engagement with Economic Development Sub Committee of Cabinet (April 2019).	• CIT briefings to Chief Minister currently being scheduled for fortnightly meetings.	• Ongoing work with CMTEDD in regards to the Campus Renewal project in looking at viable options for Woden Town Centre vs the options proposed for Reid.

3.	Enhancing contemporary organisational transformation and workforce development 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); • the *Product Innovation Proje*ct which has successfully demonstrated the importance of collaboration and innovation across CIT.	• Evolving Together Design Team supported to develop and implement a CIT platform of appropriate tools for the transformation of people, processes and systems.	• Evolving Together CIT organisational transformation draft guidebook and model has been developed with the Design Team. Familiarisation with the guide and tools has commenced with further workshops scheduled for August and September.	• Over 130 staff participated in a Learning Series session on *Networks* on 27 September 2019. • Further Learning Series sessions are scheduled monthly to the end of the year. • Further Design Team workshops are also scheduled monthly to the end of the year.
		• Utilise micro-narrative capture and network mapping tools to map connections and disposition levels across CIT to determine enablers and constraints and enhance organisational transformation.		• The Design Team has worked through modelling of network mapping and is focusing on additional tools and concepts behind mapping and micro narrative capture. Staff from the Design Team have been working with an increasing number of staff to broaden understanding and advocacy.
		• Undertake leadership and business management development for middle management and Heads of Department.	• Evolving Teacher under the banner of Evolving Together delivered *Coaching Skills for Leaders* custom-built workshop on 1 July. This will support Strategic Compass by engaging with staff to build capability to meet new expectations and provide skills of the future • The *Coaching Skills for Leaders* workshop complements the Evolving Teacher *Mentor Program for Leaders* Workshop and Program (commencing August – selection and mentor/mentee pairing underway). The program is designed for HODs to be mentored by executives, directors and managers. Objectives include: o To strengthen leadership capacity and capability across CIT	• Evolving Teacher Mentor Program for Leaders commenced in August. Fourteen mentors made of EDs and directors were partnered with fourteen HoD and manager mentees. Feedback to date is extremely positive with mentors/mentees meeting weekly or fortnightly. Midway check-ins will be conducted during late September. Qualitative and quantitative analysis and reporting on participation and feedback will be available in late November. • Evolving Teacher *Coaching Skills for Leaders* workshop invited all middle management across CIT including Heads of Department and SOG C's with a result of 28 attendees. The interactive coaching workshop focussed on coaching models and strategies and practiced applying these skills to leadership roles. The workshops alignment

Attachment A: CIT BOARD PRIORITIES AND ACTIONS FOR STRATEGIC COMPASS IMPLEMENTATION IN 2019

	Priorities	Related Actions	Update as at end June 2019	Update as at end September 2019
			○ Transform our business by investing in our staff to attract and retain talented people for an energetic, innovative workplace and investing in our staff with exceptional professional development opportunities.	with the Strategic Compass direction was evidenced through the sharing of common challenges, networking and understanding of common practices and through: • Cultivating sustainable, collaborative networks across CIT; • Developing leadership capability • Delivering maximum value for CIT students and the broader ACT community • Evaluations from the workshop demonstrated 100% extreme satisfaction with the experience and relevance.
		• Expand the PIF program to include: ○ the availability of basic design thinking Units of Competencies (UOCs) to all CIT staff utilising the CBRIN trained CIT teachers ○ Partnering with industry to embed industry into the CIT/[redacted] PIF programs to develop new products and services eg Renewable Energy Hackathon	• Transforming our Business PIF workshops co-facilitated by [redacted], the CEO of CIT and [redacted] with 90 key CIT leaders commenced in June 2019 addressing three CIT organisational challenges set by the CIT executive team. Forty staff are now working in six teams. The six teams pitched their solutions on Monday 29 July 2019.	• In 2019 the PIF project was used to enable 40 CIT staff to work on three business challenges for the organisation. The program demonstrated the value of working in cross sector teams with a diverse range of people from teachers to general administration staff. A key finding of the project was in the benefit to new staff to the organisation in providing a team environment that enabled them to learn about the organisation; systems, processes and people. • PIF will pivot in October and converge with the Evolving Together work. Teams will be invited to undertake a Sense Making workshop to provide them and CIT with the opportunity to capture the narrative around the work they undertook. • PIF 2018 project teams have completed their projects and are currently implementing the final activities for their projects. • Trade Hack; a new event that will take place in November with [redacted] This event will integrate the skills of the trades area with the research and innovation sector in the ACT and seek to provide

				solutions to the issues of waste and recycling across all trades.
		• Further leverage and alignment of the Evolving Together and Product Innovation project approaches to drive innovation, collaboration and transformation at CIT.		• New Markerspace business opportunities through the collaboration of 'entrepreneurs on campus' • [redacted] and [redacted] continue to co-tenant at Reid Campus • New tenant [redacted] has recently located to Reid campus to undertake electronic work on a new dental product.
4.	Maintaining focus on *Transforming our Business* through people, processes and system changes including fully understanding the costs of service delivery.	• Drive continuous business improvement through transforming the delivery of corporate functions across CIT with coordination and integration with other ACT Government agencies where cost effective and efficient.	• The CIT Learning and Development hub was launched in June and is being trialled in its current format for 3 months. The hub provides a central location for staff development opportunities to be consolidated across the organisation and promoted to all staff. • As of 30 June 2019, approximately 95% of CIT staff had a current Setting My Direction (SMD) plan in place. • The College of Technology & Design and Corporate Services are currently trialling the Shared Services website for HR related functions. HR provide support and advice to these areas aimed at developing capability and confidence in the effective management of these tasks. • Updated delegations were approved and being implemented with Roadshow and trainings for relevant delegates to ensure compliance. Regular reviews will be undertaken in the future. • The Pooling of CIT Fleet vehicles at Reid and Bruce commenced on 4 July 2019. • Work continues on reviewing reporting across CIT to provide a greater breadth of information for managers, the executive and the Board	• ACTPS Human Resource Information Management System (HRIMS) – CIT HR has provided input to the design phases of the project, as well as representation at the project management level to ensure CIT needs and priorities are considered. • Following an initial trial, the transition of CIT to the Shared Services website for HR functions has commenced. As a change management strategy, HR are providing training, resource material and advice to work areas.

			toward enhancing the ability to monitor, analyse, report on and manage various aspects of CIT's performance and outcomes. Supported by enhanced qualitative and numerical information, improved statistical and financial reports are already assisting divisions in their financial management with further enhancements being gradually introduced.	
5.	Driving *Campus Renewal* at Reid as part of the City East Education Renewal Precinct with [redacted]	• Budget Bid development and implementation for Reid Campus Renewal.	• The ACT Government announced on 6 June 2019 scoping works to consider future opportunities for the CIT Reid campus which includes the opportunity to relocate the CIT Reid Campus to the Woden Town Centre. • The 2019-20 ACT Budget announced $2.9 million over two years from 2020-21 to allow the construction of 1,450 square metres of new space at CIT Fyshwick to be delivered in two stages over two years to enhance learning outcomes through providing more flexible teaching spaces.	• The consultancy work for the preparation of information to Government for a comparison of viable site(s) within the Woden Town Centre has been completed. • [redacted]
		• Continue to implement campus renewal through ongoing support to the CIT Campus Modernisation Sub-Committee.	• The ACT Government announced its commitment to work closely and collaboratively with the CIT Board to develop Terms of Reference for the new scoping work. • CIT CEO is a member of the Project Control Group working on the possible site options for the Woden Town Centre.	• A Project Control Group (PCG) has been meeting to provide cross-directorate advice in regard to the examination of potential sites within the Woden Town Centre and their relative suitability for a new CIT Campus, compared to the existing Reid options.
6.	Investing in digital infrastructure including as part of CIT's Campus Renewal and in line with the Chief Minister's ambitions for Canberra.	• Budget Bid development and implementation for new CIT ICT environment (including Desktop, Network and Application project).	• The 2019-20 ACT Budget announced $5.49 million over two years to enhance the digital learning experience for students and provide staff access to contemporary ICT functionality. This was the full amount CIT's business case was requesting.	• Stage 1 of the physical infrastructure project – the upgrade in cabling and switches at Fyshwick has been completed on time and in budget. • Stage 2 of this project, the infrastructure at Bruce will commence with the second year of funding in July 2020. • The major project of establish a new Microsoft environment continues well, with the project due

				to produce a new environment in October 2019. It is expected that staff accounts will be migrated to the new environment in the first 2 months of 2020 and students will move over in the June/July 2020 semester break. • The Desktop renewal project is largely complete and the monitor refresh project will be undertaken in December/January.
7.	Reshaping education and training products (*Innovative Learning Resources- ILR Project*) and enhancing teacher capability (including digital fluency) through the *Evolving Teacher Project.*	• Continue development of high quality training products, which have the capacity to maximise student numbers and learner satisfaction whilst reducing delivery costs.	• Evolving Teacher led design and development of teaching and learning materials for common unit in Health Community Services to standardise delivery across departments, increase flexibility, improve student experience and protect CIT IP. • Evolving Teacher Adobe Creative Cloud suite of training to enhance trainer and assessor skill and application for teaching and learning materials. Focus on CIT licenced software to increase video practice and design.	• 2174 assets developed by the ILR team to date (includes images, videos and SCORMS): o 1238 in Light and Heavy Vehicles o 241 in Cyber Security and ICT o 167 in Culinary o Over 170 across HCS • ILR business processes and skills will be transitioned to BAU in time for Semester 1 2020. • The process for developing Master of Units of Competency continues with the Evolving Teacher Health Community Services (HCS) project completed in August with a QA'd benchmarked 'common unit' product.
		• Investigate and analyse potential benefits from the Banner 9 upgrade in April 2019 for improving learning resources and program delivery	• Awaiting Banner 9 like-for-like replacement, which is due at the end of August 2019.	• Banner 9 upgrade was successfully completed on 1 October 2019.
		• Continue to target support and training for trainers and assessors.	• Evolving Teacher 2019 Digital Coaching and 2019 Mentor Program for trainers and assessors to address skill gaps and build capability. • Evolving Teacher continued provision of targeted skill building PD including blended learning design strategies and *Bits and Bytes* modules.	

		• Develop and implement a framework for the design and delivery of blended learning models across CIT.	• Evolving Teacher developing process and framework to inform future CIT efficacy in the design and delivery of teaching and learning materials for engaging, flexible and blended delivery model.	

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 02/2020
29 April 2020

CIT Board Paper

Agenda Item:	**2.3**
Title:	**CIT Board Strategic Compass development – next steps**
Outcome:	**Discussion**

Recommendation:

The CIT Board:

a) Continue a conversation regarding a draft framework for the next iteration of the Strategic Compass.

Issues Summary	[redacted]
Key Risks	Key risks in the development and implementation of a new strategic compass is that the momentum for transformational change as part of Evolving Together or in response to the COVID 19 challenges slows or halts.
Financial Implications	Funds will be allocated internally to produce a marketing document.
Consultation	[redacted]

Background/Issues.

1. On 1 April 2020 the Board held a strategy session by teleconference due to the social distancing requirements of the COVID-19 pandemic. The Board discussed some of the COVID-19 challenges facing CIT and possible responses. [redacted]

[redacted]

[redacted]

2. [redacted]

3. [redacted]

[redacted]

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 04/2019
16 October 2019

CIT Board Paper

Agenda Item:	**2.3**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

RECOMMENDATION:

The CIT Board note the information contained in this update.

CIT AND ACT/FEDERAL GOVERNMENT

[redacted]

CIT STRATEGIC COMPASS 2020

Quarterly Update – Strategic Compass Projects

4. Progress in implementing the Board's 2019 Strategic Compass priorities and actions is provided as an attachment to this report **(Attachment A)**.

[redacted]

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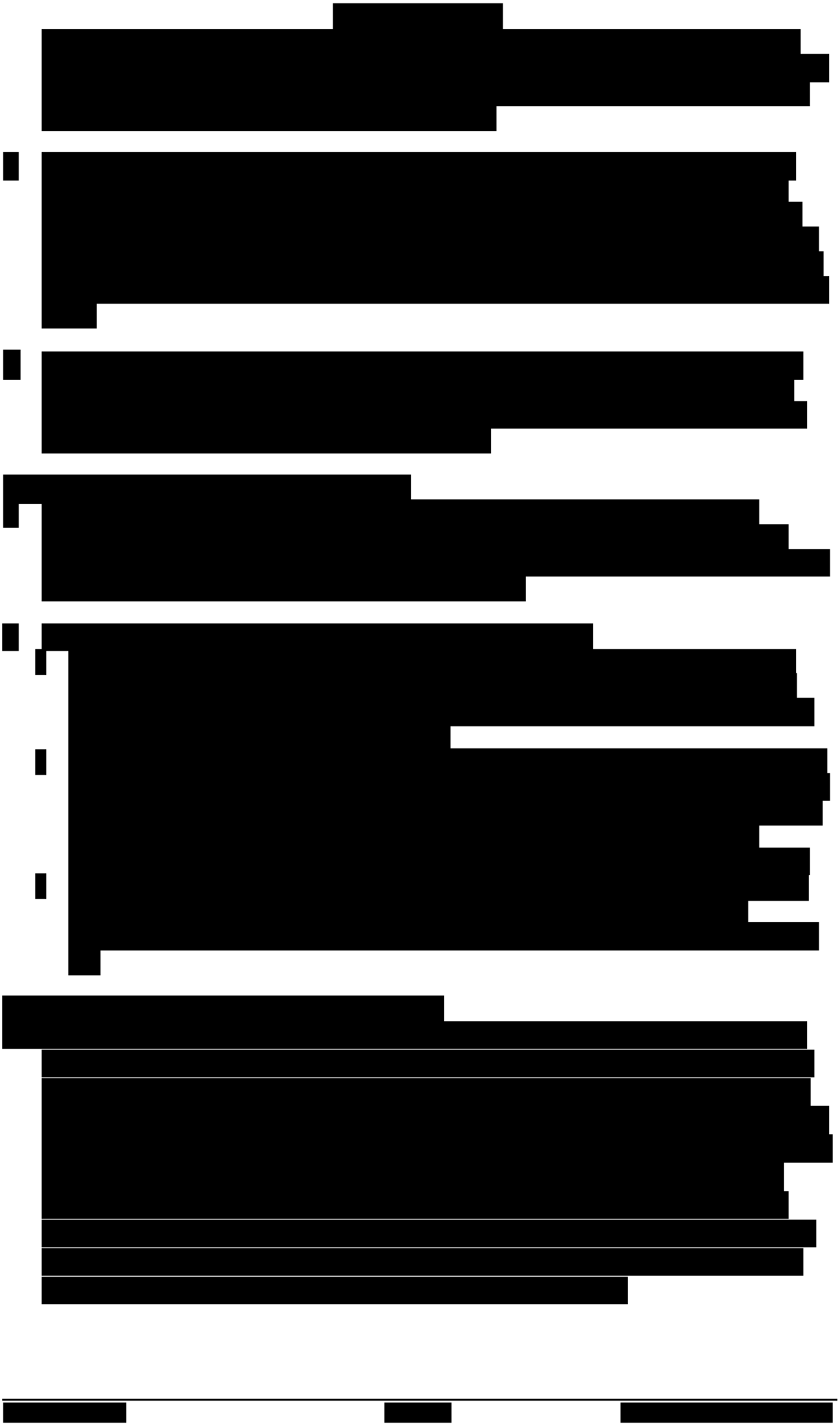

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The four pillars

The *Strategic Compass 2020 – Evolving Together* has provided the necessary strategic guidance to enabled us to act with confidence on this unprecedented opportunity. Its four pillars of **Vision** (*Shaping Change*), **Learning** (*Growing our Region's Economy*), **Workforce** (*Advancing Canberra's Workforce*) and **Business** (*Transforming our Business*) are identified as the following **four promises:**

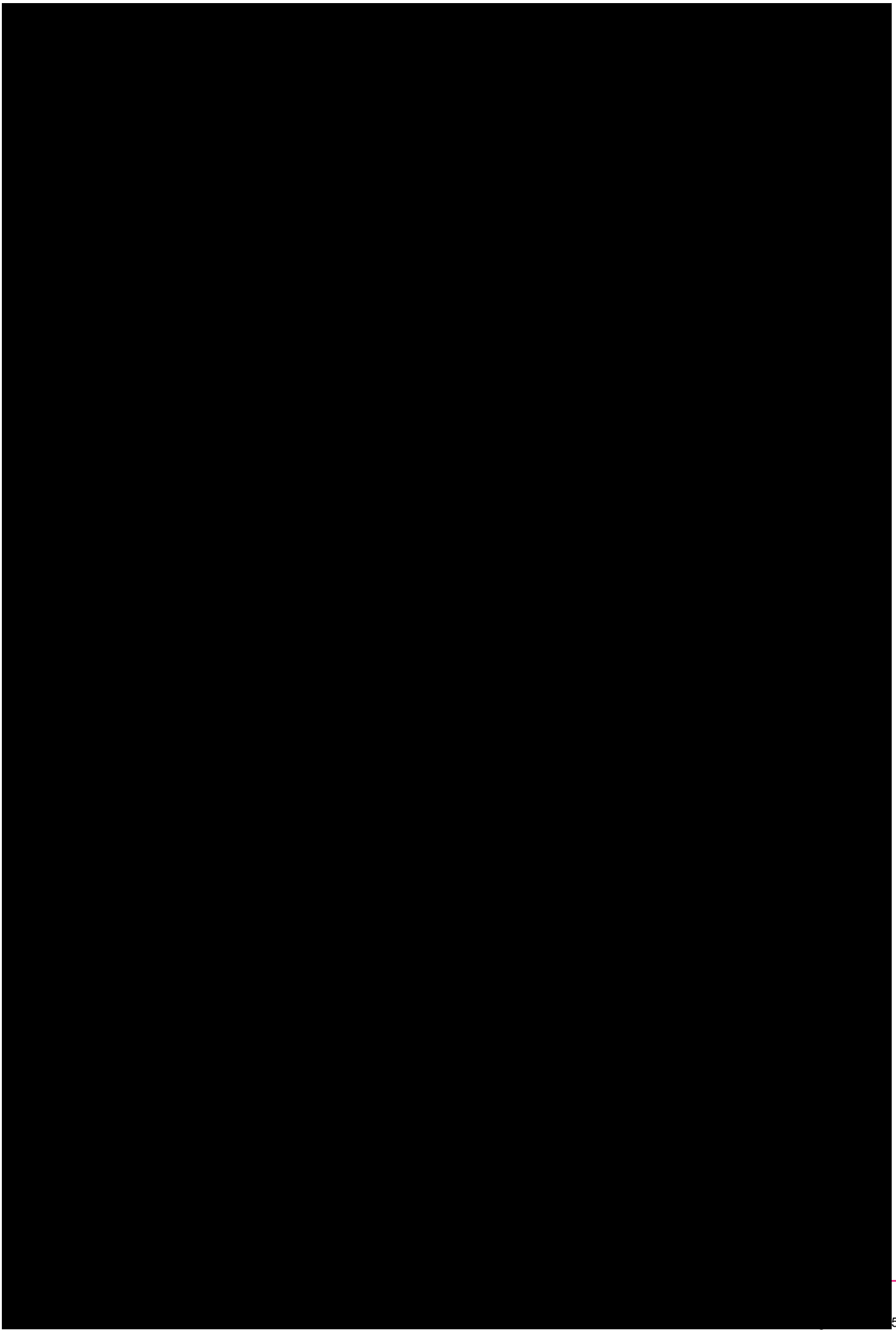
- to raise CIT's ambitions to meet new expectations;
- to adapt CIT's offerings to provide skills for the future;
- to contribute to the new economy and position for prosperity; and
- to invest in CIT's business for viability and value.

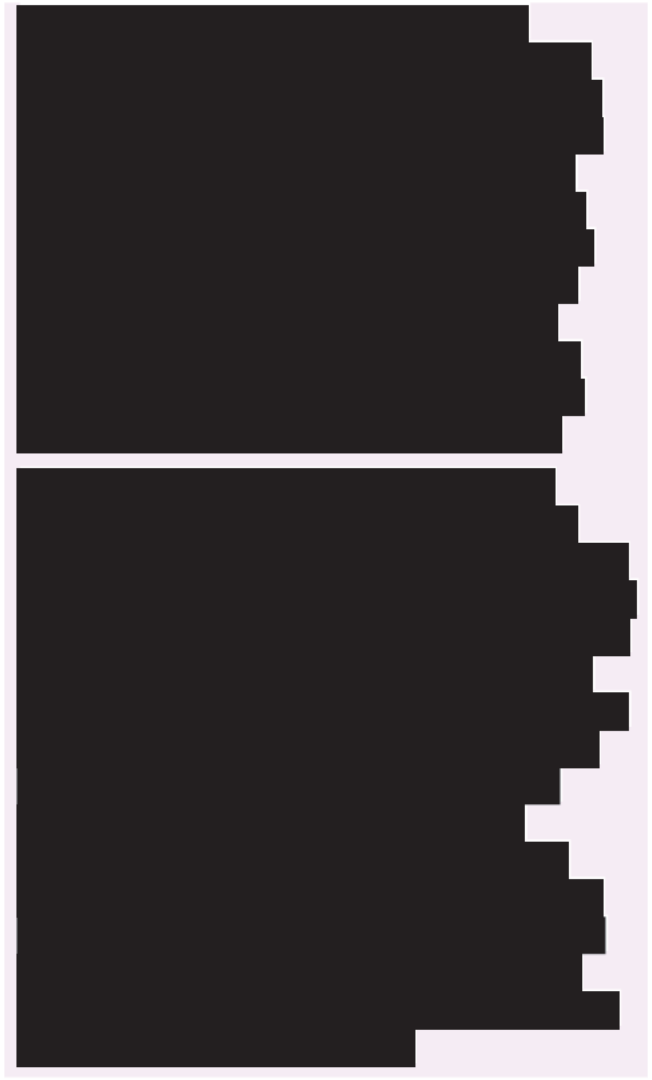
We stay true to these promises in the face of the inevitable short-term pressures, frictions and demands that will arise, knowing that in CIT's transformation we are playing a long-game. And again, it is the long-game – the notion that CIT has immense possibilities, and that it will remain relevant and sustainable in the long-term – that is truly exciting for CIT and the ACT community.

Before we proceed, we think it's important to show you how we've interpreted, and been guided by, the four pillars/promises so far. We think that this will help you understand why we're going about CIT's transformation in the way that we are. Please bear with us as we briefly expand on our interpretation:

[redacted]

[redacted]





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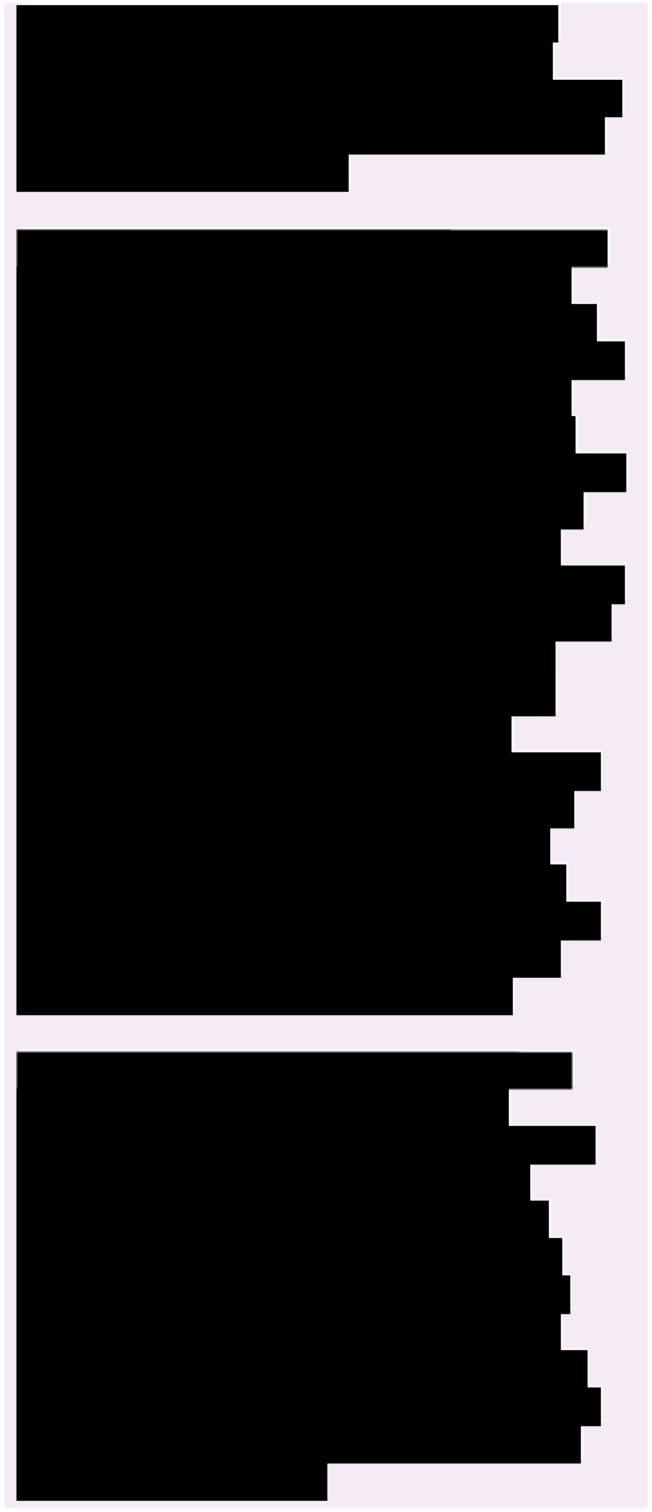

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Canberra Institute of Technology Board

Board Meeting No. 01/2019
20 February 2019

CIT Board Paper

Agenda Item:	**2.2**
Title:	**Evolving Together – CIT Futures**
Outcome:	**Discussion**

Recommendations:

That the CIT Board:

1. Note the information in the attached paper – *Evolving Together*: *CIT Futures* which outlines the approach taken in the Strategic Compass Evolving Together project being led by the CIT CEO.
2. Discuss the approach and concepts outlined in the *Evolving Together*: *CIT Futures* paper.

Background and Issues:

1. The attached paper *Evolving Together*: *CIT Futures* outlines the *Strategic Compass* story so far in terms of CIT's approach to transformation.

2. All CIT staff have had exposure to elements of the Evolving Together approach. At the whole of CIT level this has occurred at the annual All Staff development day and through communications including the CEO messages and CEO campus Evolving together forums, Head of Department network, Evolving Together advisory group meetings and workshops with CIT managers.

3. Over 2017/2018 the Evolving Together project has focussed on traditional focus points of change initiatives within CIT (the CEO, Executive and Senior Management teams and Strategic Compass Project Managers). As we progress through 2019 and into 2020 we anticipate that we will significantly expand the Evolving Together project interactions with staff at all levels as well as external stakeholders.

4. Through this work there has been a significant dispositional shift in the culture of the CIT leadership group (approximately 35 key staff) including recognition that they, and CIT more broadly, need to work differently to meet the training needs required for the delivery of the Strategic Compass 2020 promises.

[redacted]

[redacted]

5. The improved staff knowledge and understanding of contemporary organisational transformation within CIT through the *Evolving Together Project* is also reflected in new products and services through projects such as the *Product Innovation* program which has been undertaken in partnership with the [redacted]

6. As a result of the increased propensity to embrace collaboration and innovation through new ways of working at CIT more opportunities are being seized to address contemporary challenges facing industry and students. Some of these opportunities have been highlighted to the Board at recent meetings (e.g. the approach to Cyber Security and CIT's Pressure Cooker).

7. This agenda item provides an opportunity for members to discuss the theoretical underpinnings of the approach being taken to CIT's transformation with the CEO and [redacted]

[redacted]

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 04/2019
16 October 2019

CIT Board Paper

Agenda Item:	**2.2**
Title:	**Evolving Together**
Outcome:	**Discussion**

Recommendation:

That the CIT Board note the presentation and discussion regarding Evolving Together.

Background/Issues

1. At the Board meeting in February 2019 the attached paper *Evolving Together*: *CIT Futures* was provided to the Board to outline the approach taken in the Strategic Compass (SC2020) Evolving Together project being led by the CIT Chief Executive Officer (CEO). At that meeting Leanne Cover (CEO) [redacted].

2. Noting heightened awareness of organisational culture brought about from this year's final Hayne Report from the Financial Services Royal Commission, and noting that the Evolving Together project is about much more than just culture, we thought this would be a good opportunity to give you an example of how our contemporary approach (as outlined in the CIT Futures paper, presented at February's meeting) seeks to understand, map and change CIT's organisational culture.

3. As always, we continue to be guided by the four promises of the SC2020. Within this context, we view organisational culture less as a tangible 'thing' (be that thing either good or bad), but rather as an 'enabler' and/or a 'constraint' to us meeting the four promises.

4. This agenda item provides an opportunity for members to gain further knowledge and understanding about the approach being taken to deliver on CIT's commitment to the SC2020 four promises through Evolving Together project and discuss these with the CEO and [redacted].

[redacted]

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 05/2017
6 December 2017

CIT Board Paper

Agenda Item:	**2**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

STRATEGIC ISSUES

1. CIT ApprenticeLink 2017, held on 19 and 23 October, is a one stop shop to connect employers and prospective apprentices/trainees, and to learn about the process for employing apprentices/trainees in the ACT/NSW. Skills Canberra field officers, Apprenticeship network providers, industry group training providers, CIT teaching and CIT Student Association (CITSA) staff were on hand to discuss CIT courses and support services.

2. [redacted]

3. The CEO Leadership Forum was held on 2 November focussing on the outcomes of the nine strategic compass projects. CIT leaders were briefed on project outcomes and implementation into 2018 and were asked to identify the opportunities, what was missing and any risks. Feedback from the session has been incorporated into the projects.

4. [redacted]

[redacted]

[redacted]

6. [redacted]

[redacted]

Staff Survey

8. The recent staff survey elicited a strong response rate of 59% which provided CIT with a solid baseline information set. Numerous positive comments were received in the free text which informed that overall, CIT employees are proud to tell others where they work, that they have a strong passion for their work and that teaching and students are central to their work. Staff expressed their conviction that they believe in and demonstrate the CIT cultural traits. Areas identified for improvement included modernisation and streamlining of process and procedures i.e. systems and digital environment, more effective collaboration between colleges and divisions, and improved communication channels between staff and upper management.

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Canberra Institute of Technology Board

Board Meeting No. 01/2018
21 February 2018

CIT Board Paper

Agenda Item:	**2**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

STRATEGIC ISSUES

1. The CIT staff event, Evolving Together, was held on 1 February 2018 at the Southern Cross Club. It was attended by 500 staff who were presented with information from the CIT Board Chair on CIT campus modernisation, from the CEO on operational priority areas for 2018, updates on the Strategic Compass projects [redacted]. Feedback from the event has been overwhelmingly positive.

2. [redacted]

3. CIT ApprenticeLink is a one stop shop to connect employers and prospective apprentices/trainees, and to learn about the process for employing apprentices/trainees in the ACT/NSW. On the back of last year's success two sessions were held, on 6 February at CIT Fyshwick and 8 February at CIT Reid. The sessions attracted over 50 employers and 150 potential apprentices.

4. [redacted]

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[redacted]

[redacted]

Canberra Institute of Technology Board

Board Meeting No. 02/2018
2 May 2018

CIT Board Paper

Agenda Item:	**2**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

STRATEGIC ISSUES

1. To progress the Board's 2018 priorities – Transforming our Business and the Evolving Together Project – deliverables for [redacted] contract were brought forward, with many more staff (about 90) involved in intensive workshops during the first quarter of 2018. These workshops gave the CIT leadership group a base level understanding of how to transform our business using contemporary transformation approaches.

2. The *Transforming our Business Project* is 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] to explore and design, with Corporate Services and other staff, improvements to our 'back of house' business processes. The project will co design a solution to removing friction points within internal business process; engender the positive adoption and enthusiastic engagement of staff using contemporary design process and subsequent shift to open-attitude/mindset that results from participation.

3. The 2018 participants for the Product Innovation Fund (PIF) project have been selected. The design and delivery of the PIF is aligned with the Evolving Together project. This project is providing practical ways to encourage staff to think and work differently as we make changes at CIT. Delivery of the PIF capability development program, in partnership with [redacted] commenced in March with just under 30 staff in attendance. The program includes a series of workshops and mentoring sessions to build participating staff's innovation skills, such as in co-design, entrepreneurship and pitching skills.

4. [redacted]

[redacted]

[redacted]

[redacted]

7. To further support the implementation of CIT's Strategic Compass, and as part of the activity required under the CIT Work Health and Safety Strategy 2017-2019 the Executive, College Directors and Senior Managers attended ACT Insurance Agency Risk Management training on 6 March 2018. Risk management training for middle level managers will be held on 31 August 2018.

8. Hackathons bring together a community of hustlers, hipsters and hackers to solve local, national and global challenges either through technology, policy or process. CIT's participation in the fatigueHACK held in Canberra on 18-20 April focussed on creating disruptive new solutions to tackle driver fatigue in the Australian trucking industry. It was an intensive competition held over 48 hours designed to find a new solution that could potentially save lives. The CIT team came second and received national ABC News coverage

[redacted]

[redacted]

11. [redacted]

[redacted]

[redacted]

14. An update on the 2018 Strategic Compass Project priorities and milestones, along with relevant finance and risk information will be provided to the CIT Audit, Risk and Finance Committee by 30 April 2018. The priorities and milestones extract is included as Attachment A to this update.

[redacted]

[redacted]

could provide adequate avenues for teacher representation, rather than the CIT Board, noting the Board's strategic function.

[redacted]

Stakeholder Engagement

19. The CIT CEO has recently participated in the following events:
    - [redacted]
    - Evolving Together project workshops for the CIT Leadership group facilitated by [redacted]; and
    - [redacted]

Strategic Compass Project Priorities and Milestones – April 2018

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 [redacted] 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] 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 [redacted] service offering: [redacted] also partners with [redacted] and presents to CIT participants as part of the Product Innovation Fund Project.

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

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

- Further increase staff knowledge of contemporary transformation theory and its application; and

- Provide high-level support to CIT to co design and implement tailored contemporary organisational transformation theory informed practice.

Product Innovation Fund Project

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

In 2017 a new approach was piloted to trial a whole of institute innovation capability development program. The project saw 35 CIT staff complete the [redacted] '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.

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

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.
- Achieve 98% compliance in Australian Apprenticeship activity managed by the TIU
- 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 seeking funding in the 2018-19 Budget to support the early commencement of the following necessary foundation elements of the Strategy:

- Funding to undertake the preliminary design and planning for a new building on the Reid campus, which is the key element of Reid campus rationalisation ($1 million); and
- Funding to demolish the Woden campus buildings ($6.8 million).

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
- 400 plus teaching staff undertake streamlined 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.

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)

[redacted]

MINUTES

Canberra Institute of Technology Board

[redacted]

2. MATTERS FOR DECISION/DISCUSSION

2.1 Campus Renewal – Site Options

Members considered the CIT Woden Site Analysis Report undertaken by Urbis Consultants. The CEO provided an update on the next steps including proposed transition arrangements for CIT campus renewal. Members discussed feedback that will be provided to the ACT Government on the CIT site options analysis. Following agreement, the Chair signed a letter with feedback to be included in a submission for Government consideration on the current Reid site and four possible sites identified at Woden. A communication strategy will be developed for staff, student and community information and liaison.

Following Government deliberations on the future of CIT Reid, CIT will work with Major Projects Canberra on a business case. Along with the principles included in the Board's feedback (see attached) Members would like the following considered in the business case:

- CIT control of a future site, including commercial operations;
- A site that is prominent and connected to business and industry;
- The scale of options for future delivery;
- CIT future growth;
- Digital infrastructure;
- Integrating a campus into the community; and
- A sustainable contemporary campus, meeting future needs of vocational education.

2.2 Evolving Together Discussion

The CEO and [redacted] A Design Group, have been engaging in workshops [redacted]

[redacted]

The learnings will help CIT to become a learning organisation by amplifying data and narratives that assist CIT meet the *Strategic Compass* four promises [redacted]

Members asked questions and discussed how the national training system itself could be mapped [redacted]

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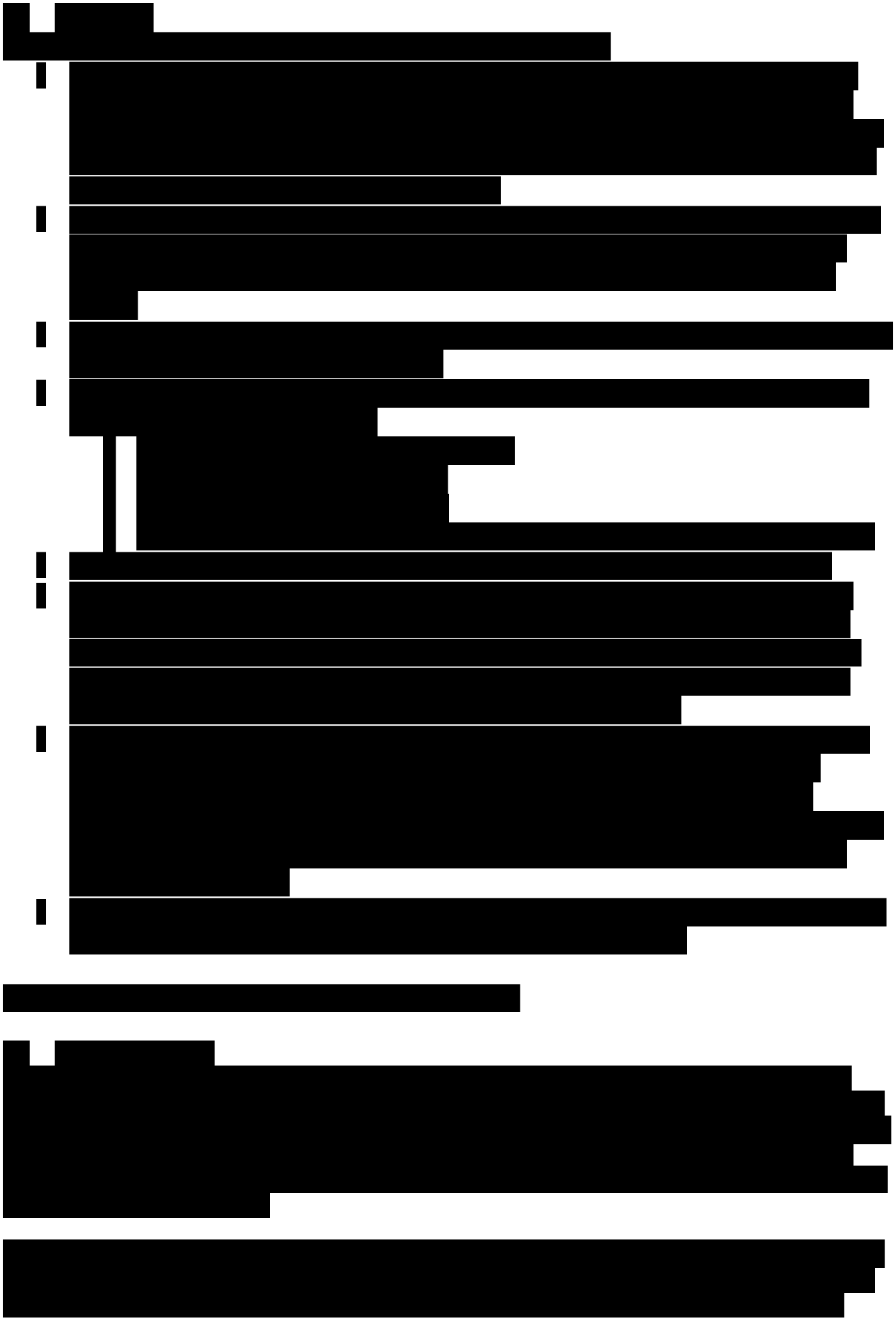

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Canberra Institute of Technology Board

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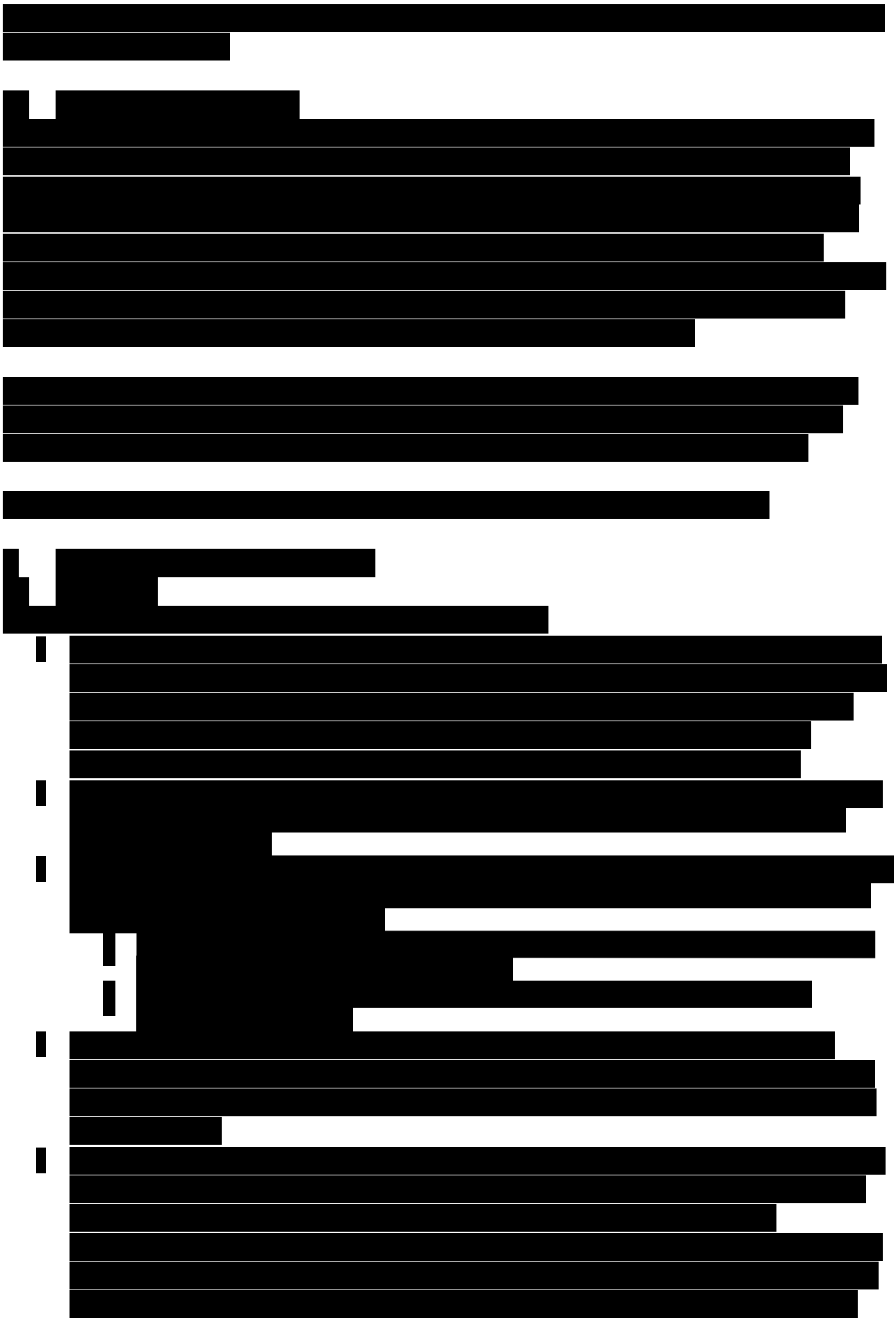

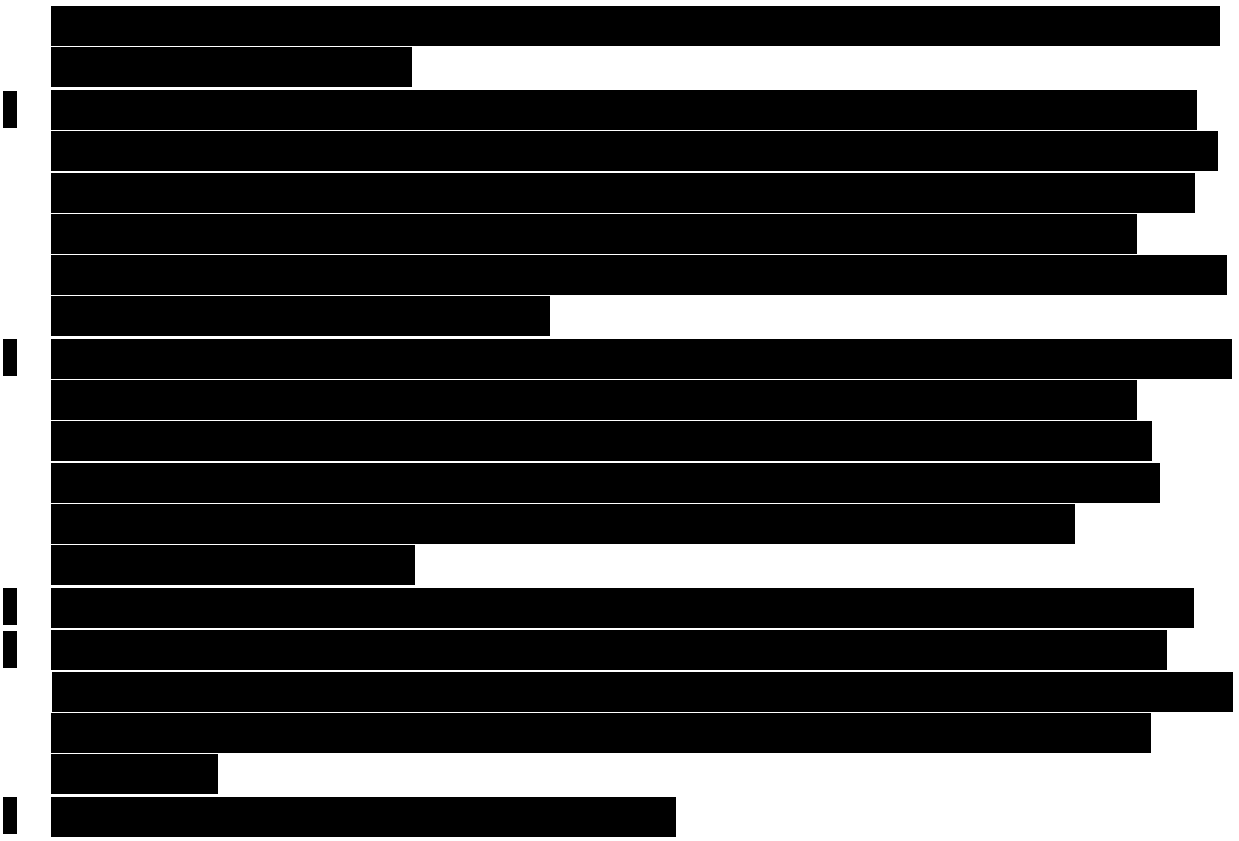

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Board members provided input for the workshop and discussed issues such as the importance of bringing staff on the journey through various consultation mechanisms; engaging with students including through CITSA; input from industry sectors and higher education; and understanding the current VET environment and possible future directions.

It was agreed that summary papers or presentation/s will be put together from what we know on the current environment and shaping the future. This would include information on VET at the local, national, industry and commonwealth level and be provided to members prior to 1 April.

Action: Summary papers or presentation/s will be prepared on the current environment and shaping the future and provided to members prior to the workshop on 1 April.

2.7 Staff Survey Results

The paper was noted. The Senior Director, Human Resources, reported that 59% of staff engaged in the 2019 staff survey. Areas for improvement have been identified with key themes emerging around communication and change management. A common theme, whether positive or negative, was the passion of staff in the organisation.

The next step is to build on the feedback and themes that emerged. The Senior Director HR will be working with Directors to unpack the results in their local area and provide opportunities for staff to discuss the staff survey results in their teams. An update on this work will be made available for the 1 April workshop.

Action: An update on the feedback from staff on the staff survey will be made available for the 1 April workshop.

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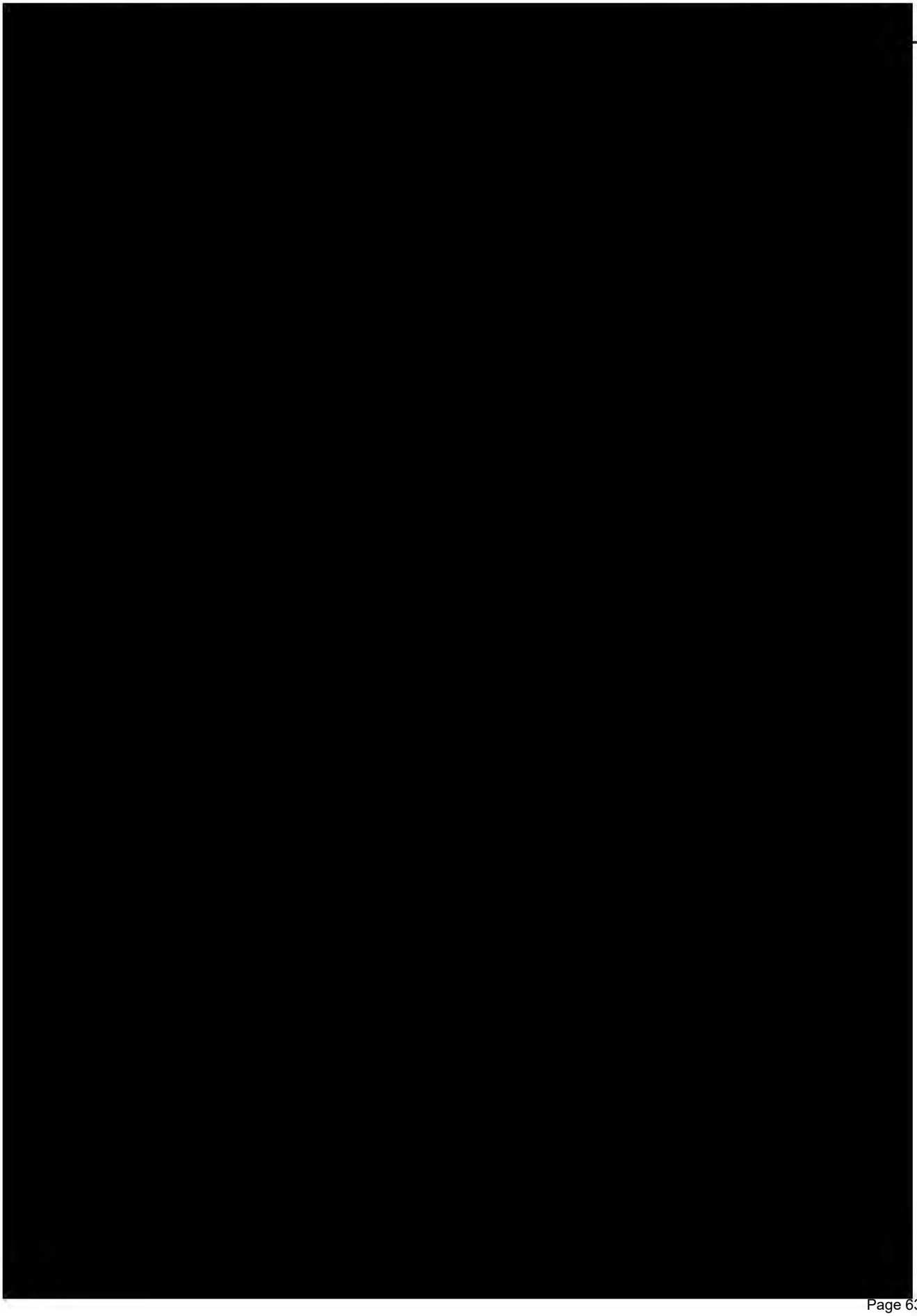
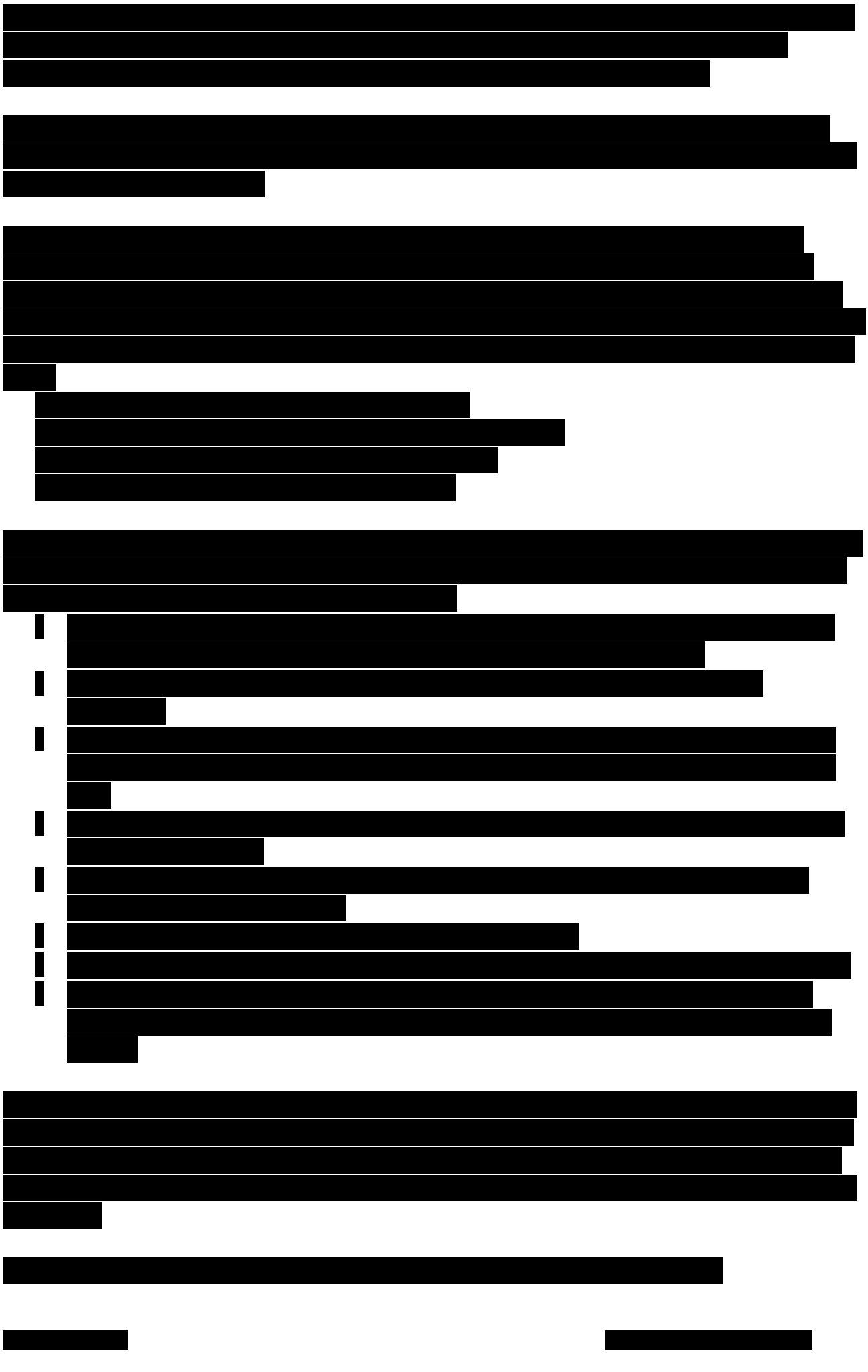
MINUTES

Canberra Institute of Technology Board





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AGENDA

Canberra Institute of Technology Board

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Agenda Item 2 [redacted] 2.3	**MATTERS FOR DISCUSSION/DECISION** [redacted] Strategic Compass Development – Next Steps [redacted]
	[redacted]
[redacted]	[redacted]
[redacted]	[redacted] CIT Audit Committee Report
[redacted]	[redacted]

Canberra Institute of Technology Board

Board Meeting No. 03/2017
26 July 2017

CIT Board Paper

Agenda Item:	**4.1**
Title:	**Strategic Compass Program progress update – July 2017**
Outcome:	**Decision**

Recommendation: The CIT Board:

1. note the status of the Strategic Compass Program;
2. note the Strategic Compass Program Dashboard;
3. note the advice on the mid cycle evaluation; and
4. endorse the Governance framework for the Strategic Compass 2020 – Evolving Together Projects at **Attachment D**.

Issues Summary	The Program Dashboard with corresponding explanatory notes are provided at **Attachment A** and **Attachment B** respectively. Also provided is advice on the mid cycle evaluation of the governance arrangements for the Strategic Compass including the new *Strategic Compass Program – Governance Framework*.
Key Risks	Details provided below.
Financial Implications	Details provided below.
Consultation	Project Managers and Project Sponsors were consulted in preparing this report as required by the new Governance Framework.

Background/Issues

1. As part of the implementation of the Strategic Compass, the Board identified the need to build project management capability and capacity within CIT. Initially, [redacted] was engaged to assist with enhancing project management capability at CIT and developing governance arrangements, which included 10 project templates and a related Board Dashboard. Subsequently, a Program Manager was employed by CIT to assist with the implementation of the Strategic Compass Program.

Strategic Compass Program Status

2. Overall, the Strategic Compass Program (Program) status is currently at amber (refer to **Attachment A**), based on the combined result of amber flags in the scope and risks/issues metrics used to monitor the Program health. These are outlined below, with further explanatory notes provided at **Attachment B**.

   a) **Scope**: the scope metric for the Program is currently at amber, due to the pending approval of the revised scope for the Business Development and Industry Partnerships project. The revision to the scope for the project has been brought about by the changes in priorities for business development at CIT and the subsequent repurposing of funds between projects.

   b) **Risks**: there are a number of medium risks across the Program resulting in the amber status of the risk metric. This is predominantly due to risks in the Business Development and Industry Partnerships project, resulting from the impact of scope and funding changes, with a number of other projects are also reporting medium risks. However, all the risks are currently being monitored on an ongoing basis to ensure that treatment is adequate and implemented in a timely manner. Furthermore, a review of the Program risks is currently underway (further details provided below). The revised Strategic Compass Risk Profile will be provided to the ARFC and Board following approval by the CEO – **Attachment E**.

Project Level Status

3. The projects are all operating within the agreed parameters with the exception of the Business Development and Industry Partnerships project. This project is currently at amber due to a combined result of amber flags in scope and risks (as outlined above).

Strategic Compass Program: Mid cycle evaluation and new Governance Framework

4. CIT has recently undertaken a mid-cycle evaluation of the governance arrangements for the Strategic Compass Program to ensure operational clarity for all staff within CIT. Information regarding the mid-cycle evaluation of the Program is at **Attachment C** and the Governance Framework for Board endorsement at **Attachment D**.

[redacted]

Canberra Institute of Technology Board

Board Meeting 2/2018
2 May 2018

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CIT Strategic Compass Projects

Members were provided with a brief overview of the lessons learnt resulting from the implementation of the Strategic Compass Projects. Members were also advised of the decisions of the Board regarding the Strategic Compass Projects for 2018 – 2020 and changes to the Strategic Compass governance arrangements within CIT.

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Strategic Business [redacted]

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Members were advised that the Strategic Compass Projects risks will be presented to the Evolving Together Advisory Group on 27 March 2018, for their information.

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Canberra Institute of Technology Board

Board Meeting No. 03/2018

25 July 2018

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CIT Strategic Compass Projects

2. It was reported that:

- Project milestones and deliverables were progressing in line with the agreed 2018 priorities.
- Procurement processes are underway for the Evolving Together Project.
- The year to date (YTD) actual expenditure of $1.5 million is $0.28 million below the YTD budget of $1.8 million. This reflects the phasing of expenditure budgets for individual strategic compass projects.
- The project risks are being assessed quarterly through the Evolving Together Advisory Group [ETAG] and reported to the ARFC.

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Canberra Institute of Technology Board

Board Meeting No. 03/ 2017
26 July 2017

CIT Board Paper

Agenda Item:	**6.1**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

STRATEGIC ISSUES

1. A CEO Forum was held on 15 June with a focus on the strategic workforce planning being undertaken as part of Evolving Together project. Project sponsors for the *Customer Experience, Digitalisation, Innovative Learning resources,* and *Australian Apprenticeship* projects provided project updates to set a theme for reflection on the workforce impacts of the projects. Participant's reflections on key questions were captured using the *Poll Everywhere App* to allow real-time sharing of responses. Participants were highly engaged and the forum prepared managers and leaders for their upcoming participation in the project.

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Canberra Institute of Technology Board

Board Meeting No. 01/ 2017
22 February 2017

CIT Board Paper

Agenda Item:	**6.1**
Agenda Title:	**CEO Update**
Outcome:	**Noting**

1. Strategic Issues

- More than 500 staff attended Evolving Together on 1 February 2017. The purpose of the annual event is for staff to start the year with a clear understanding of the strategic priorities for the coming year, participate in a professional development opportunity and network across the organisation. The event this year included [redacted] a presentation on the 2017 Strategic Direction by the CIT CEO and a message from the Board Chair. The event concluded with a presentation from the CIT Cultural Working Group on the new cultural traits CIT requires to meet the aspirations of the Strategic Compass.

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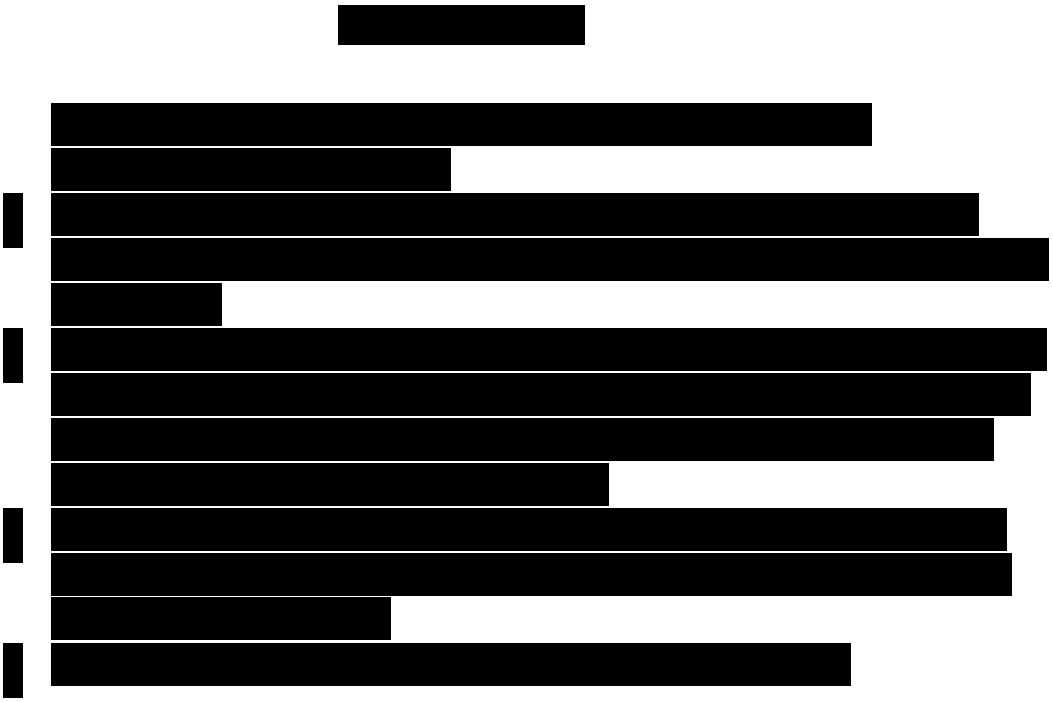

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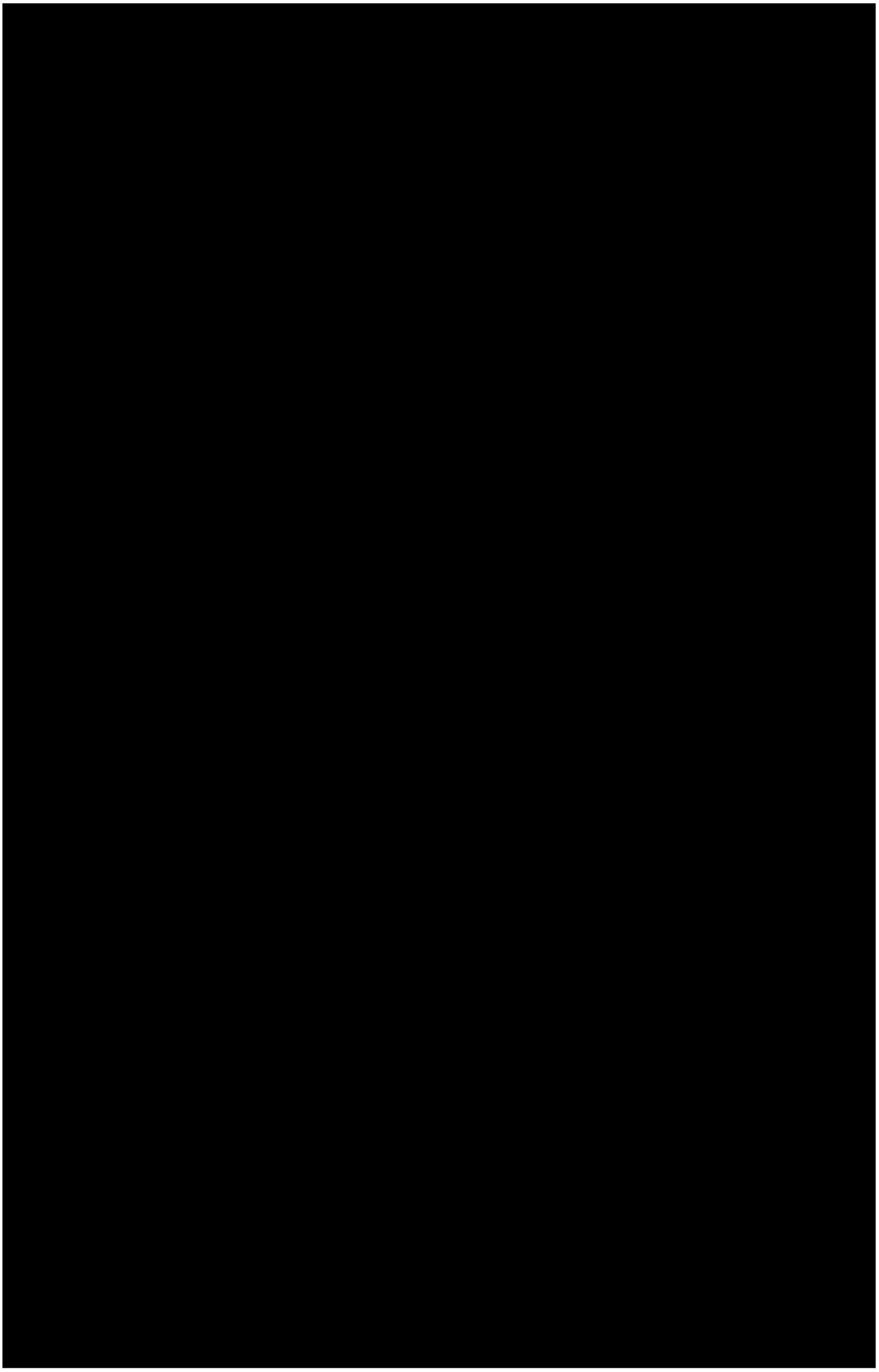

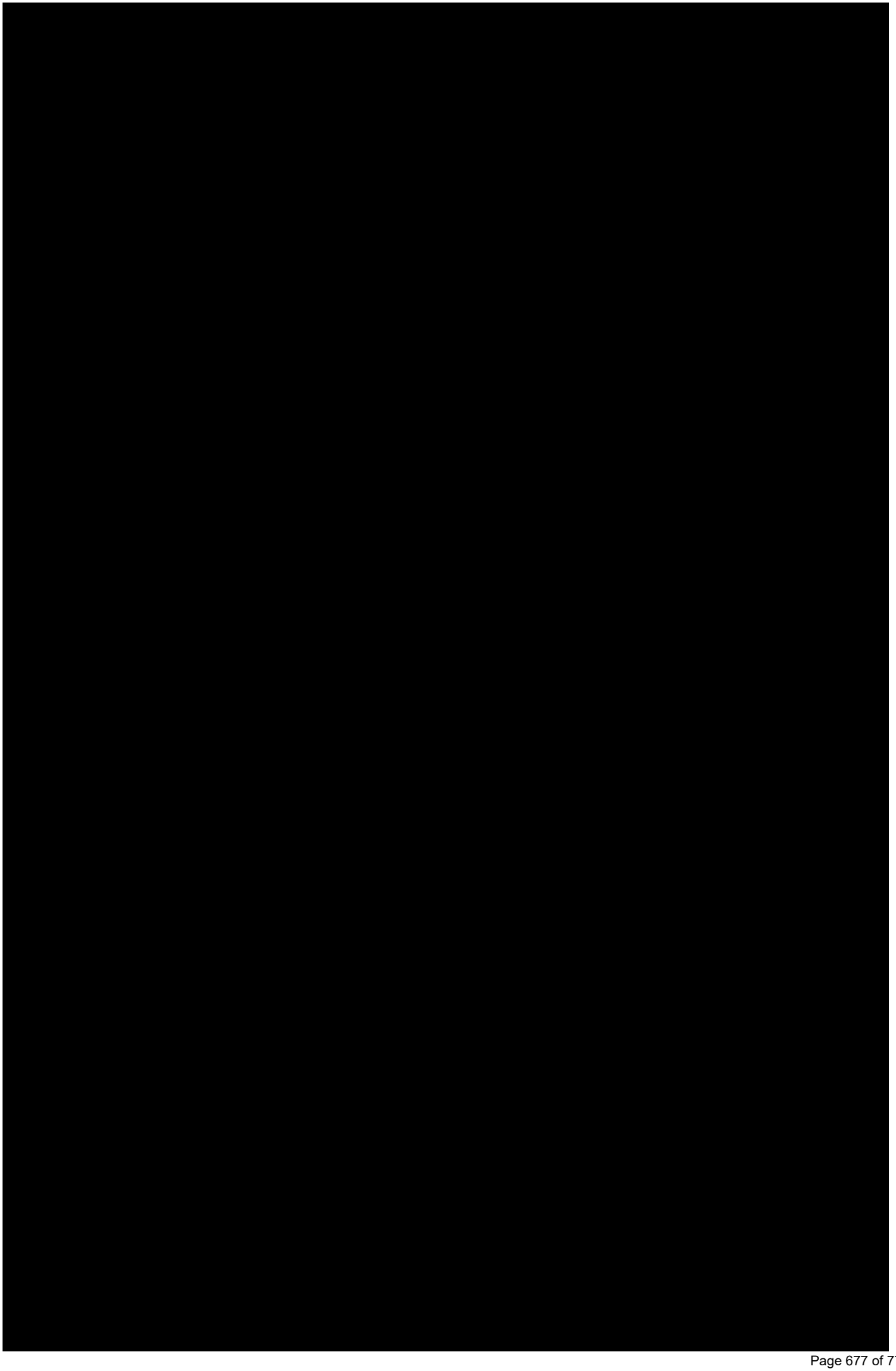

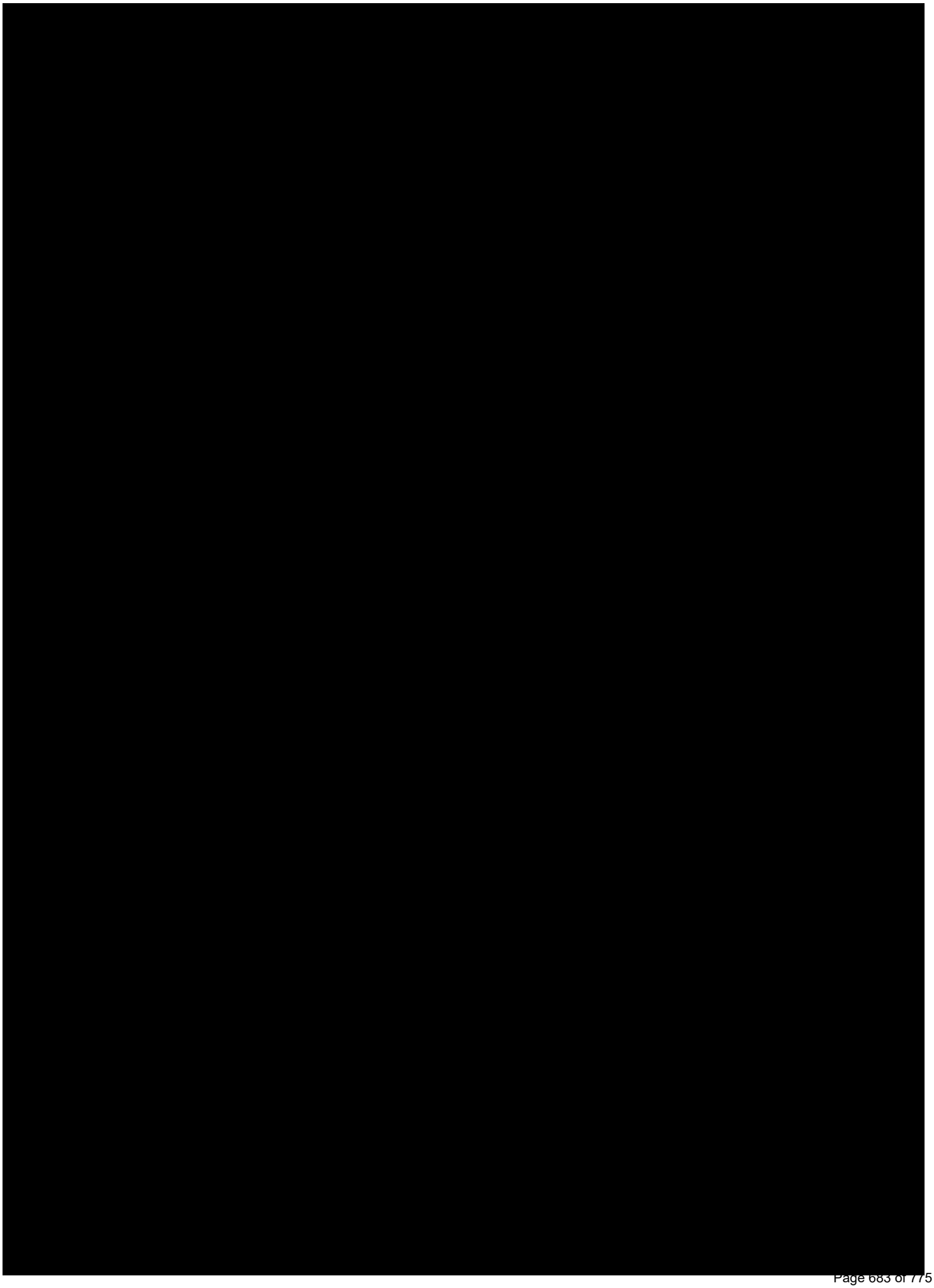

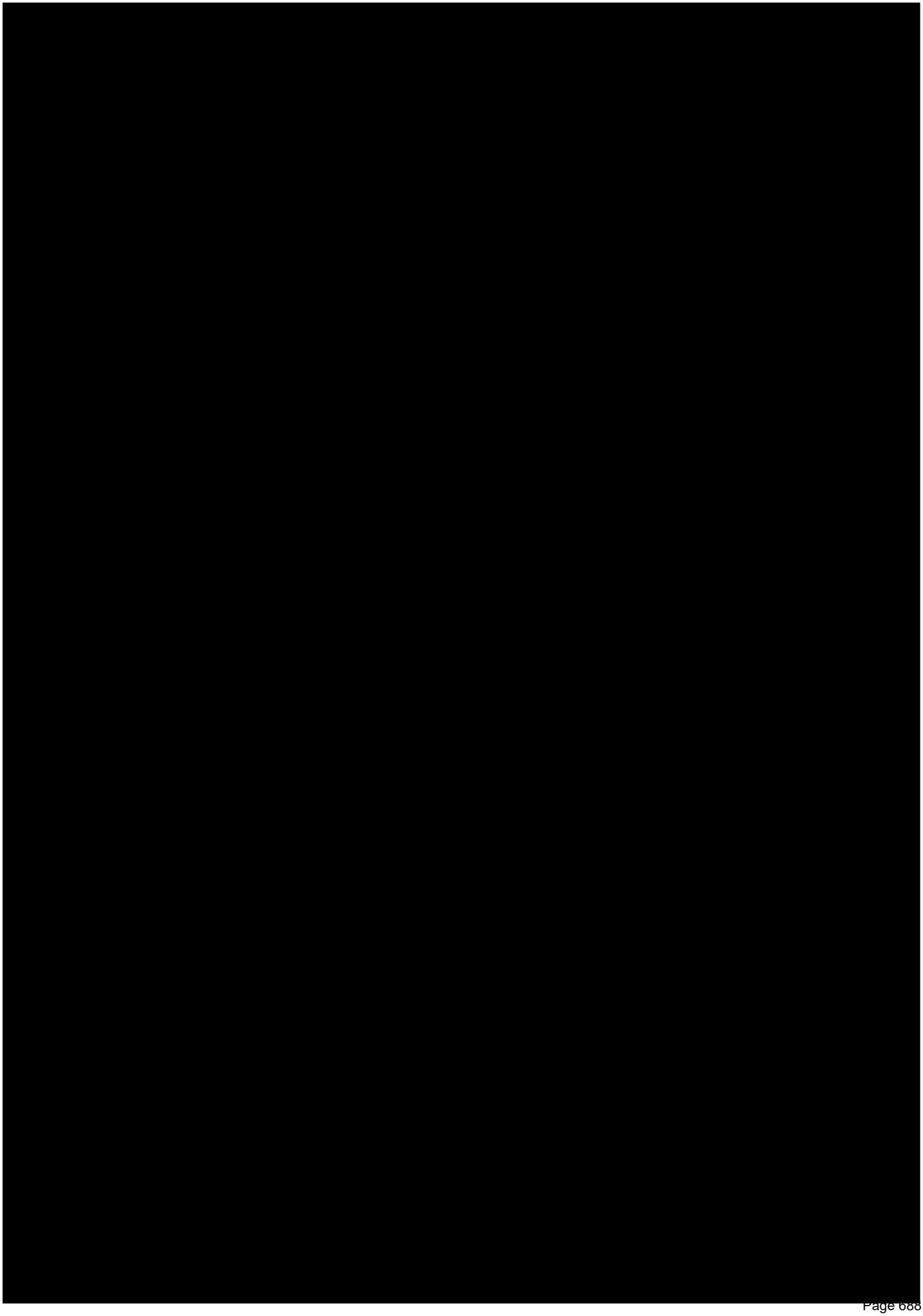

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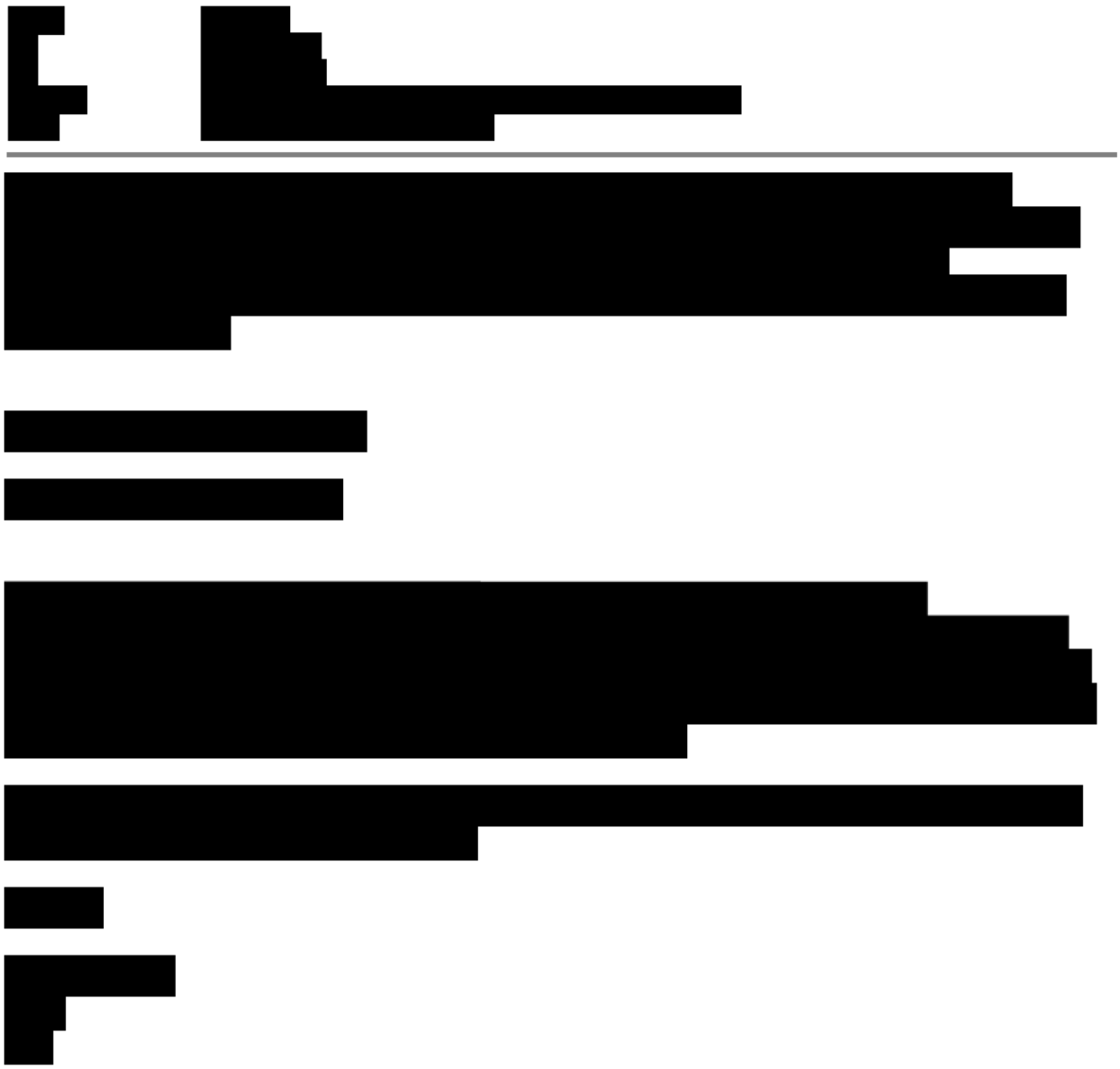

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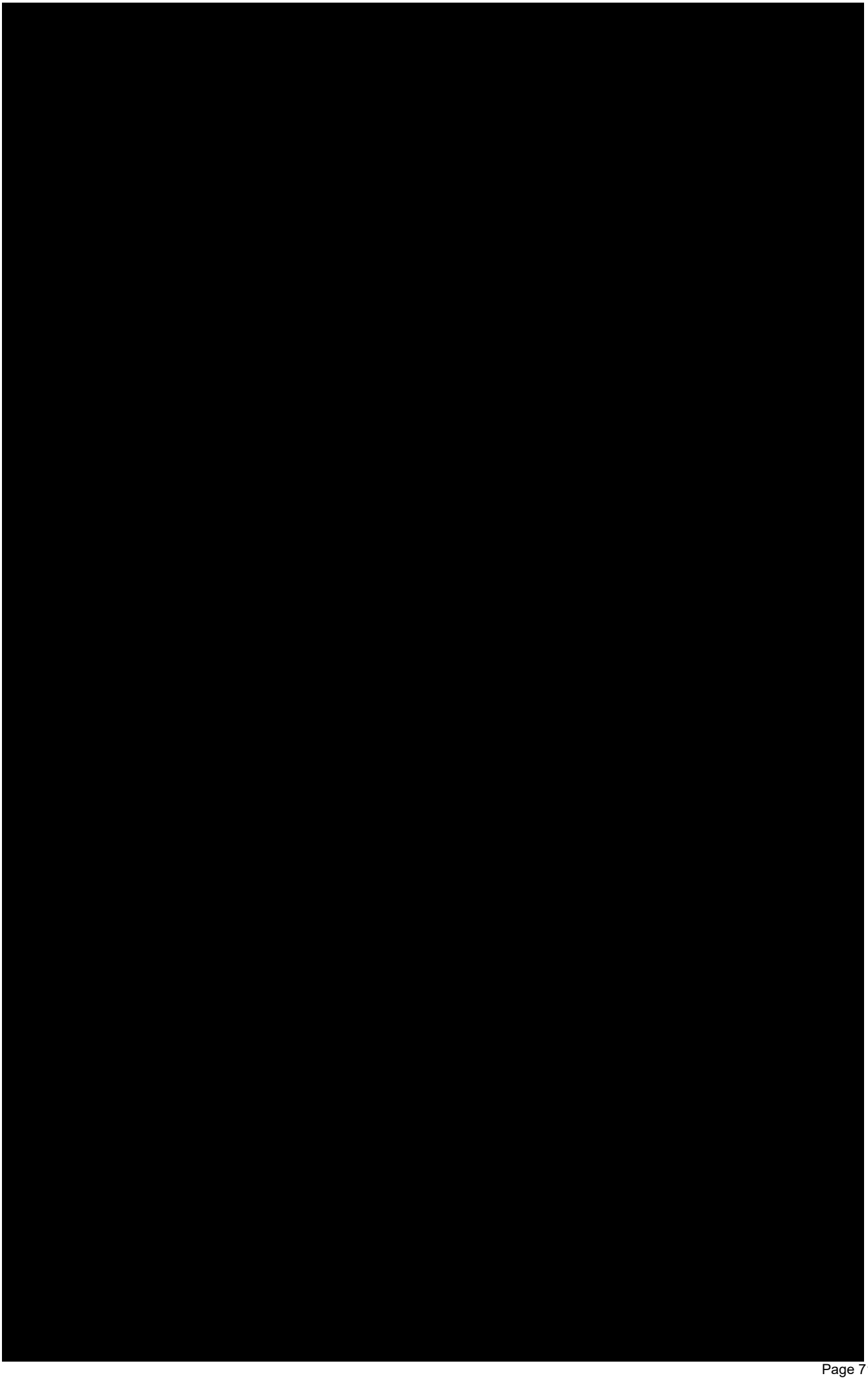

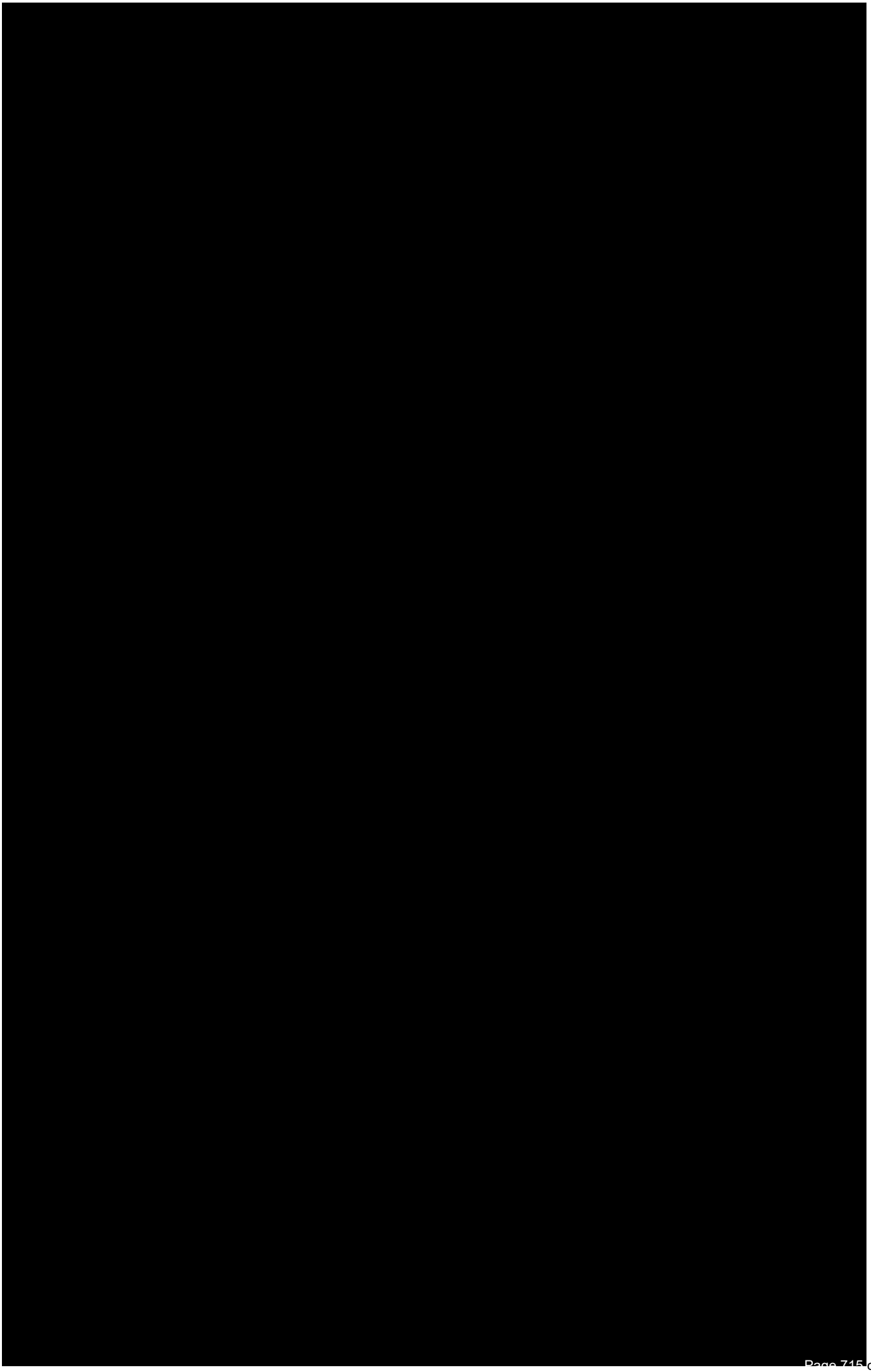

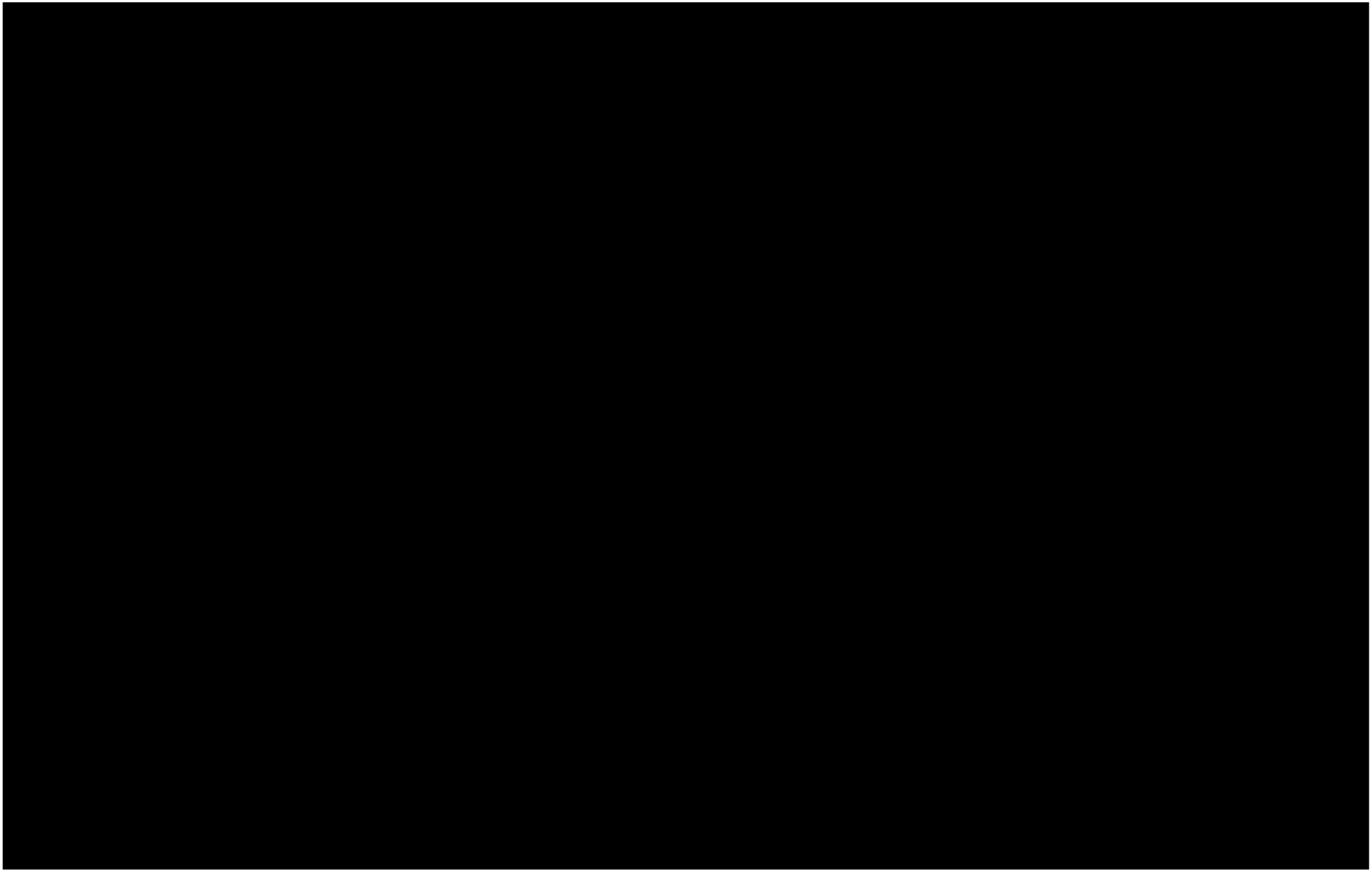

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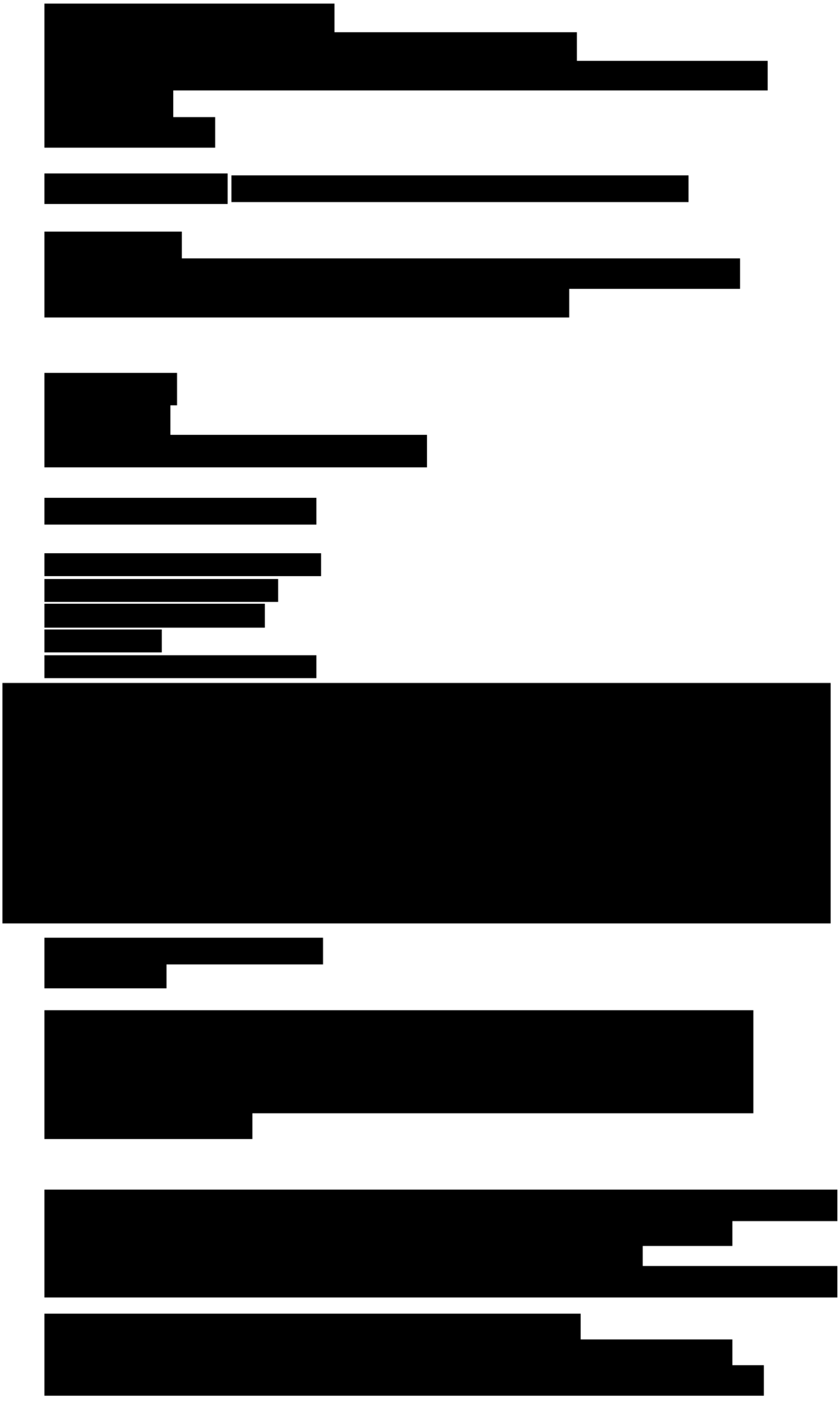

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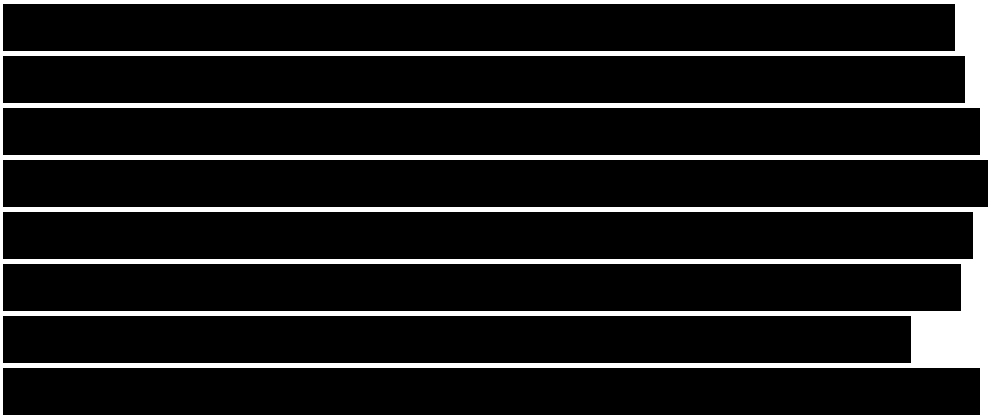

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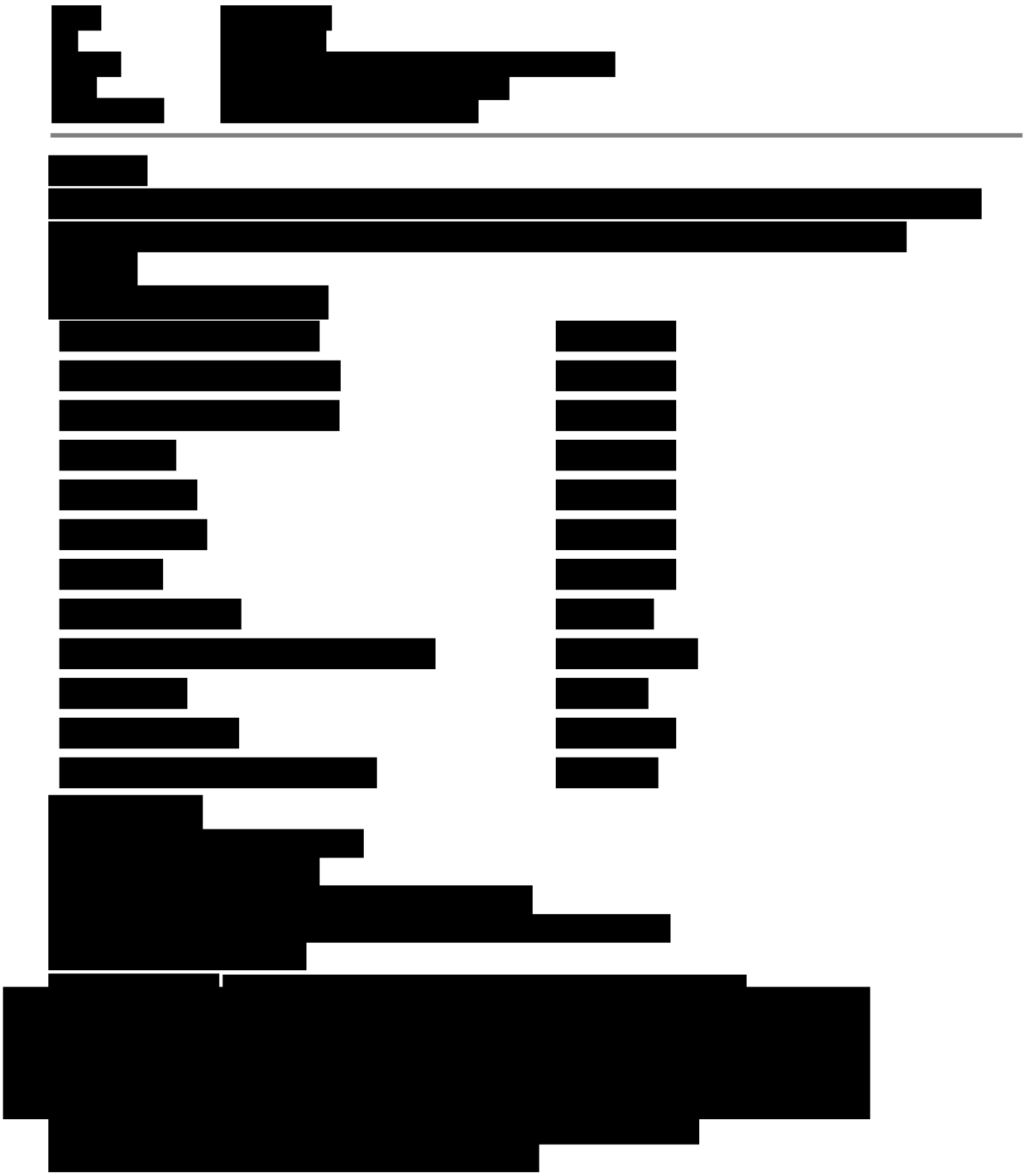
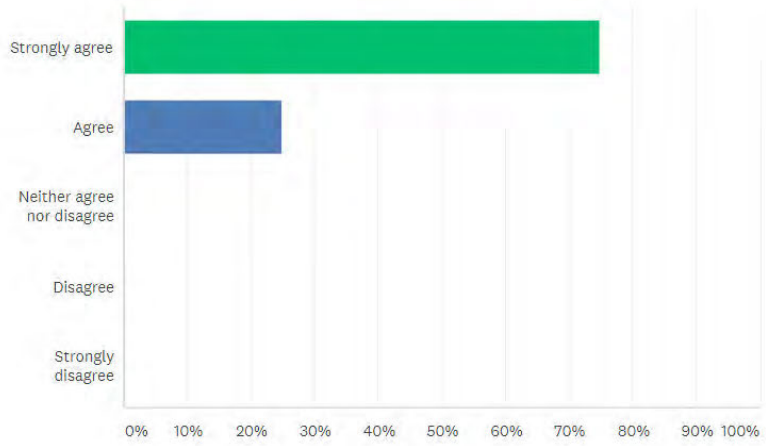


I think being asked to do the Wardley Mapping work was a great opportunity.

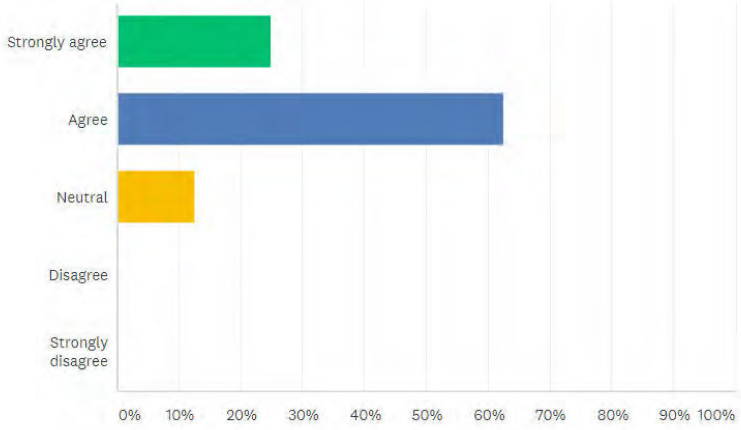
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	6
Agree	25.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

I understood the expectations of the work.

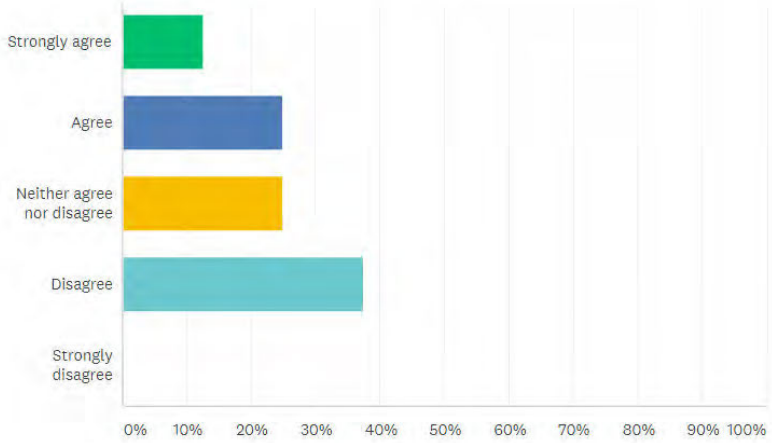
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	2
Agree	62.50%	5
Neutral	12.50%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

I found it easy to allocate sufficient time for me to do the work required

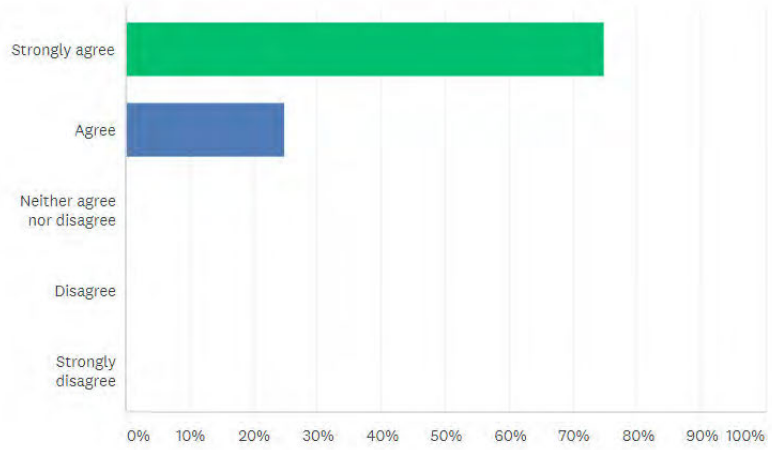
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	1
Agree	25.00%	2
Neither agree nor disagree	25.00%	2
Disagree	37.50%	3
Strongly disagree	0.00%	0
TOTAL		8

I learnt valuable skills through this experience.

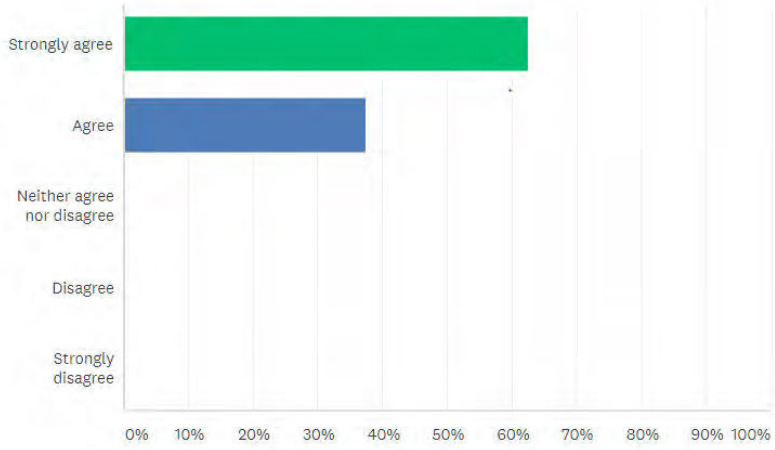
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	6
Agree	25.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

I see value for CIT in the Wardley Mapping work that I was part of.

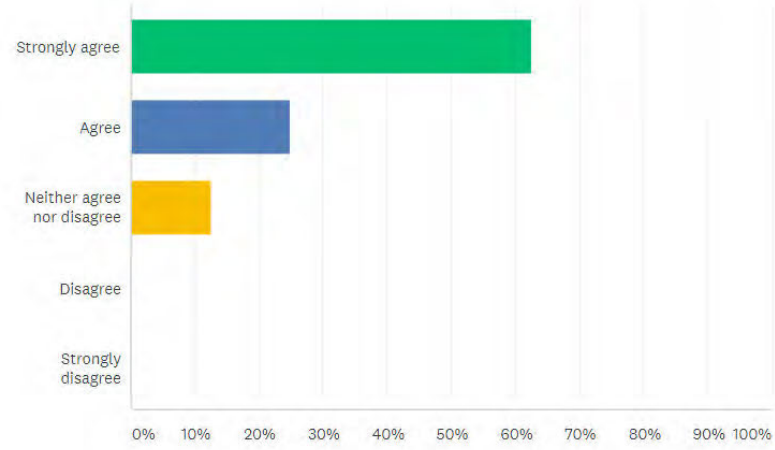
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	62.50%	5
Agree	37.50%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

My work area understood the work I was doing and made it easy for me to participate in it fully

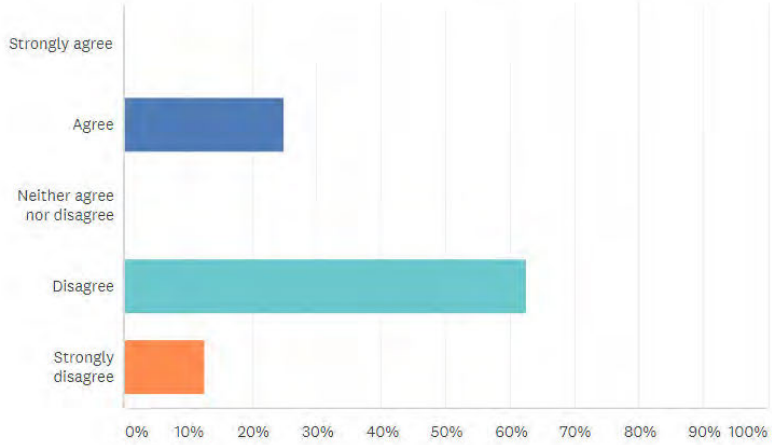
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	62.50%	5
Agree	25.00%	2
Neither agree nor disagree	12.50%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

I felt guilty about doing this work and not my 'normal' work

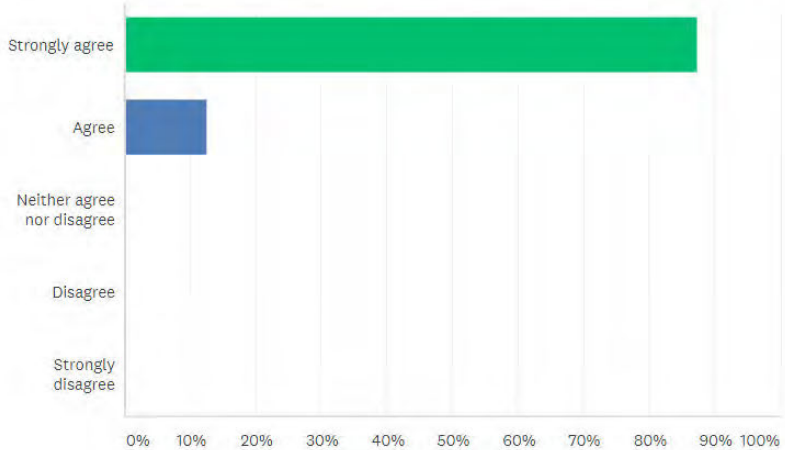
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	25.00%	2
Neither agree nor disagree	0.00%	0
Disagree	62.50%	5
Strongly disagree	12.50%	1
TOTAL		8

I enjoyed meeting and working with people from other parts of CIT

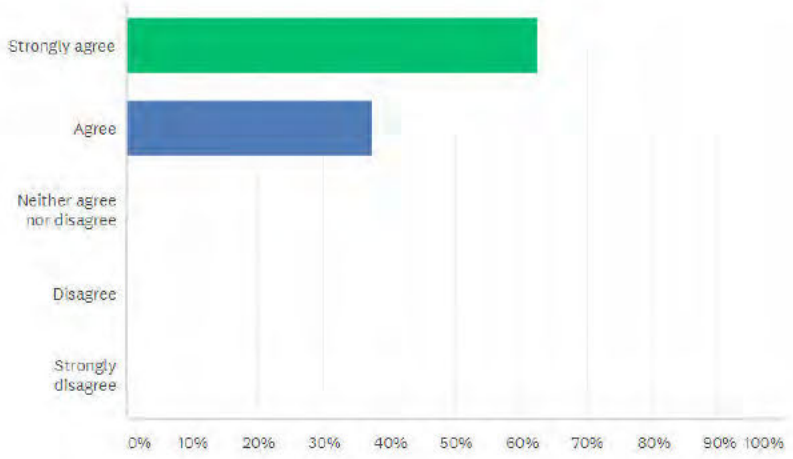
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	87.50%	7
Agree	12.50%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

I found the support and guidance provided to the group beneficial

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	62.50%	5
Agree	37.50%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		8

What do you think is the greatest thing you learnt about yourself throughout this process?

[redacted]

Steff, Cheryl

From: Small, Kelly
Sent: Wednesday, 22 July 2020 12:29 PM
To: Steff, Cheryl
Subject: Warldy Mapping Survey Results
Attachments: Warldy Mapping Survey Results.docx

UNCLASSIFIED

Afternoon,

Here are the survey results – 8 out of 9 have responded.

I will check the results a bit later on this afternoon and will update it if they have answered.

Let me know if you need it in a different format or anything 😊

Kel

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

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Attachment B (1)
2019 ACT Training Awards

CASE STUDY A: Cyber security

Aim:	To take a new qualification and create a higher apprenticeship level qualification in a skills shortage area that underpins the security of all Australians in an innovative and collaborative delivery model.
Qualification/s:	• Certificate IV in Cyber 22334VIC • Graduate Certificate of Cyber security GC-BD17
Success achieved:	• CIT has enrolled over 300 students (March 2018 – June 2019). • The Training Security Operations Centre (TSOC) has been completed and is used to run classes and enables ACT start up cyber companies to showcase their products to new clients. • To build on employment opportunities, CIT has now launched a Career Central Pilot—"Ctrl+IT – Control Your Future." • New skills set for renewable energy sector (from the Certificate IV in Cyber) delivered to employees who work on 'operating systems/control centres'.
Student impact:	• Numbers in class are not limited by fixed infrastructure with the new online platform allowing CIT to scale up the number of students who access the training remotely or from their workplace. • Industry has worked with CIT to create mentorship and internship opportunities for students and this has directly led to jobs. • The virtual program has given students real examples of cyber incidents to work on that align to the learning requirements. In an industry that is currently dealing with new threats this responsive platform ensures students are prepared for the workplace.
Industry/partner involvement:	• [redacted] • ACT Government • ACT Node of [redacted] • [redacted] Higher education and research sector • National commitment and MoU between TAFE/CIT across each state, underpinned by [redacted] to deliver and align programs to ensure a national benchmark for cyber security entry level training. • Worked with industry to design the solution to our training facilities.
Case study (Jack Cameron):	• A recent example of someone who reskilled through CIT is an apprentice floor and wall tiler who made the move to cyber security. • As much as he enjoyed his trade, he saw first-hand the physical pressure it put on his workmates, so I decided to embark on a career change. • Pursuing a vocational opportunity in cyber security also supported his love for travelling, as opportunities in the field allow him to work anywhere in Australia and overseas. • While studying at CIT, he was part of a cohort who travelled to Singapore as part of a study tour, meeting and learning from visionaries and world leaders in the industry. • He was also able to complete a 14-week virtual apprenticeship run by the [redacted], an internship with [redacted] Cyber Security Department, and has since accepted an offer to join [redacted] Graduate Program as a Cyber Security Analyst.

CASE STUDY B: Renewables

Aim:	To develop a new and innovative approach to addressing the renewables skill shortage. This industry has increasing demand and is a strong government priority in ACT, nationally and internationally.
Qualification/s:	• Cert III Electrotechnology Electrician • Post-trade skill set for qualified electricians • Solar PV and Battery Storage • [redacted] ([redacted] accredited training
Success achieved:	• Electrician numbers are up by 38%, accommodating to the market and offering renewables as a stream for Solar PV. • CIT is receiving referrals for battery from other RTOs because of specialist facilities and staff experienced to provide high level training. • CIT's courses are internationally [redacted]-accredited—one of only three providers in the southern hemisphere. • CIT has excellent equipment and facilities which have been developed in collaboration with industry partners.
Student impact:	• Option of stream for electricians now available to upskill for electrical industry for future needs, towards 2020 goal of 100% renewable energy target for ACT. • Access to world class facilities and up-to-date technology in the renewables space. • Ensures ongoing employment outcomes for ACT & Region and wider electrical industry across Australia and is sought after overseas (we have graduates working in the UK, USA & New Zealand).
Industry/partner involvement:	• [redacted], electrical apprentices trained for Cert III with renewables stream and technicians undertaking [redacted] training, in process of establishing a partnership to offer training in colleges with basic renewable program with mechanical emphasis to entice people into the industry and build future workforce. • [redacted] – Hydrogen test facility at Fyshwick. • [redacted] – 20 year partnership with leading international industry provider, ensuring quality and longevity of provision. • [redacted] – Sponsorship of industry equipment (e.g. $14,000 batteries).

CASE STUDY C: Flexible Allied Trades Delivery Project

Aim:	CIT has recently secured a $150,000 grant through the ACT's Future Skills for Future Jobs Grants Program to design and develop new innovative, quality and sustainable training options that are flexible and allow apprentices to spend more time in the workplace than the classroom.
Qualification/s:	• Certificate III in Wall and Floor Tiling • Certificate III in Solid Plastering • Certificate III in Wall and Ceiling Lining
Success achieved:	• The project supports apprentices with flexible training options to learn outside of CIT and spend more time in the workplace. • The program gives flexible support to bring apprentices to a successful completion depending on their individual needs and progression status. • It will streamline trade recognition processes to increase apprentice commencements and provide further opportunities to skilled labourers working within the industry without any formal qualifications. • CIT is the leading registered training organisation (RTO) delivering Allied Trade qualifications in the ACT holding 96% market share. • This initiative focuses on the industry areas of Solid Plastering, Wall and Ceiling Lining, and Wall and Floor Tiling.
Student impact:	• This project targets apprenticeships in local, regional and remote areas through flexible delivery including video based online learning. The project will support learners who have low Language Literacy and Numeracy (LLN) skills. • CIT was chosen to deliver this grant as we are experienced in working with a diverse range of cohorts including Aboriginal and Torres Strait Islander peoples, Youth at risk (aged 15-24 years), Long-term unemployed, Mature-aged workers, Women in trades. CIT Student Support can provide guidance, referral and support through its services (e.g. Counselling, Disability Support, Migrant Support and Careers Advice). • CIT has the ability to understand the cohort's needs and support them through the training on or off-the-job. This flexible model provides capability to grow a business as the apprentice is able to spend more time in the workplace and less time in the CIT simulated environment.
Industry/partner involvement:	• CIT will collaborate and engage with employers that will participate in a trial using flexible training methods they haven't experienced before. There are four industry partners involved in the project and these partners have been consulted as part of developing the project plan. These industry partners are [redacted], [redacted], [redacted] and [redacted].

CASE STUDY D: [redacted]

Aim of program:	The [redacted] program cohorts are long-time unemployed seeking opportunities to break through the highly competitive job market.
Qualification/s:	• Hospitality Pre-employment Program • Community Services Taster Program • Conservation Land Management & Horticulture Introduction Program • Business Administration Pre-Employment Program • Early Childhood Education and Care Program • Women Return to Work Program
Success achieved:	• [redacted] in partnership with CIT is delivering innovative accredited training programs focusing on skills development, work experience and employment within a range of sectors. • The [redacted] programs are focused on giving individuals accredited training and introducing participants to career options and the range of associated vocational pathways. • The [redacted] programs are aimed at key disadvantaged groups (youth, Aboriginal and Torres Strait Islander, mature aged, long-term unemployed and culturally and linguistically diverse people) who are disconnected from the labour market. • As part of the [redacted] program, CIT have included movement sessions—such as facilitated yoga—where the students gain relaxation and mindfulness techniques while studying at CIT. • [redacted] has a strong focus on improving the education, social, and economic outcomes of residents in the Canberra Region. • Since its establishment in 2016, [redacted] has delivered 791 training places, 322 work experience placements and 298 new jobs.
Student impact:	• CIT supports the diverse needs of learners through customised delivery to ensure their individual needs are met. • Teachers are committed to building rapport with students both in a group and individually, creating an environment for to motivate, support and nurture the students to engage in meaningful and enjoyable learning experiences to develop their skills and knowledge for employment.
Industry/partner involvement:	• Our industry partner, [redacted] works hand in hand with CIT to provide wrap-around support and we have implemented additional tutorial sessions to encourage students to complete. • Community Services Directorate, ACT Government, is also a key stakeholder.

CASE STUDY E: Hospitality Pre-traineeships

Aim of program:	To address a critical skills gap in the local hospitality industry, delivering pre-traineeship programs to local jobseekers.
Qualification/s:	Hospitality Pre-traineeship
Success achieved:	• CIT has partnered with local hotel groups ([redacted], [redacted]) ACT Government, the Department of Jobs and Small Business and JobActive Providers to address a critical skills gap in the local hospitality industry, delivering pre-traineeship programs to local jobseekers. • The 10-day tailor-designed program delivered by CIT gave participants foundation skills training to successfully prepare them for the hospitality workforce. At the completion of the program successful participants have gained employment with their host employers and a pathway to a traineeship. • The training had a hands-on, practical focus incorporating live experience in the CIT café and access to CIT's unique simulated training facilities and equipment. • The project was supported by funding from the Skilling Australians Fund, a project-based National Partnership Agreement with the Australian Government to meet the needs of industry and increase the number of apprentice and trainee commencements. • The program was a great opportunity for those to gain skills in the industry and gain understanding of what the industry entails.
Student impact:	• 33 students have now successfully completed the pre-hospitality traineeship this year with a high success rate of post-study employment and further study. • Approximately 15 mature aged jobseekers have been involved in the program. There was one dedicated Mature Age program which resulted in 8 people entering employment with [redacted] and others have been mixed in with the different programs.
Industry/partner involvement:	• CIT worked with the local hospitality industry and other stakeholders to identify a need to gain skilled employees. • As tourism is growing in the ACT, this industry is one which is in dire need of skilled employees at all levels.
Profile	• [redacted]

CASE STUDY F: [redacted]

Aim:	To tailor industry-specific training to a local high profile employer.
Qualification/s:	• Certificate II in Skills for Work and Vocational Pathways (Skilled Capital) • Diploma in Leadership and Management (Australian Apprenticeships)
Success achieved:	• This was a partnership between a local high profile employer, a GTO and CIT. These two examples demonstrate CIT's ability to support an industry partner across the full breadth of their workforce development needs. • Whether it is about a training partner for entry level new workers or developing leadership and management skills to help existing managerial staff meet their full potential, CIT is able to work collaboratively with a range of stakeholders to achieve successful outcomes. • [redacted] They harness human factors science to create artificial intelligence (AI) technology that observes the driver's attention and intervenes seamlessly when necessary. • This is a new industry partnership for CIT harnessed through the Business Growth and Development team working closely with Skills Canberra, the state training authority and [redacted] (a locally based group training organisation).
Student impact:	• In March 2019 a cohort of 19 new workers (including 12 students with neurological disabilities and 1 Aboriginal and Torres Strait Islander student) undertook a pre-apprenticeship in Certificate II in Skills and Vocational Pathways. • This opportunity helped them secure ongoing employment with [redacted] through a group training organisation. These 19 students have now commenced an Australian Apprenticeship in Certificate III in Customer Engagement. • On 22 July, 18 [redacted] employees have commenced training in Diploma in Leadership and Management with CIT. 17 of these students are undertaking the training through an Australian Apprenticeship pathway, and 1 employee as an international student. The cohort is made up of engineers and new employees who are progressing towards or have recently commenced as managers (of small teams) within the organisation. • Students in the first cohort were provided with a range of additional support to help them to succeed. Individual consultations (and drop in sessions) with each participant were facilitates to ensure learning styles were accommodated and specific needs resulting from any learning difficulties were met. The content of the course was contextualised to meet the needs of the employer and ensure that the training provided related to the specific business and working environment.
Industry/partner involvement:	• This has been an industry led initiative in conjunction with the state training authority and partnering with a GTO. [redacted] has been heavily involved with the design and development of the initiatives from conception through to delivery. • For the second cohort, CIT has facilitated training to be delivered at our Fyshwick campus so that the employers can be close to their work location.

CASE STUDY G: Industry Pathways Course

Aim:	In a rapidly changing, more specialised and technically challenging economic environment, provision of VET qualifications to secondary school students will underpin development of a more diversely skilled and "work ready" labour force.
Qualification/s:	Certificate II in Skills for Work and Vocational Pathways (Skilled Capital)
Success achieved:	• The Industry Pathways Course is a vocational training program empowering Year 9 and 10 students in the ACT to make informed choices about their future education and employment. • This innovative pilot program commenced in February 2019 and aims to give ACT secondary school students exposure to a range of work environments. • The course focuses on a unique student experience and is based on the 'jobs without genders' premise that there should be no limits or boundaries to a student's chosen career path. • Throughout the program students are provided with three work placement opportunities selected from a range of occupations in high skills need areas for the Canberra Region—including STEM, trades, professional services and community services. • A total of 80 students from [redacted], [redacted], [redacted] and [redacted] are in the first cohort which commenced in February 2019. • The first Introduction to Industry day held at CIT Bruce, gave local high school students exposure to nursing, horticulture, forensics, renewables and construction. • It is planned that an additional 160 new places will be provided in 2020.
Student impact:	The Industry Pathways Course will prepare secondary school students for two key transition points: • ***Year 1 - Becoming Job Ready (Year 9)*** Year 1 aims to prepare the students for the world of work, expose them to a broad range of occupations and enable them to make an informed choice on elective units of competency they undertake in Year 2. • ***Year 2 - Skills for Work (Year 10)*** Year 2 of the course aims to provide students with real experiences in their occupational areas of interest, whilst gaining competencies that they can apply in the workplace and are relevant to their chosen industries. A mix of accredited and non-accredited 'foundation' and 'soft skills' training will empower students to make informed choices about their future education and employment and make them stronger and more confident in their ability to operate effectively and safely in a range of work environments.
Industry/partner involvement:	• This is a cross-government initiative (Education Directorate, Skills Canberra, CIT).

[redacted]

Canberra Institute of Technology Board

ATTACHMENT A

CIT Staff Survey Preliminary Results

CIT received 522 responses (or 59%) to the CIT Staff Survey, the highest response rate ever. Over 1,200 answers were entered across the three open text questions, far more than in previous surveys.

The top five and lowest five rated questions are:

Top 5 rated questions	Score
I feel I have the necessary skills to provide good customer service	96.0%
I seek opportunities to continuously improve and grow my capability	91.2%
I demonstrate the Cultural Traits	86.8%
I have a clear understanding of my job responsibilities and what is expected of me	85.1%
I have the training I need to be successful in my role	84.7%
Lowest 5 rated questions	
People are recognized when they go above and beyond for customers on my team	54.4%
CIT's processes and procedures allow me to effectively meet our customers' needs	53.4%
There is a clear communication process when change in CIT is proposed	53.3%
In times of change, senior managers provide sufficient information about the purpose of the changes	49.6%
It is easy to collaborate with other teams within CIT	49.6%

[redacted]