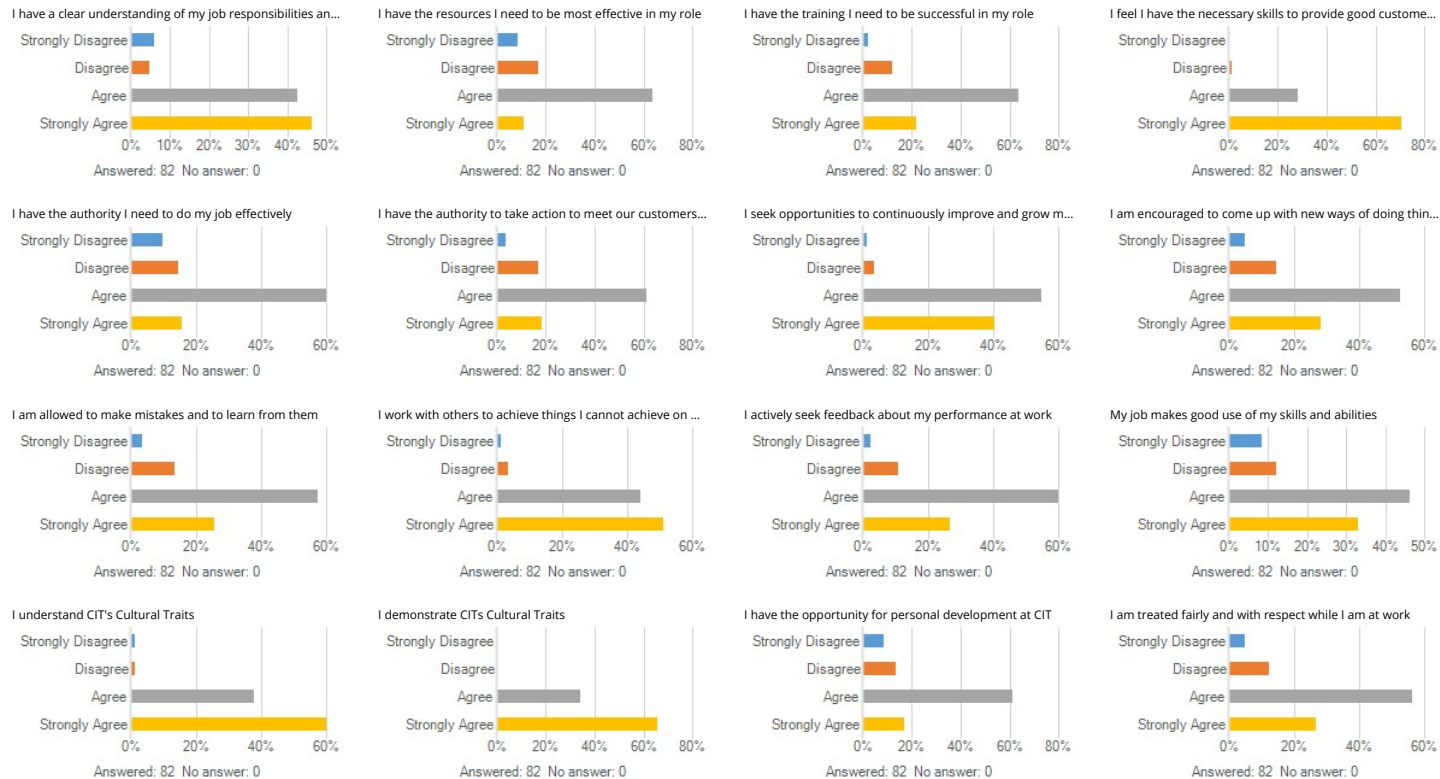


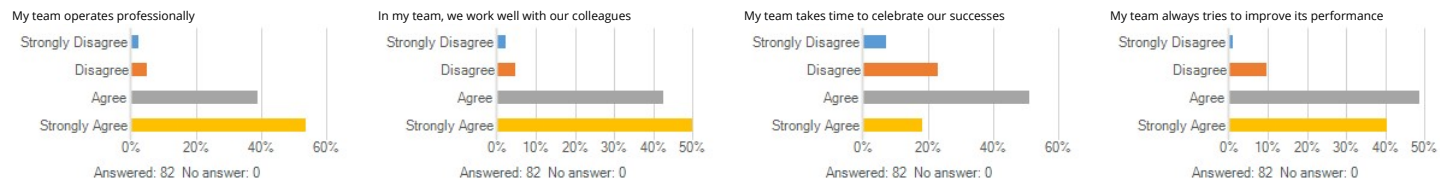


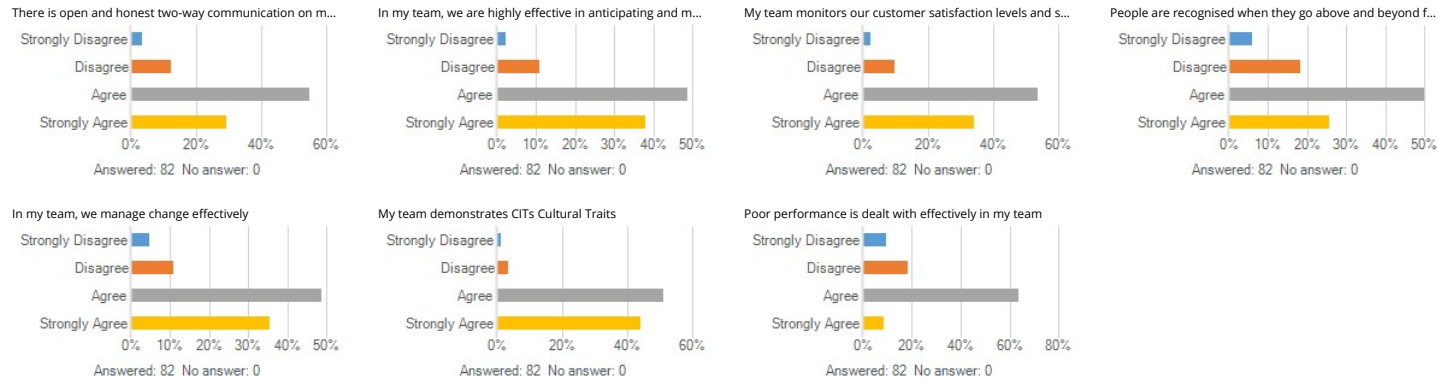
CIT Education and Training Services

Individual

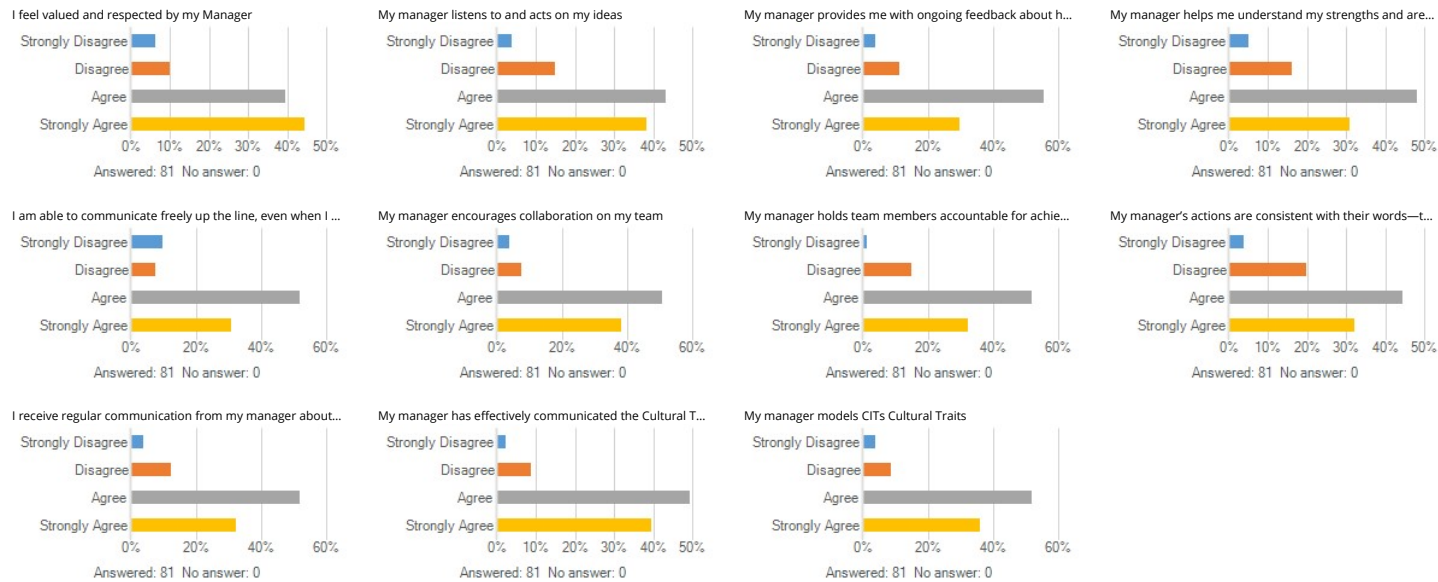


Team





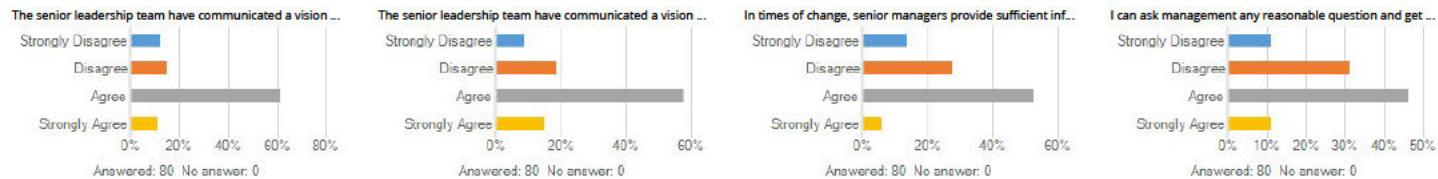
Manager

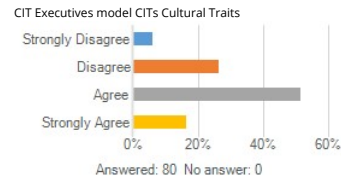
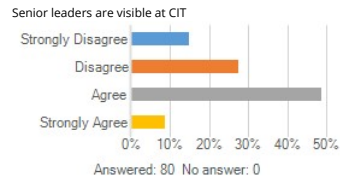


Organisation



Leadership





Free Text Questions

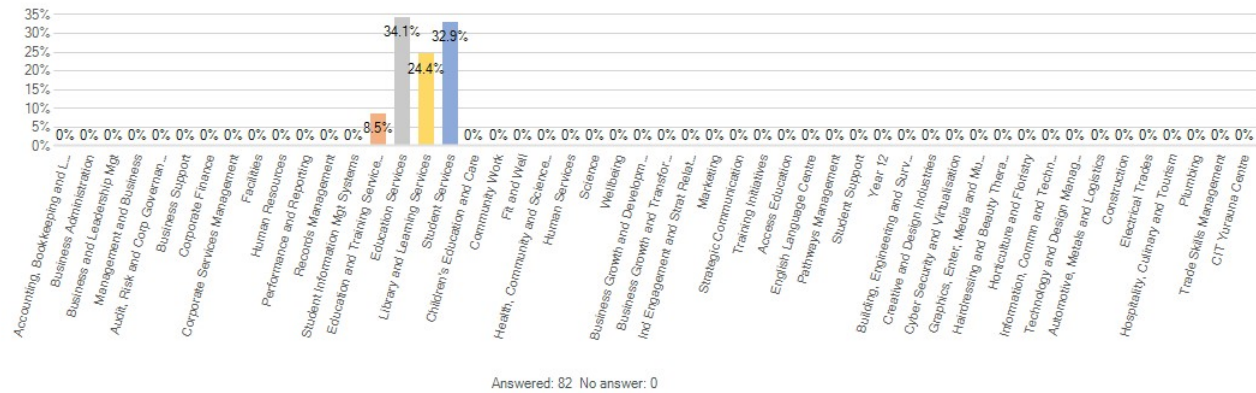
What keeps you working at CIT? (Maximum 100 words)

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

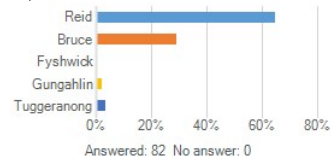
Do you have any other comments or questions? (Maximum 100 words)

Demographics

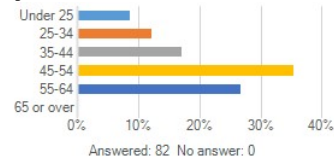
Department



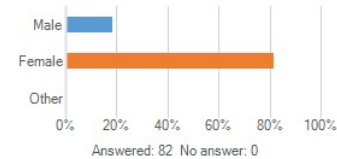
Campus



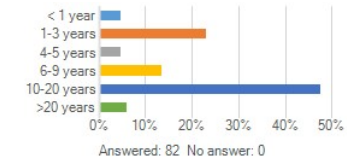
Age

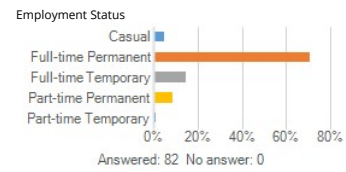
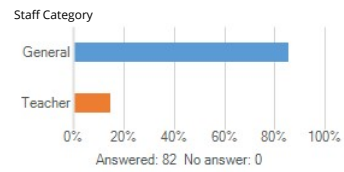


Gender



Tenure

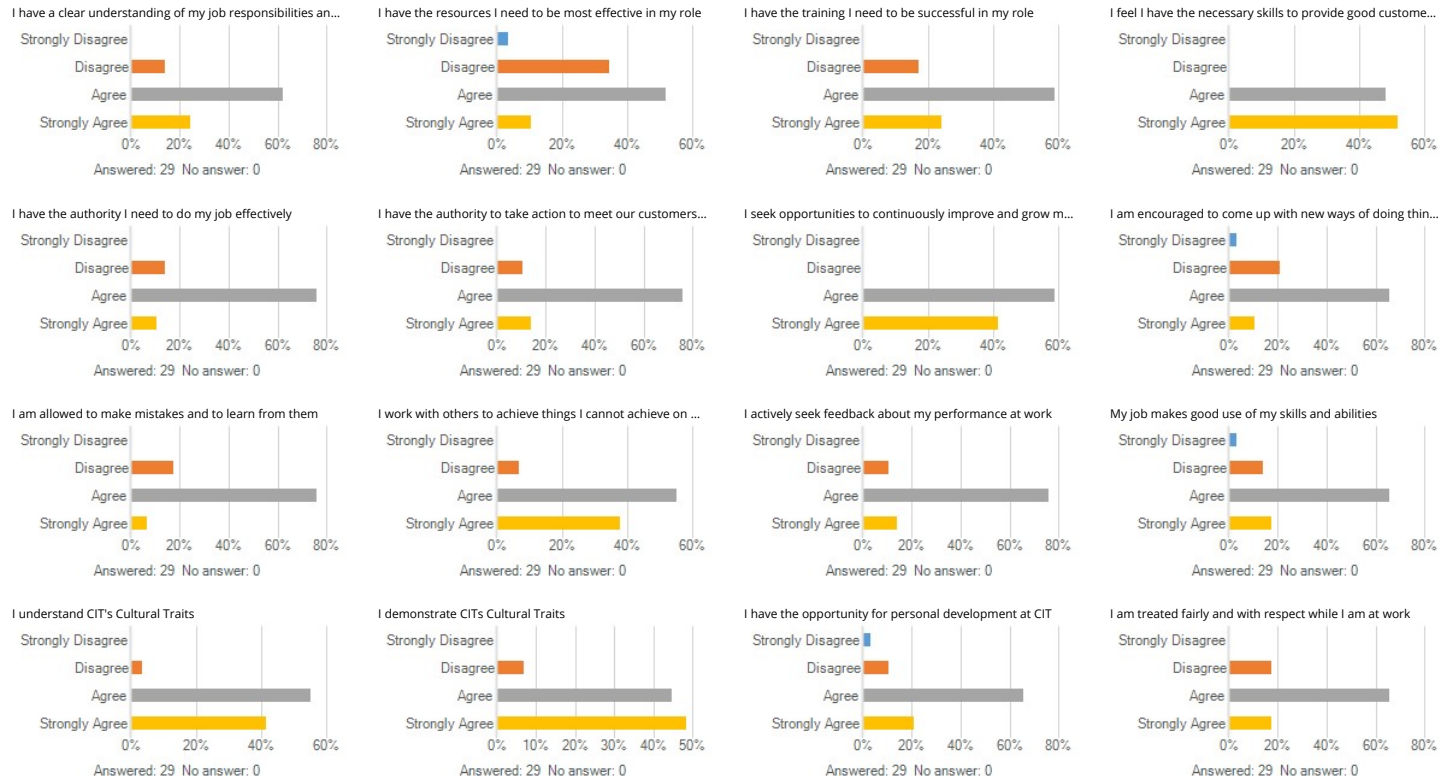




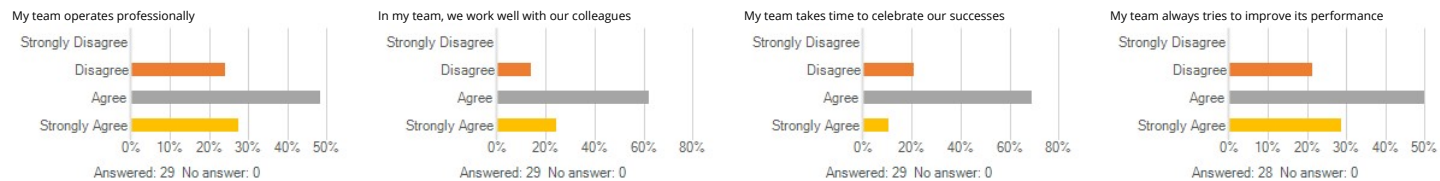


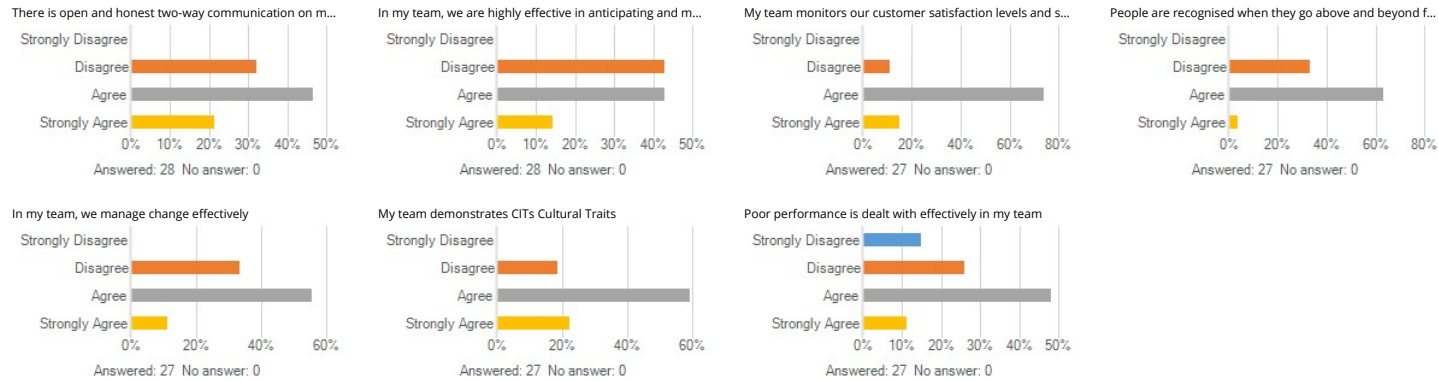
CIT Business and Leadership College

Individual

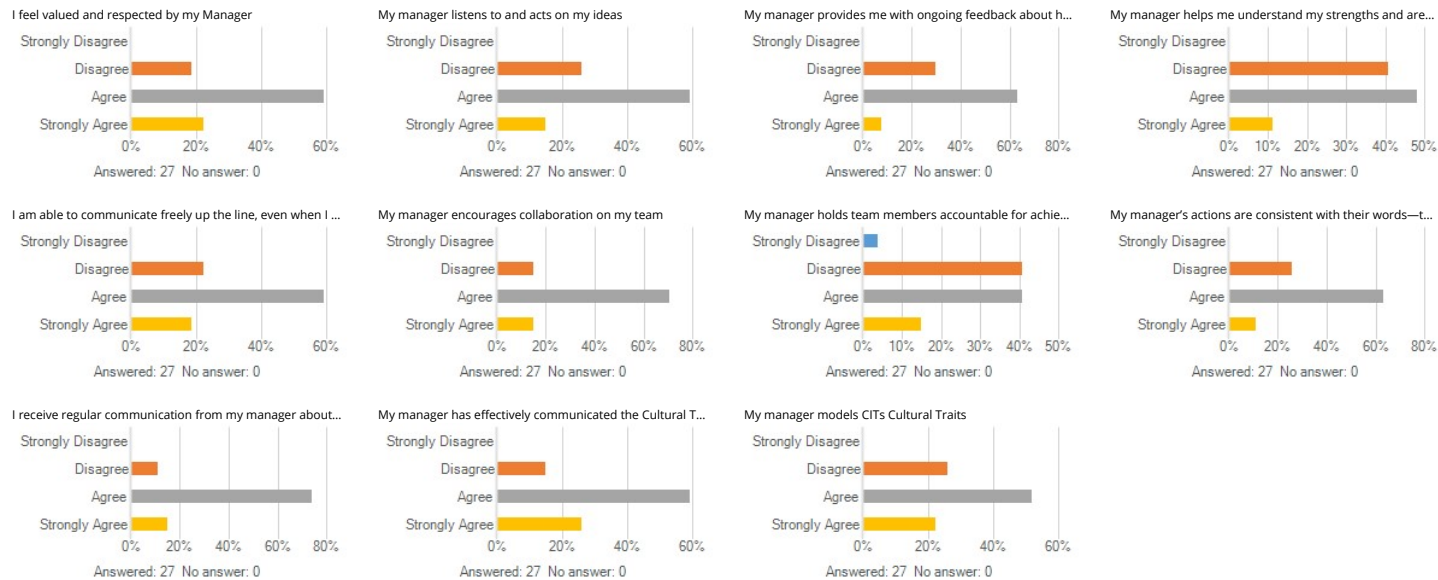


Team





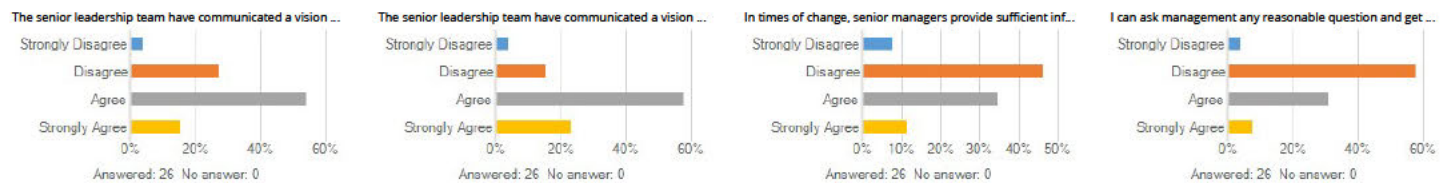
Manager

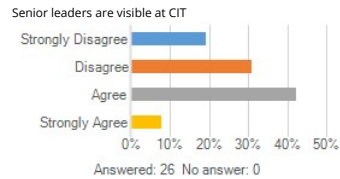


Organisation



Leadership





Free Text questions

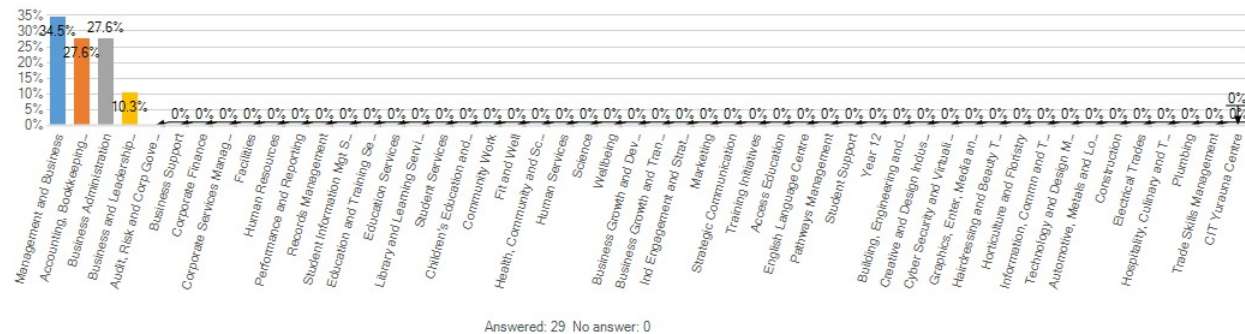
What keeps you working at CIT? (Maximum 100 words)

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

Do you have any other comments or questions? (Maximum 100 words)

Demographics

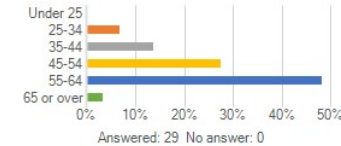
Department



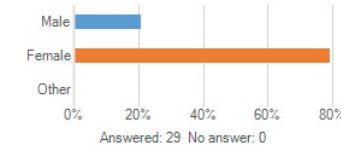
Campus



Age



Gender



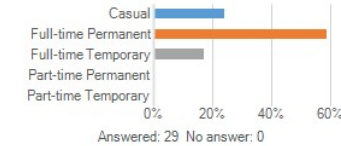
Tenure



Staff Category



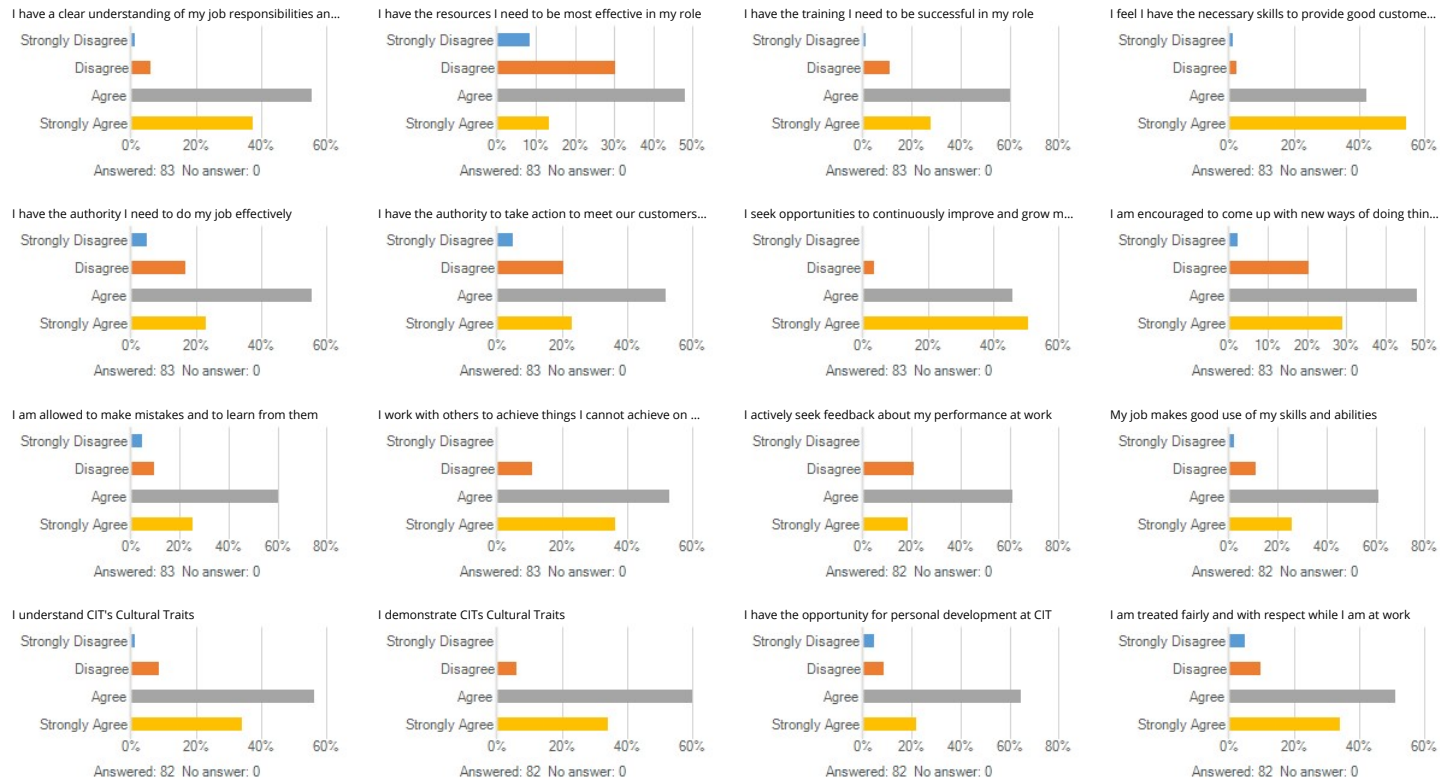
Employment Status



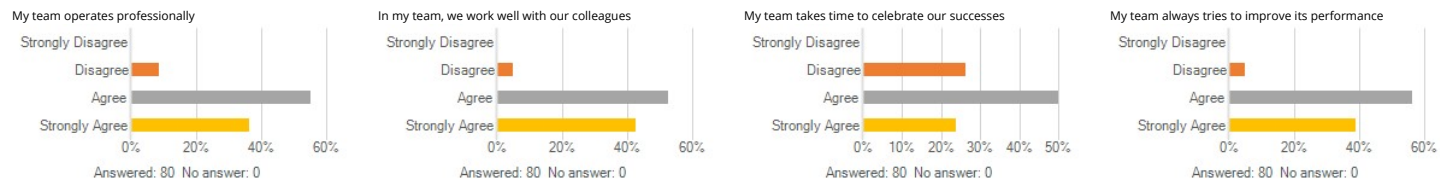


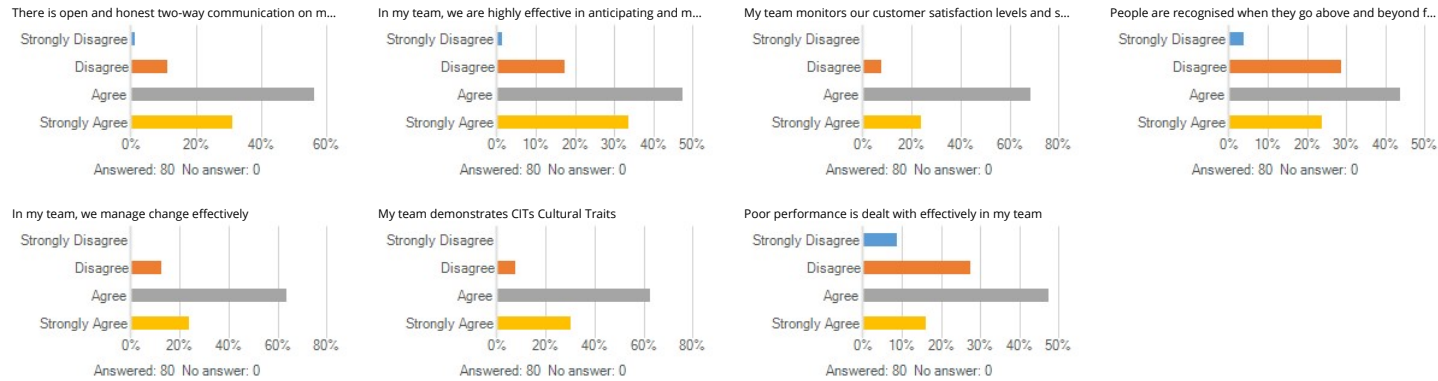
CIT Technology and Design College

Individual

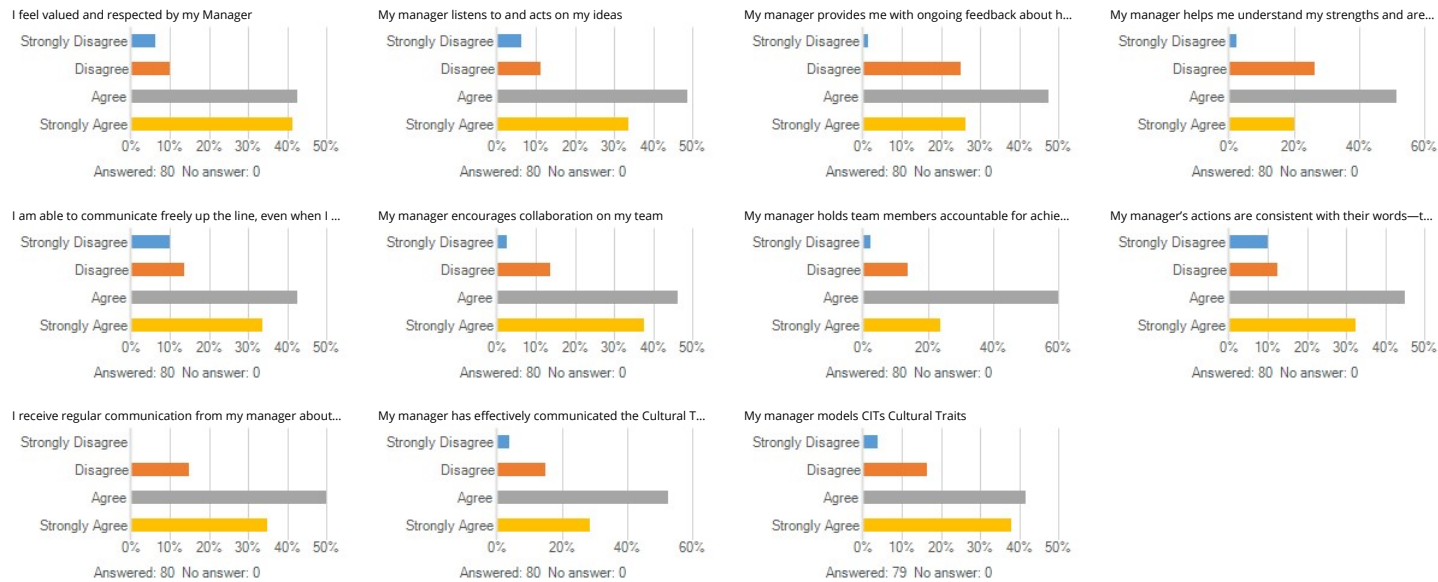


Team





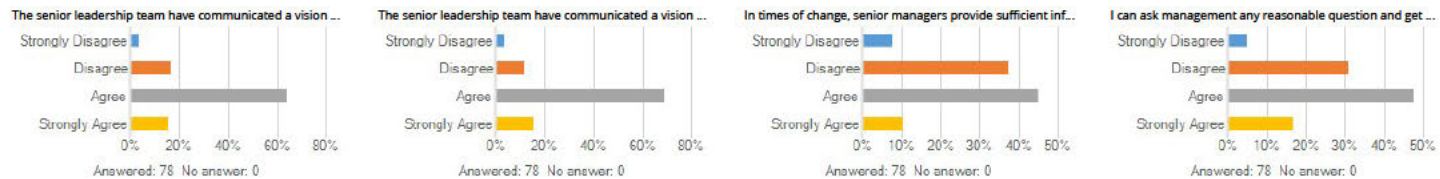
Manager

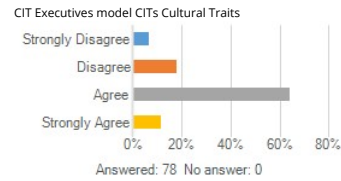
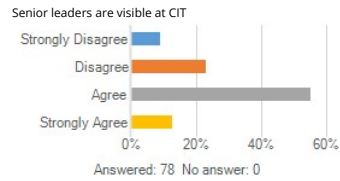


Organisation



Leadership





Free Text questions

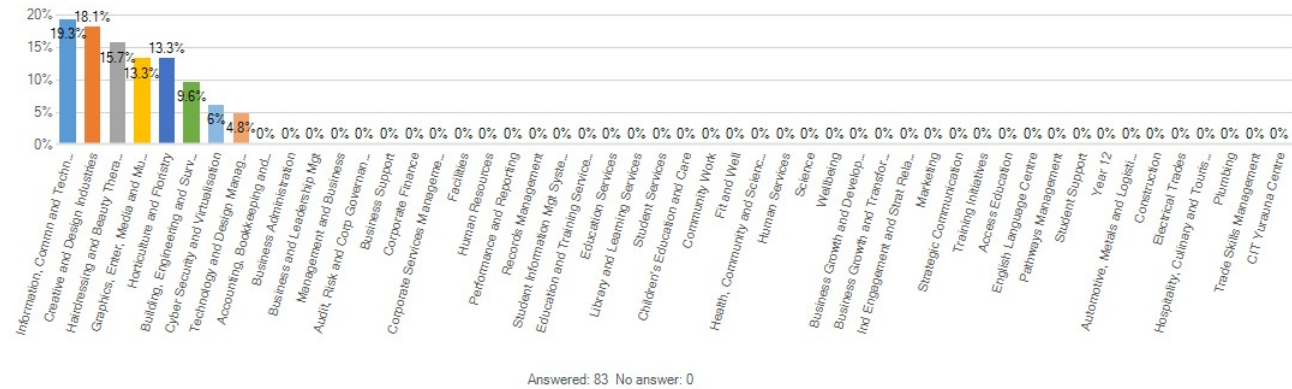
What keeps you working at CIT? (Maximum 100 words)

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

Do you have any other comments or questions? (Maximum 100 words)

Demographics

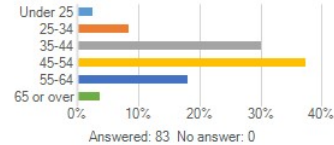
Department



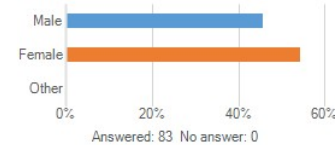
Campus



Age

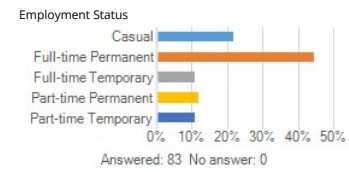
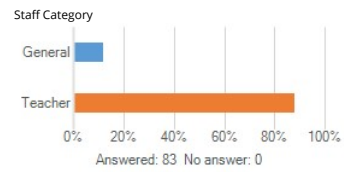


Gender



Tenure

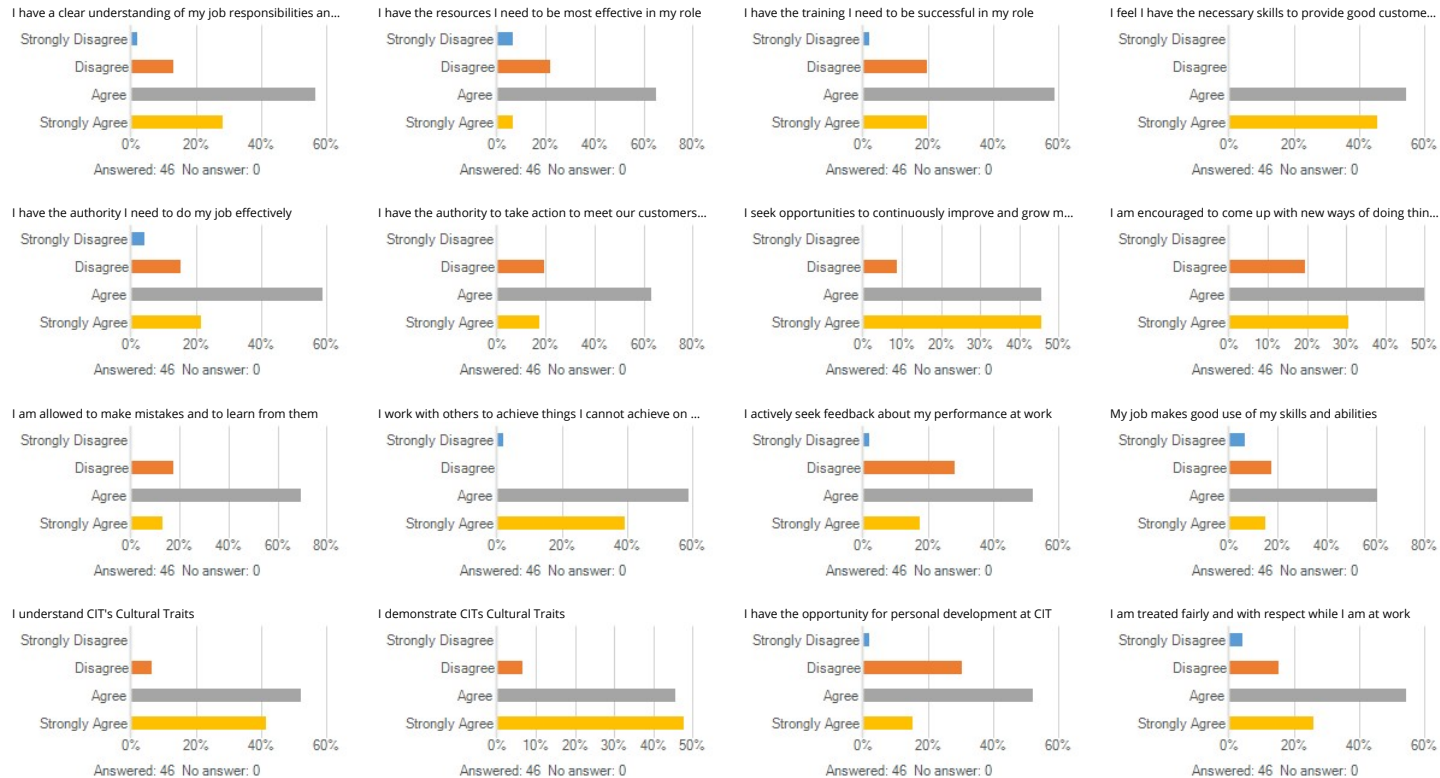




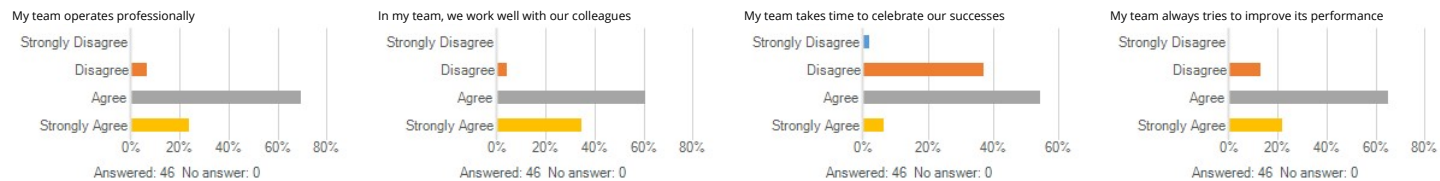


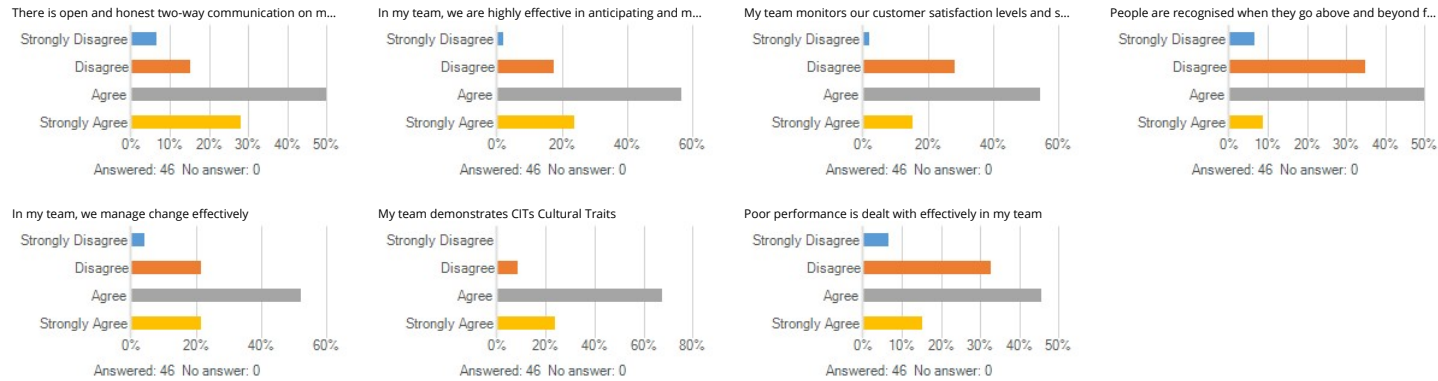
CIT Corporate Services

Individual

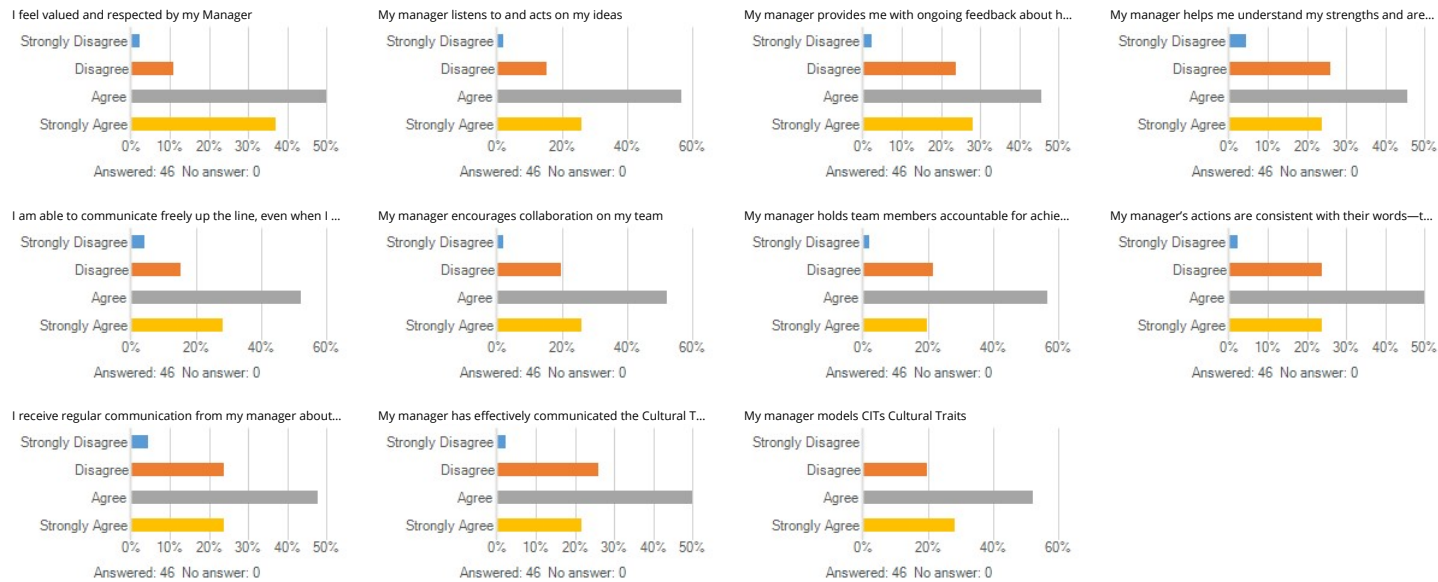


Team





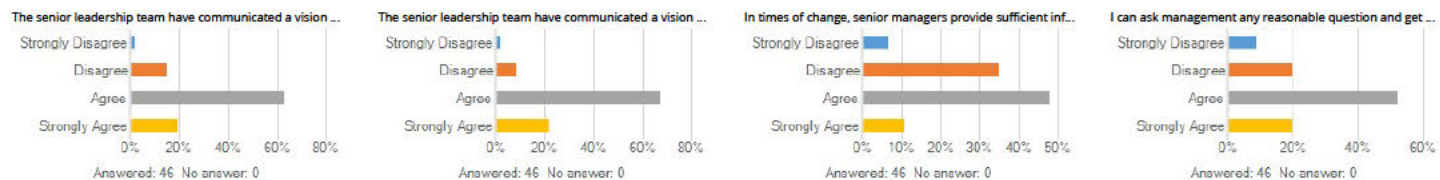
Manager

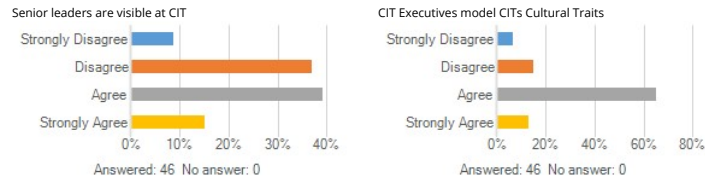


Organisation



Leadership





Free Text questions

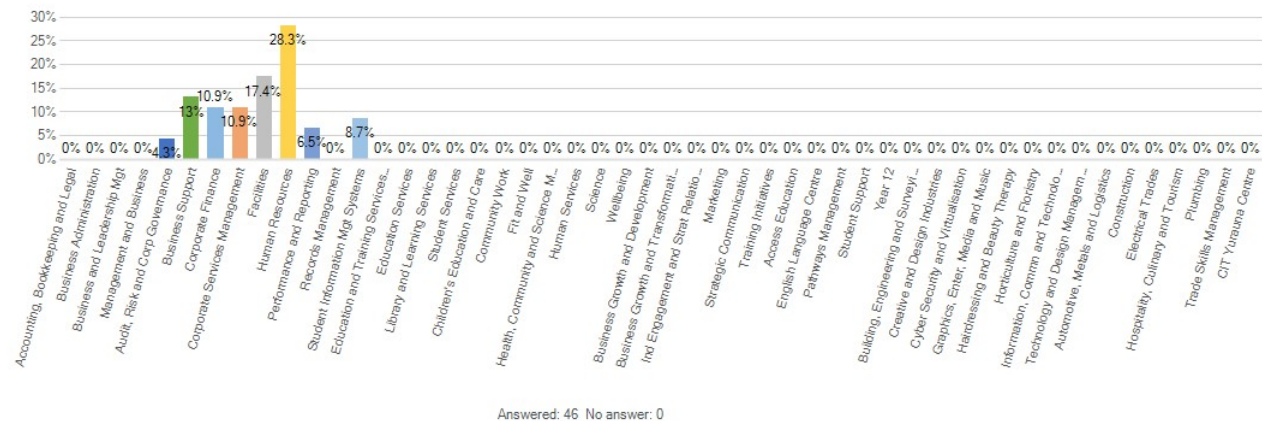
What keeps you working at CIT? (Maximum 100 words)

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

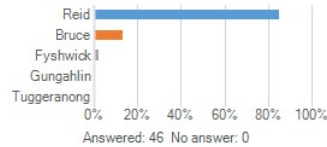
Do you have any other comments or questions? (Maximum 100 words)

Demographics

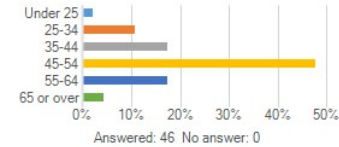
Department



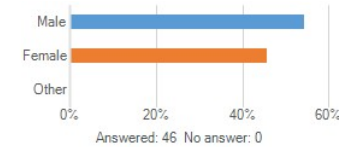
Campus



Age

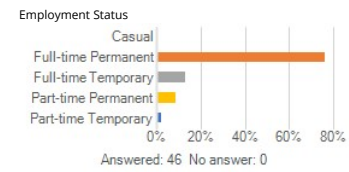
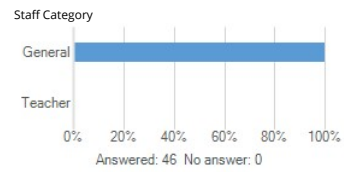


Gender



Tenure

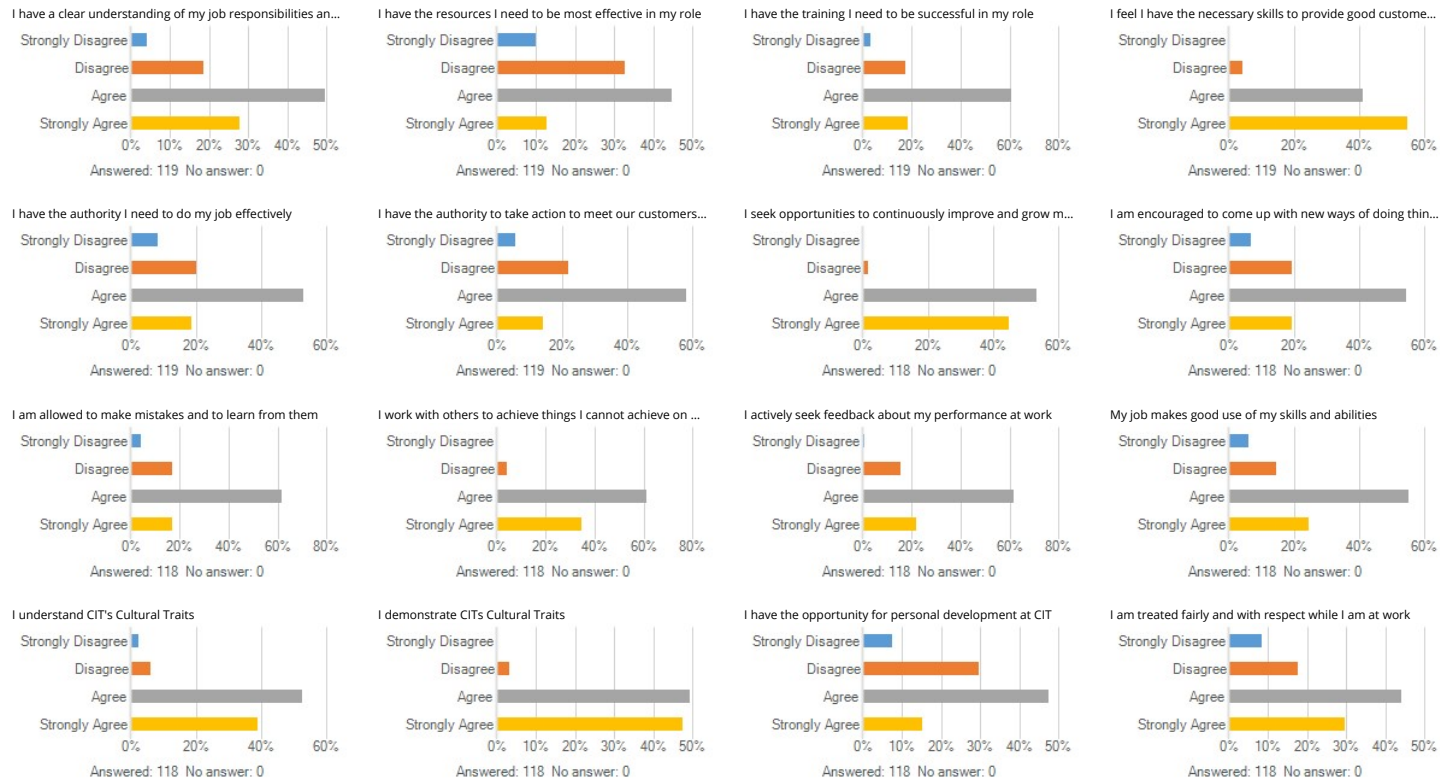




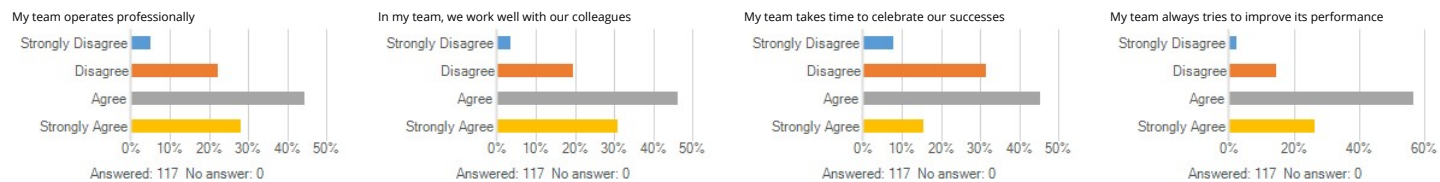


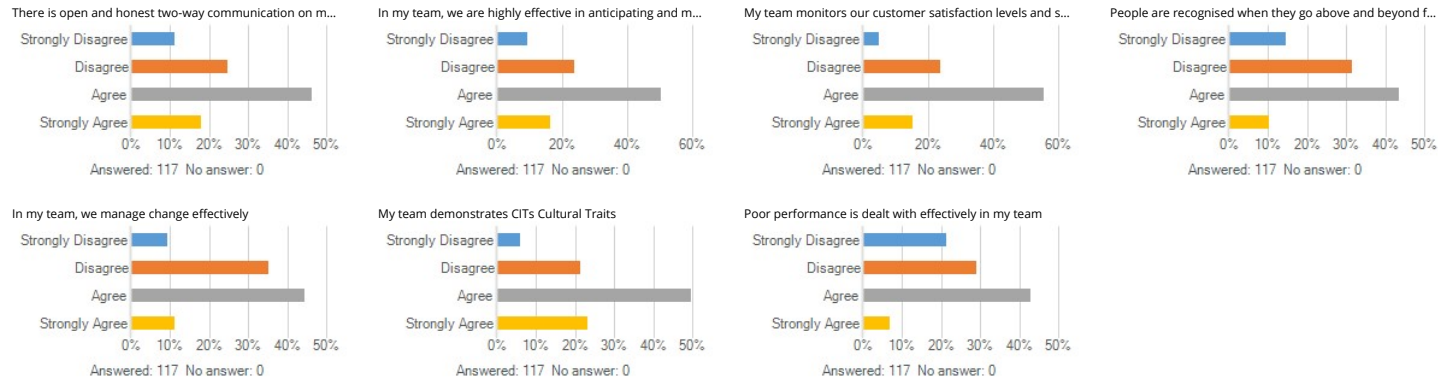
CIT Health Community and Science College

Individual

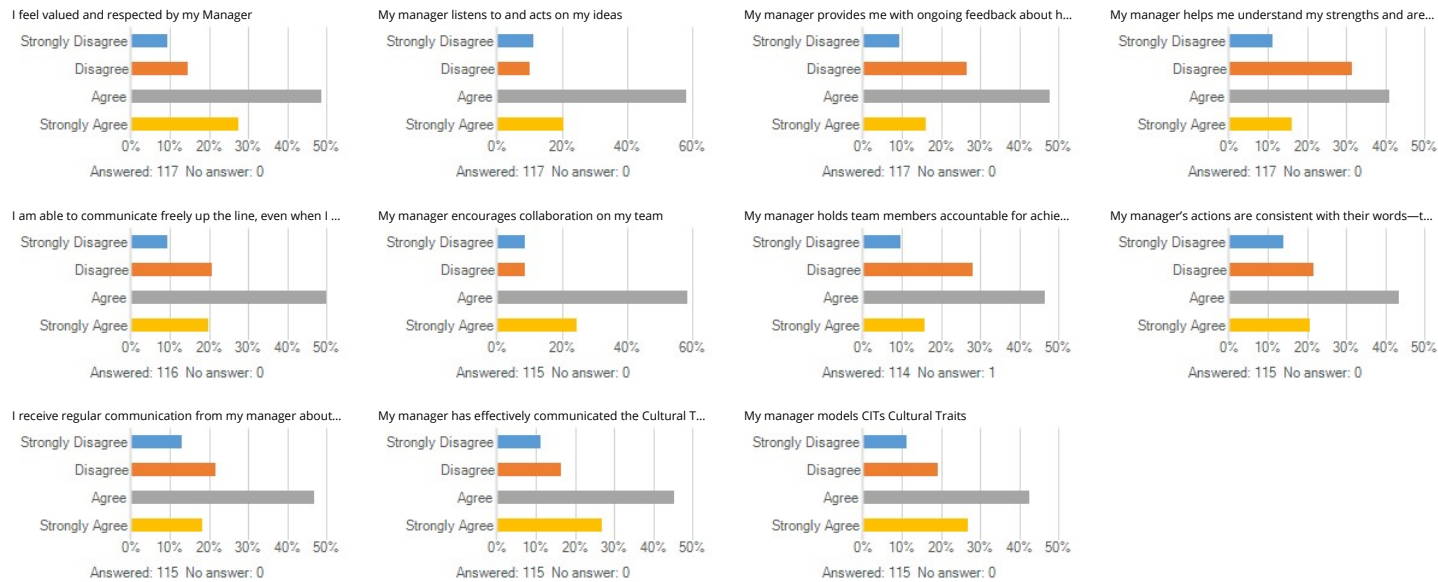


Team





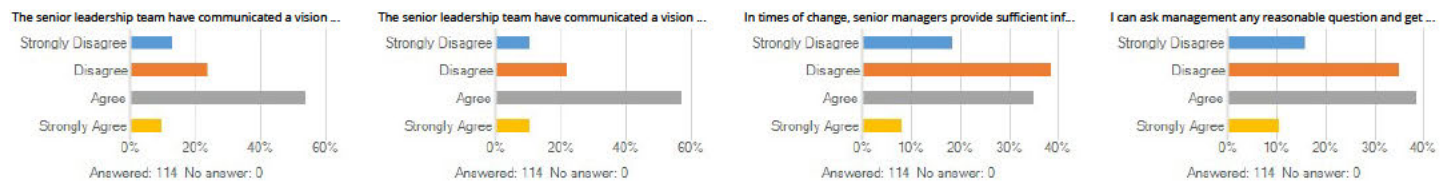
Manager

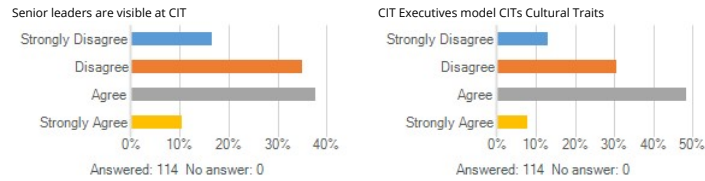


Organisation



Leadership

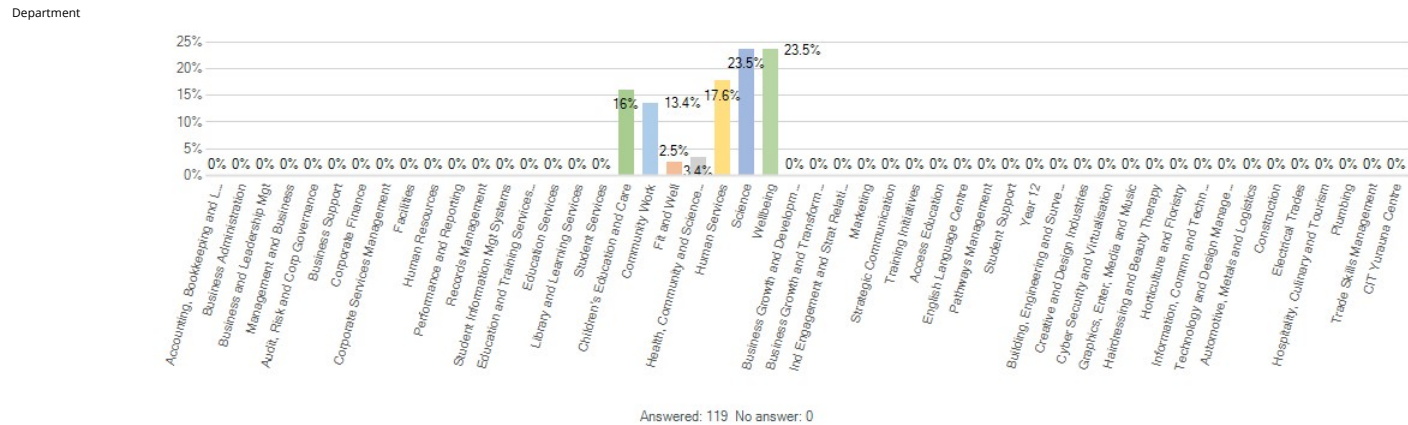


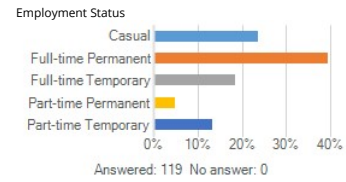
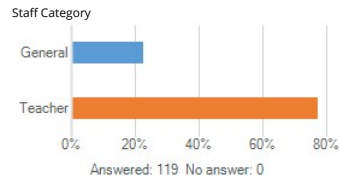
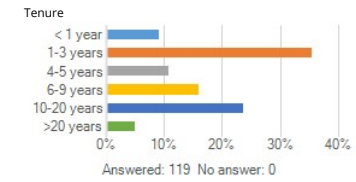
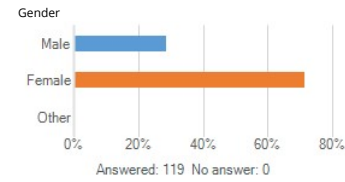
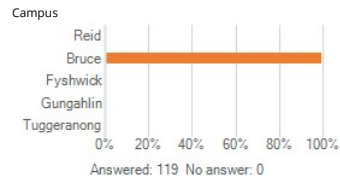


Free Text questions

What keeps you working at CIT? (Maximum 100 words) If you could change one thing about CIT, what would it be... Do you have any other comments or questions? (Maximu...

Demographics

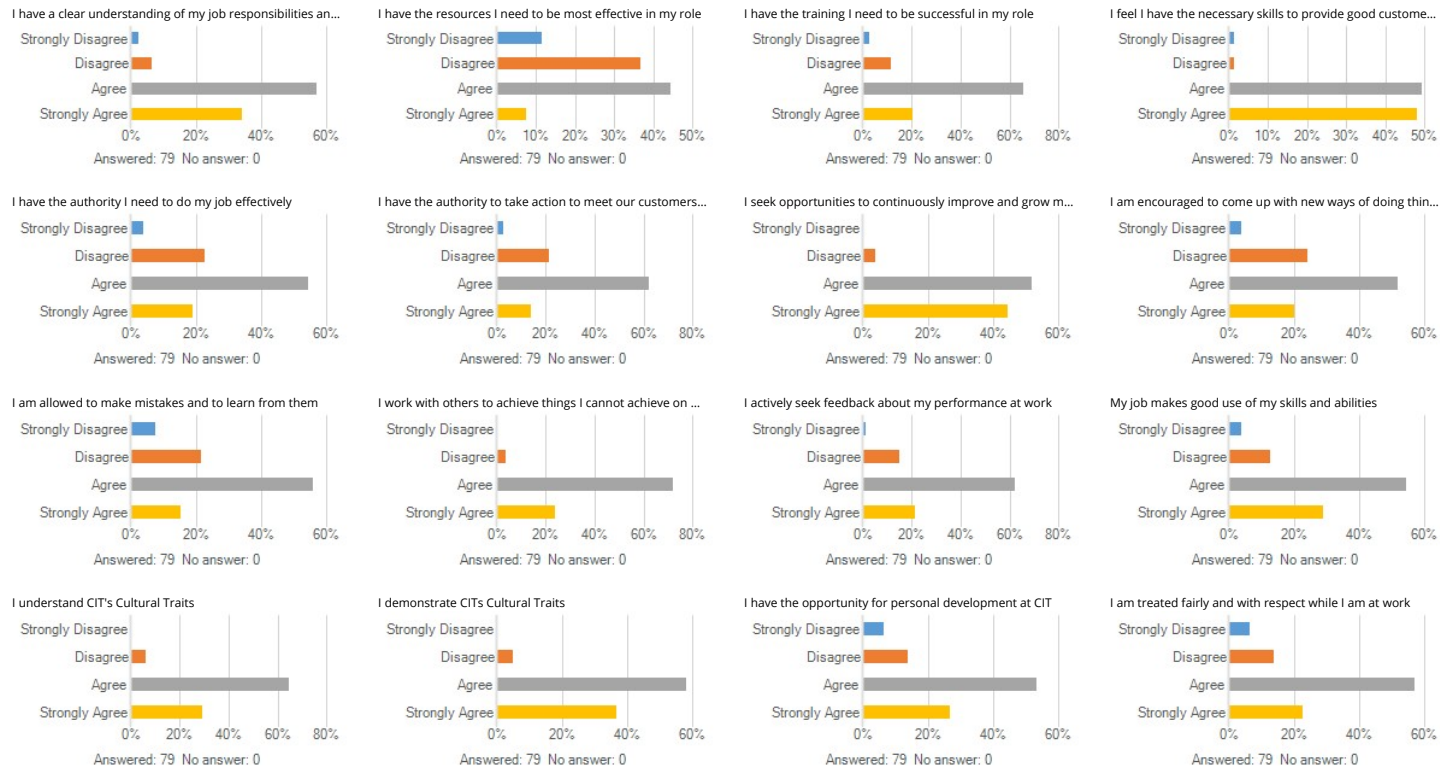




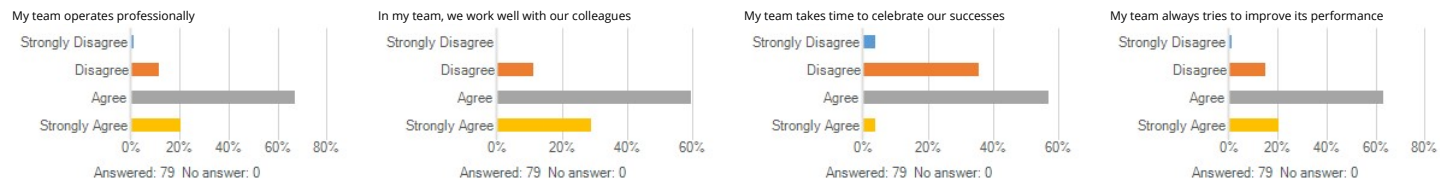


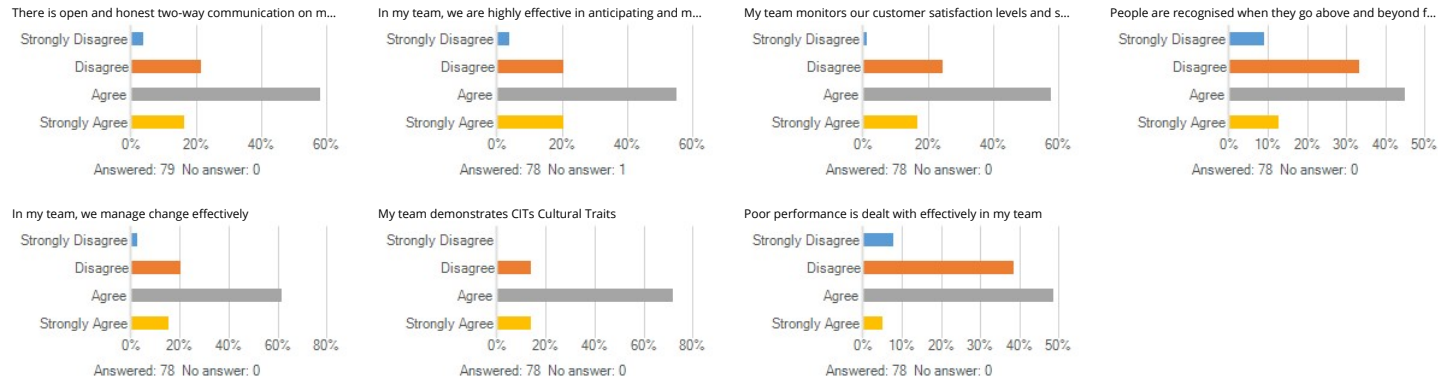
CIT Trade Skills College

Individual

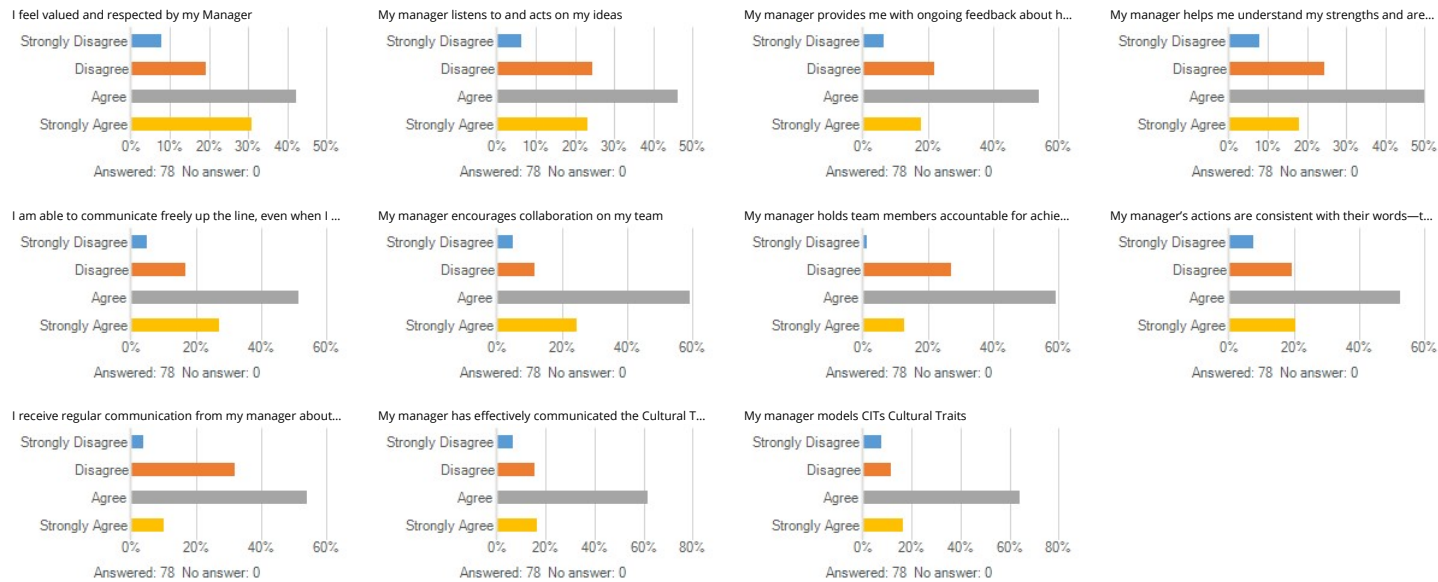


Team





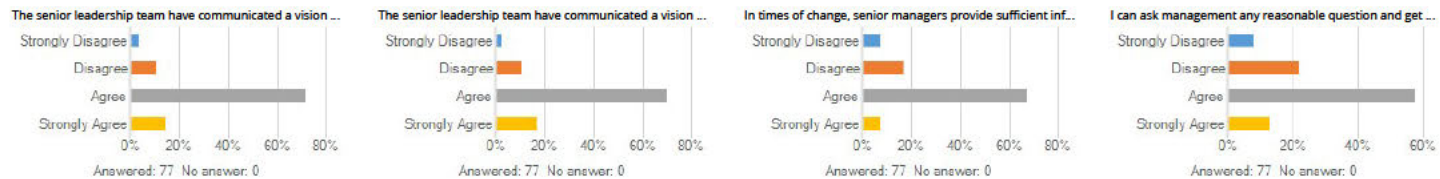
Manager

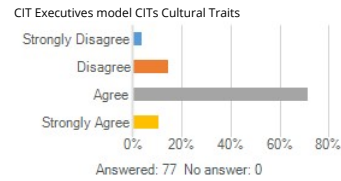
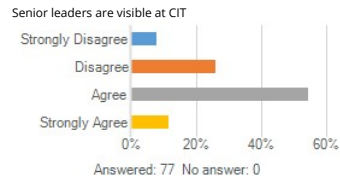


Organisation



Leadership





Free Text questions

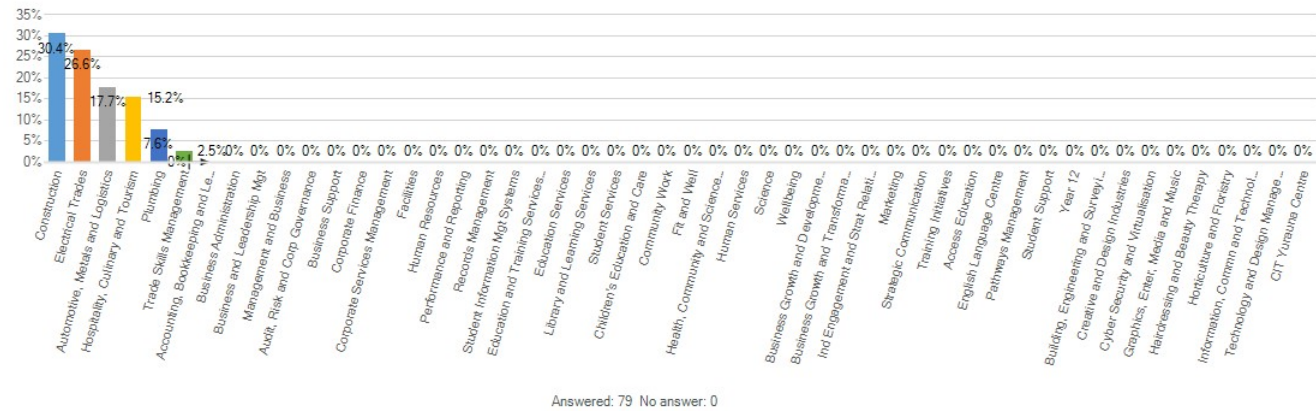
What keeps you working at CIT? (Maximum 100 words)

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

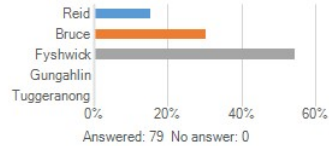
Do you have any other comments or questions? (Maximum 100 words)

Demographics

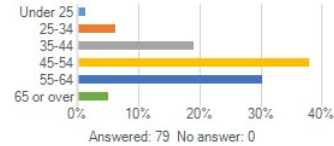
Department



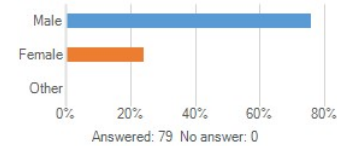
Campus



Age

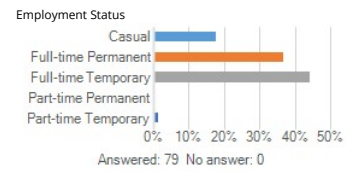
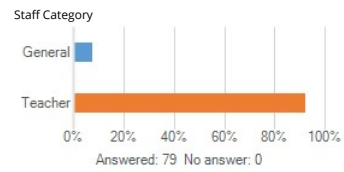


Gender



Tenure

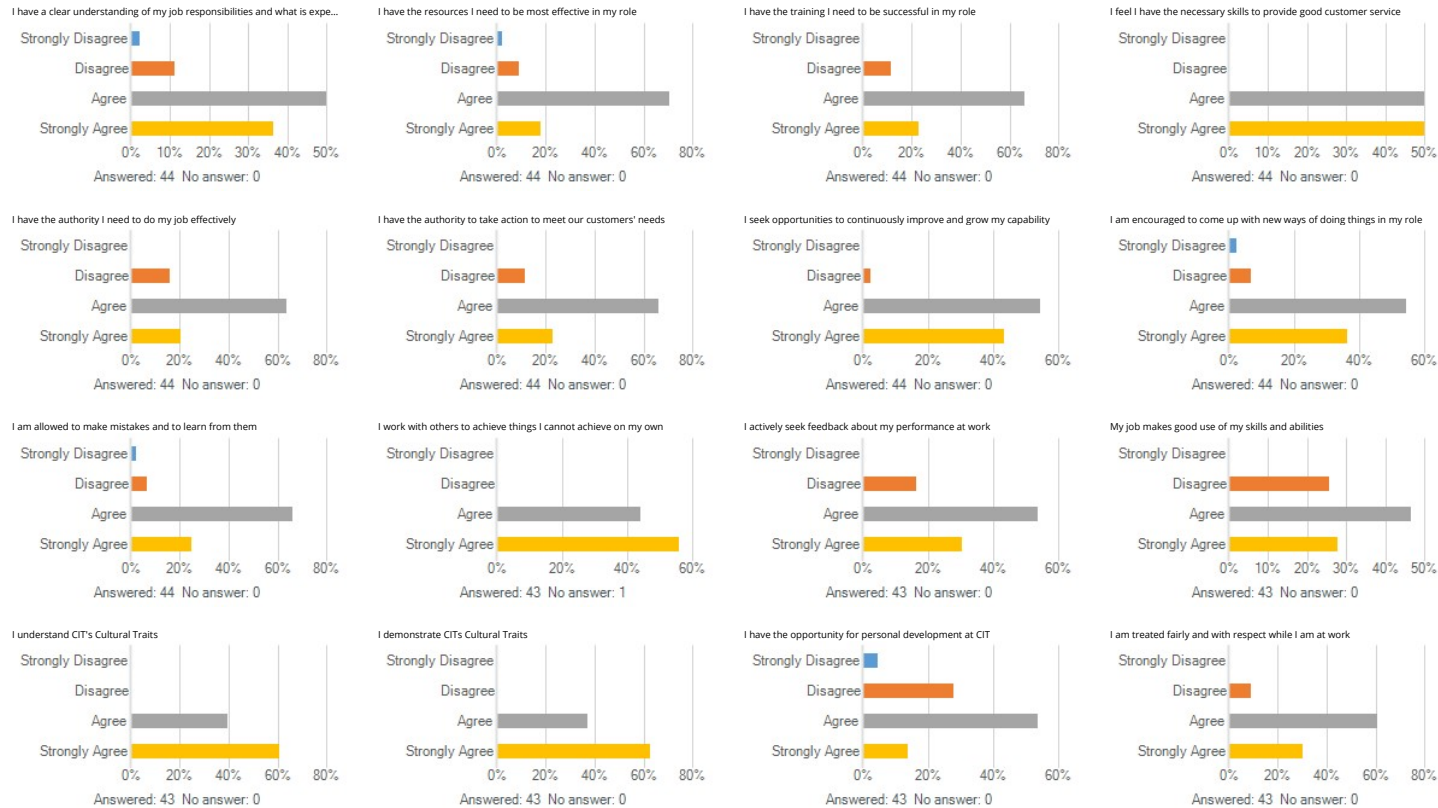




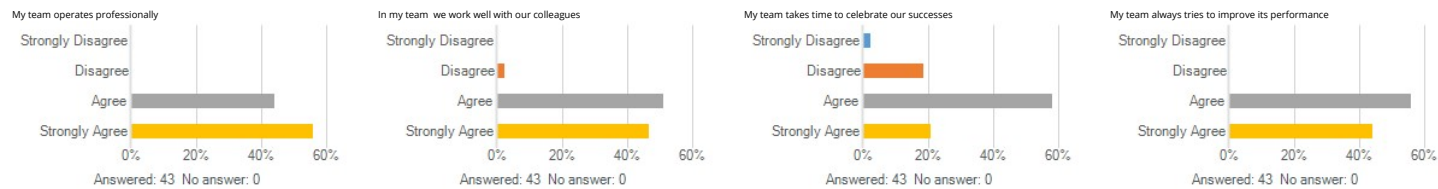


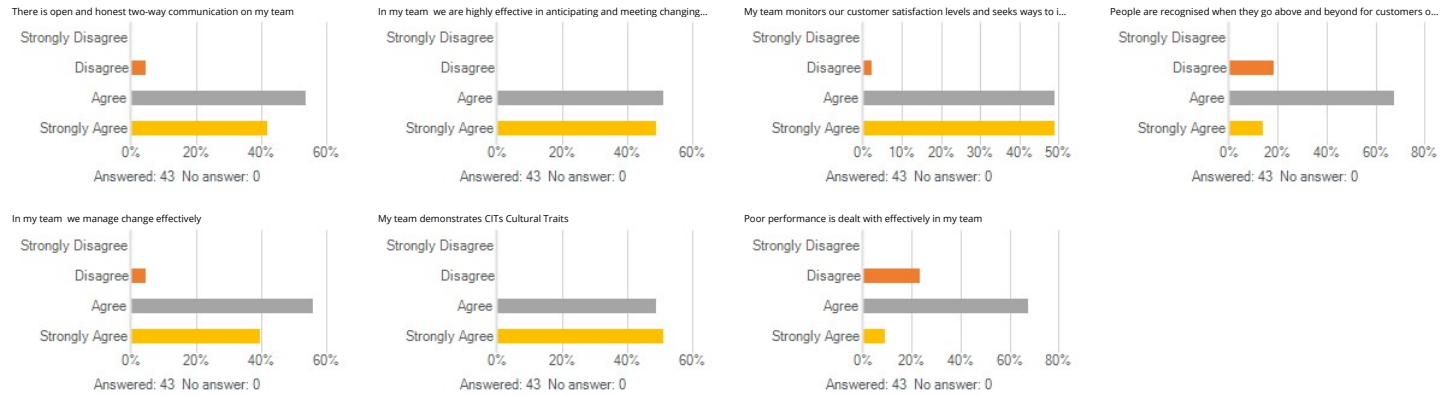
CIT Industry Engagement and Strategic Relations

Individual

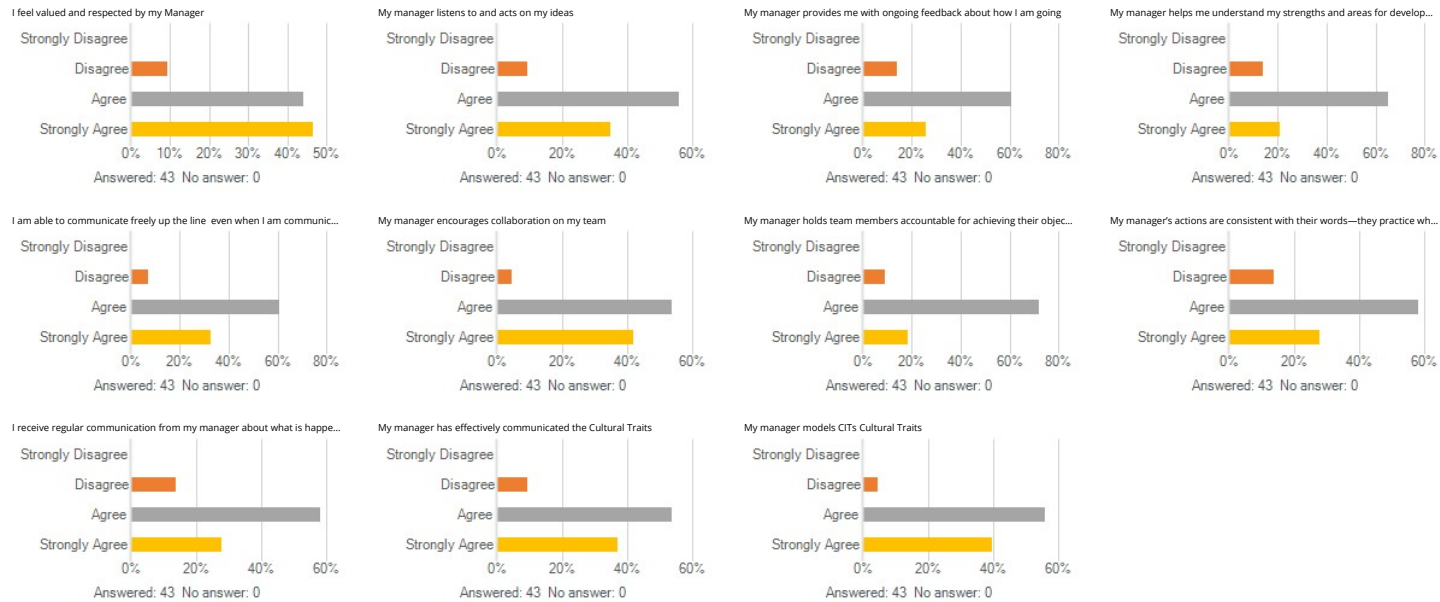


Team





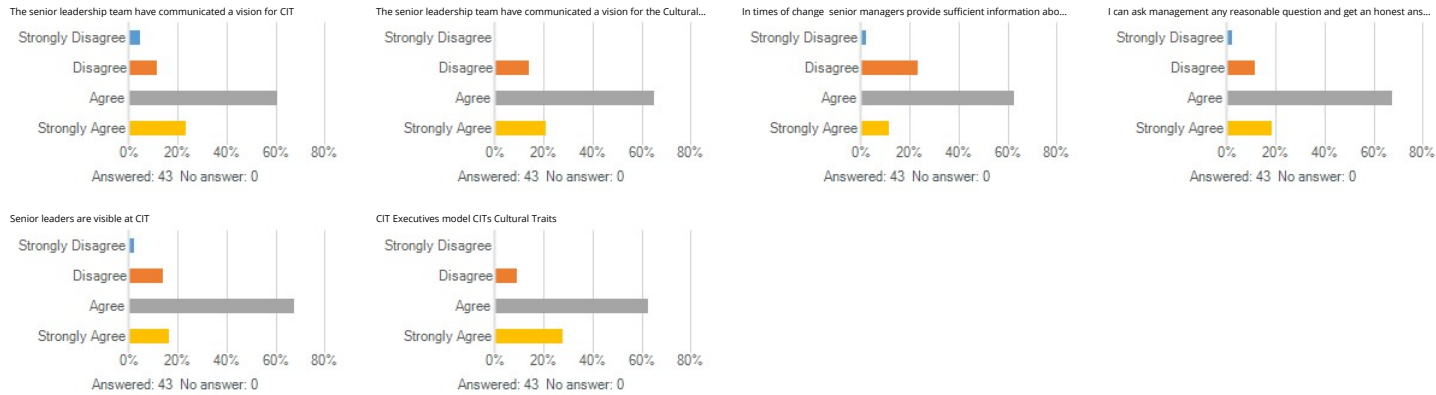
Manager



Organisation



Leadership



Free Text questions

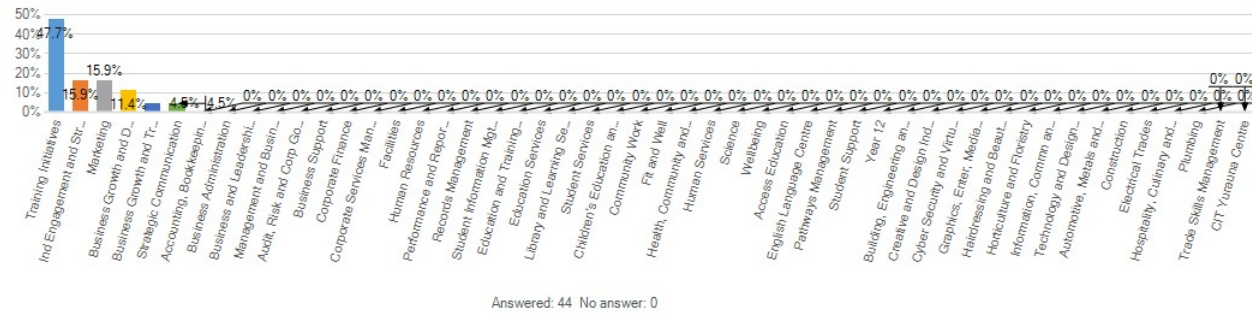
What keeps you working at CIT? (Maximum 100 words)

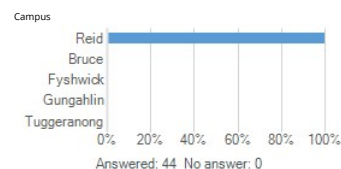
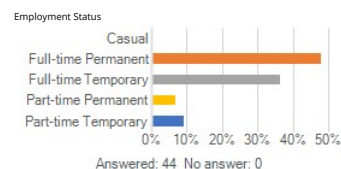
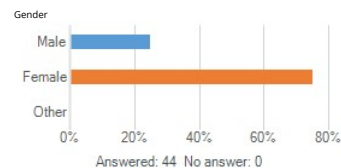
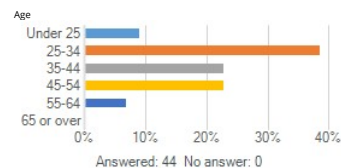
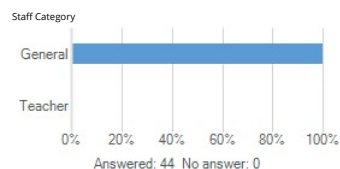
If you could change one thing about CIT what would it be? (Maximum 1...

Do you have any other comments or questions? (Maximum 150 words)

Demographics

Department





Avory-Silk, Amanda

From: Young, Lequita on behalf of Cover, Leanne
Sent: Monday, 21 September 2020 4:13 PM
To: Avory-Silk, Amanda
Subject: FW: Dates for off-site work for ET project (July – October) with [REDACTED]
[SEC=UNCLASSIFIED]
Attachments: Knowledge Building Schedule.docx

OFFICIAL

Hi Amanda

Please see email below and attachment, in regard to the email that you sent me re illegible writing. If you could TRIM, that would be appreciated, not sure in retrospect whether this email is relevant to the criteria for the FOI.

Regards
Lequita

Lequita Young

Executive Assistant to the Chief Executive
CIT Board Secretariat

Canberra Institute of Technology

Tel: 02 6207 3103 | Mobile: 0419 44 50 58 | Email: lequita.young@cit.edu.au

Address: CIT Reid, Room E108, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

CRICOS No. 00001K

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.
Please consider the environment before printing this email.

From: Cover, Leanne <Leanne.Cover@cit.edu.au>
Sent: Wednesday, 18 July 2018 6:35 PM
To: Ryan, Paul <Paul.Ryan@cit.edu.au>; McKenry, Paula <Paula.McKenry@cit.edu.au>
Cc: Young, Lequita <Lequita.Young@cit.edu.au>
Subject: Dates for off-site work for ET project (July – October) with [REDACTED]. [SEC=UNCLASSIFIED]

Paul and Paula

Re : Dates for off-site work for ET project (July – October) with [REDACTED].

Pls find **below** the dates that [REDACTED] has confirmed today. Could you pls advise any “show stoppers” . These dates are in line with the dates we previously provided to [REDACTED] (as attachment for your reference).

For your info:

1. The priority is to get the dates into diaries (Lequita will manage into the diaries post your feedback). We can secure venues and a possible overnight for a 2 day workshops for the 35 participants shortly after dates in diary.
2. I’ve listed the participants for your reference below . Andrew Whale will be the a/g EDCS.

3. I'm aware (30th July - 31st July) is the start of term.
4. Advice from [REDACTED] is to use the first 2 day (30th July - 31st July) off site for the 35 group not Exec.
5. I note some of the 3 of the HODs plus Anita W are due to attend the ACTIA training on 31 July – I suggest ET project is the priority.
6. [REDACTED] will arrange Slack just for the 4 of us at this stage

OFF SITE ET PROJECT DATES

Monday 30th July - Tuesday 31st July (Canberra/Bungendore) **35 Participants**

Thursday 16th August - Friday 17th August (Canberra/Bungendore) **35 Participants**

Monday 20th August - Tuesday 21st August [REDACTED]/Southern Highlands) **executive maybe?**

Wednesday 29th August (Canberra/Bungendore/Goolabri) **35 Participants**

Wednesday 12th September - Thursday 13th September (Canberra/Bungendore) **35 Participants**

Monday 17 September ([REDACTED]/Southern Highlands) **executive maybe?**

Thursday 11 October - Friday 12 October (Canberra/Bungendore) **35 Participants**

35 PARTICIPANTS – ET PROJECT (Exec/Directors/Project Managers/ETAG/CWG)

Caig Karl (D)
 Cowlshaw Tony (CWG only)
 Clements Alice (PM)
 Cover Leanne (Exec)
 Dahlstrom Karen (D HR)
 Dealy Maria (D)
 Douglas Piers (CWG only)
 Dunstan James (D)
 Easterby-Wood- Wood JD (PM)
 Fuzzard Rhonda (=D)
 Ganendran Jaci (D)
 Gouneau Veronique (CWG only)
 Hall Lauren (Sen Manager Comms)
 Hudson Cathy (= D)
 Hughes Caroline (D)
 Johnston Gerard (a/g =D)
 King Jason (= PM)
 Latimore James (PM)
 Marchant Lucy (D)
 Maslen, Sue (=D)
 McKenry Paula (Exec)
 Miller Jayne (D + PM)
 Mills Sam (ETAG+CWG)
 Mitchell Fiona (D+CWG)
 Tony Mudge (a/g D) for Dace-Lyn Fiona (Neuendorf Penny (PM)
 Rukundo Catherine (CWG only)
 Russell Marg (= D)
 Ryan Angela (PM)
 Ryan Paul (Exec)
 Sporcic Rebecca (ETAG + CWG)
 Tomaras Elizabeth (D +CWG)
 Wesney Anita (D)
 TBA EDCS (Exec)
 TBA D Finance (D)

Thank you

Leanne

DATE OF THIS AGREEMENT:

SIGNED for and on behalf of the
CANBERRA INSTITUTE OF TECHNOLOGY
 in the presence of:

) 
)
) Signature of CIT Delegate


.....
 Signature of witness


LEANNE LOVER

 Print name

.....
 Print name

SIGNED by or for and on behalf of
REDROUGE NOMINEES PTY LTD
ACN 159 204 323 AS TRUSTEE FOR THE
PATRICK HOLLINGWORTH FAMILY TRUST
ABN 98 563 981 390 TRADING AS
THINK.GARDEN
 in the presence of:


) 
)
) Signature of director/ authorised
 officer/ individual



 Print name

.....
 Signature of director/ secretary/ witness

.....
 Signature of second authorised officer



 Print name

.....
 Print name

Affix common seal
 if required under
 constitution

Note:

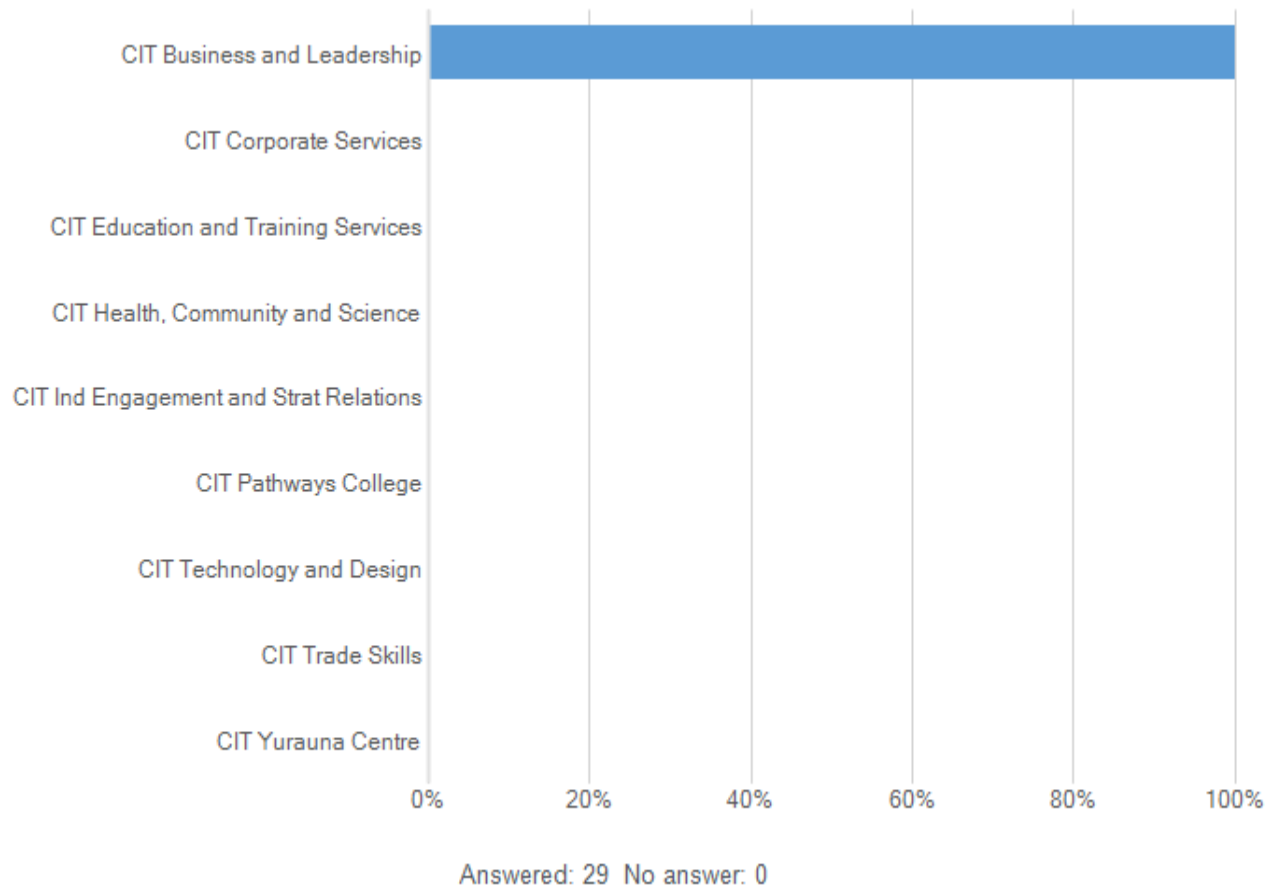
- Date:** Must be dated on the date the last party signs the Agreement or, if signed counterparts of the Agreement are exchanged, the date of exchange. Also date the cover page.
- Company:** Must be signed in accordance with section 127 of the *Corporations Act 2001* (Cth), for example, by 2 directors or a director and a secretary. Common seal may be affixed if required under the Consultant's constitution.
- Individual:** Must be signed by the individual Consultant and witnessed.
- Incorporated Association:** Must be signed in accordance with the Consultant's constitution, which may or may not require the common seal to be affixed. As a minimum, 2 authorised officers must sign.

2019 CIT Staff Survey (CIT Business and Leadership)

Filter applied: If (Respondent Attribute : college_division = 'CIT Business and Leadership')

Total respondents: 543
Filtered respondents: 29
(5.3%)

College



Answer choice	Responses	Percent
CIT Business and Leadership	29	100.0%
CIT Corporate Services	0	0.0%
CIT Education and Training Services	0	0.0%
CIT Health, Community and Science	0	0.0%
CIT Ind Engagement and Strat Relations	0	0.0%
CIT Pathways College	0	0.0%
CIT Technology and Design	0	0.0%
CIT Trade Skills	0	0.0%
CIT Yurauna Centre	0	0.0%
Total	29	100%

deviation						
1	1	1.0	0.0	0.0	29	29

Department

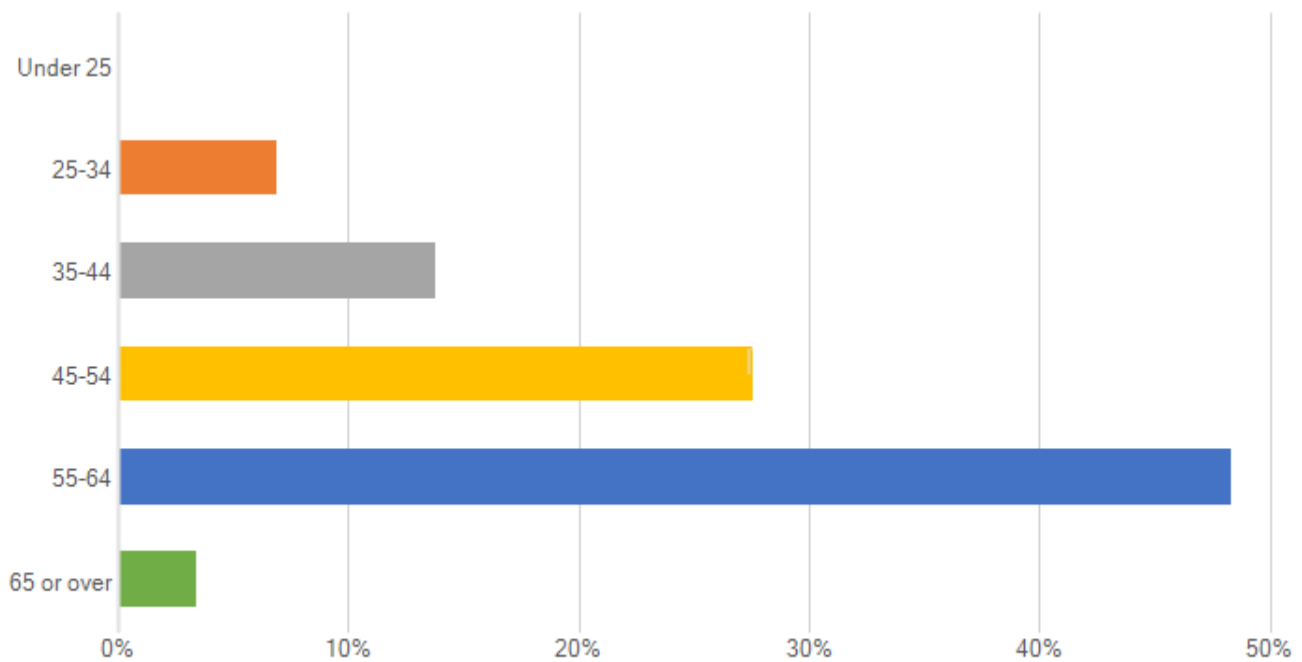


Answer choice	Responses	Percent
Accounting, Bookkeeping and Legal	8	27.6%
Business Administration	8	27.6%
Business and Leadership Mgt	3	10.3%
Management and Business	10	34.5%
Audit, Risk and Corp Governance	0	0.0%
Business Support	0	0.0%
Corporate Finance	0	0.0%
Corporate Services Management	0	0.0%
Facilities	0	0.0%
Human Resources	0	0.0%
Performance and Reporting	0	0.0%
Records Management	0	0.0%
Student Information Mgt Systems	0	0.0%
Education and Training Services Mgt	0	0.0%
Education Services	0	0.0%
Library and Learning Services	0	0.0%
Student Services	0	0.0%
Children's Education and Care	0	0.0%
Community Work	0	0.0%
Fit and Well	0	0.0%
Health, Community and Science Mgt	0	0.0%
Human Services	0	0.0%
Science	0	0.0%
Wellbeing	0	0.0%
Business Growth and Development	0	0.0%
Business Growth and Transformation	0	0.0%
Ind Engagement and Strat Relations Mgt	0	0.0%
Marketing	0	0.0%
Strategic Communication	0	0.0%
Training Initiatives	0	0.0%
Access Education	0	0.0%
English Language Centre	0	0.0%
Pathways Management	0	0.0%
Student Support	0	0.0%

Year 12	0	0.0%
Building, Engineering and Surveying	0	0.0%
Creative and Design Industries	0	0.0%
Cyber Security and Virtualisation	0	0.0%
Graphics, Enter, Media and Music	0	0.0%
Hairdressing and Beauty Therapy	0	0.0%
Horticulture and Floristry	0	0.0%
Information, Commn and Technology	0	0.0%
Technology and Design Management	0	0.0%
Automotive, Metals and Logistics	0	0.0%
Construction	0	0.0%
Electrical Trades	0	0.0%
Hospitality, Culinary and Tourism	0	0.0%
Plumbing	0	0.0%
Trade Skills Management	0	0.0%
CIT Yurauna Centre	0	0.0%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.5	1.5	1.2	29	29

Age

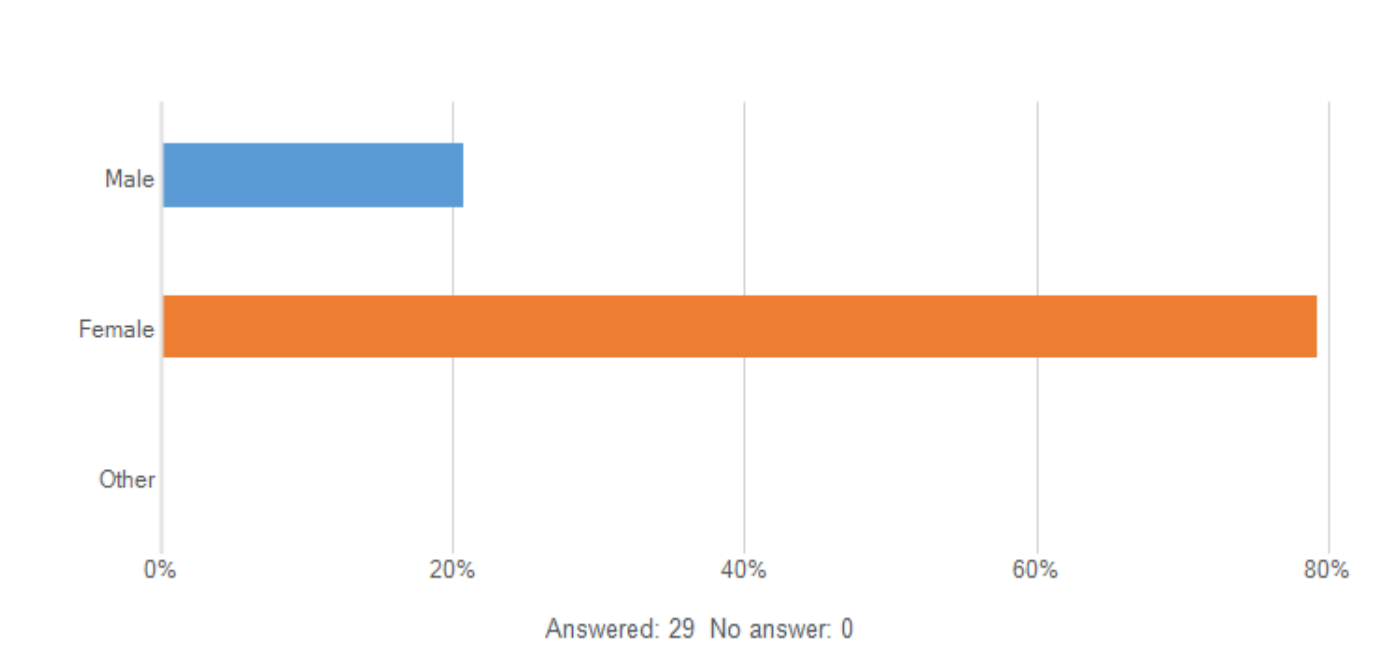


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Under 25	0	0.0%
25-34	2	6.9%
35-44	4	13.8%
45-54	8	27.6%
55-64	14	48.3%
65 or over	1	3.4%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	6	4.3	1.0	1.0	29	29

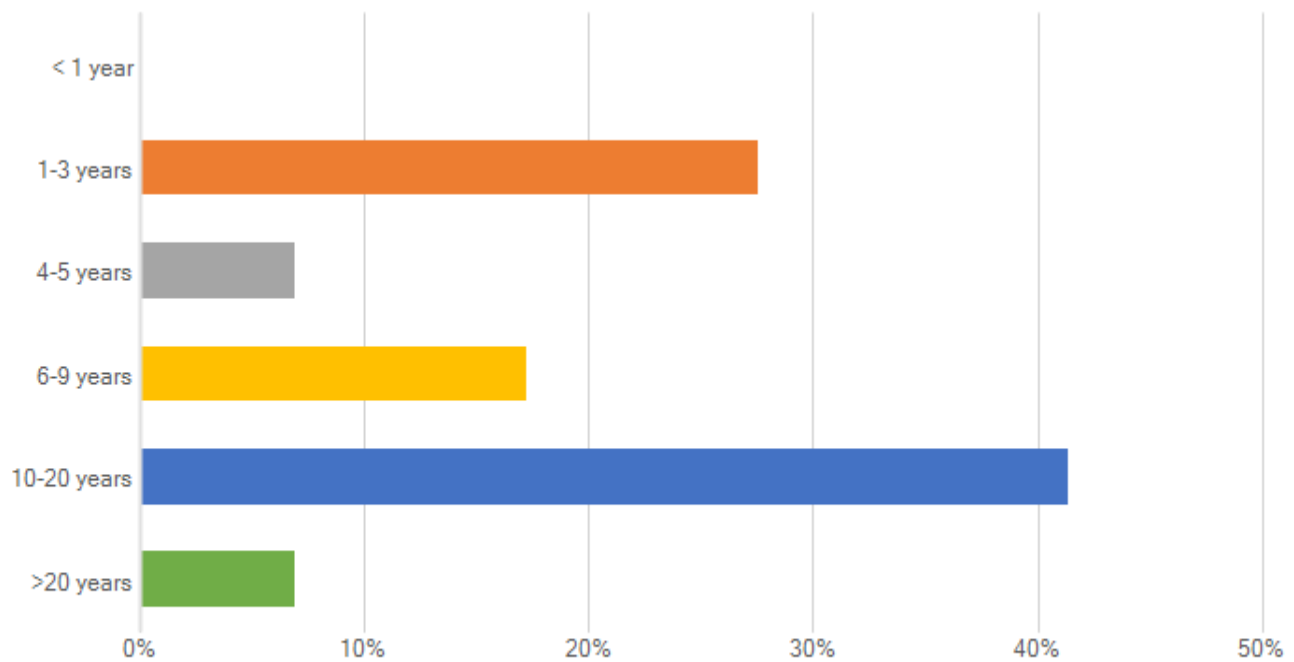
Gender



Answer choice	Responses	Percent
Male	6	20.7%
Female	23	79.3%
Other	0	0.0%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	2	1.8	0.2	0.4	29	29

Tenure



Answered: 29 No answer: 0

Answer choice	Responses	Percent
< 1 year	0	0.0%
1-3 years	8	27.6%
4-5 years	2	6.9%
6-9 years	5	17.2%
10-20 years	12	41.4%
>20 years	2	6.9%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	6	3.9	1.9	1.4	29	29

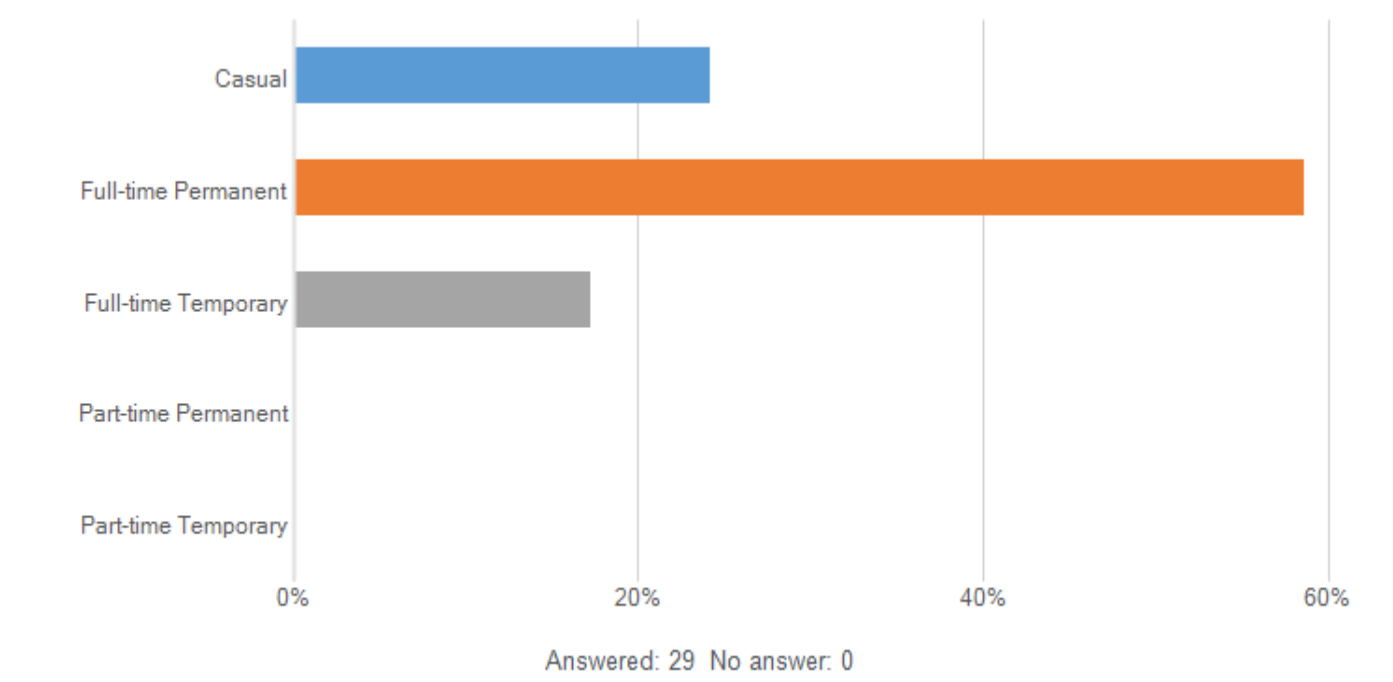
Staff Category



Answer choice	Responses	Percent
General	3	10.3%
Teacher	26	89.7%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	2	1.9	0.1	0.3	29	29

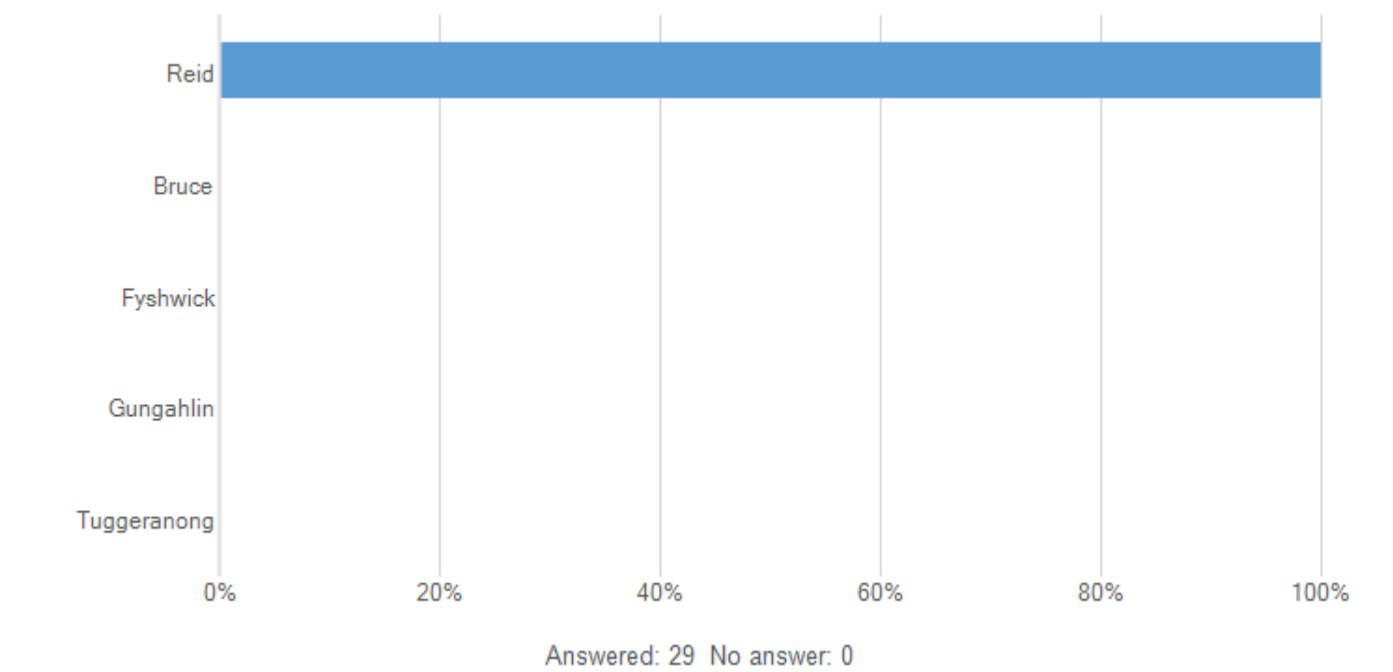
Employment Status



Answer choice	Responses	Percent
Casual	7	24.1%
Full-time Permanent	17	58.6%
Full-time Temporary	5	17.2%
Part-time Permanent	0	0.0%
Part-time Temporary	0	0.0%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	3	1.9	0.4	0.7	29	29

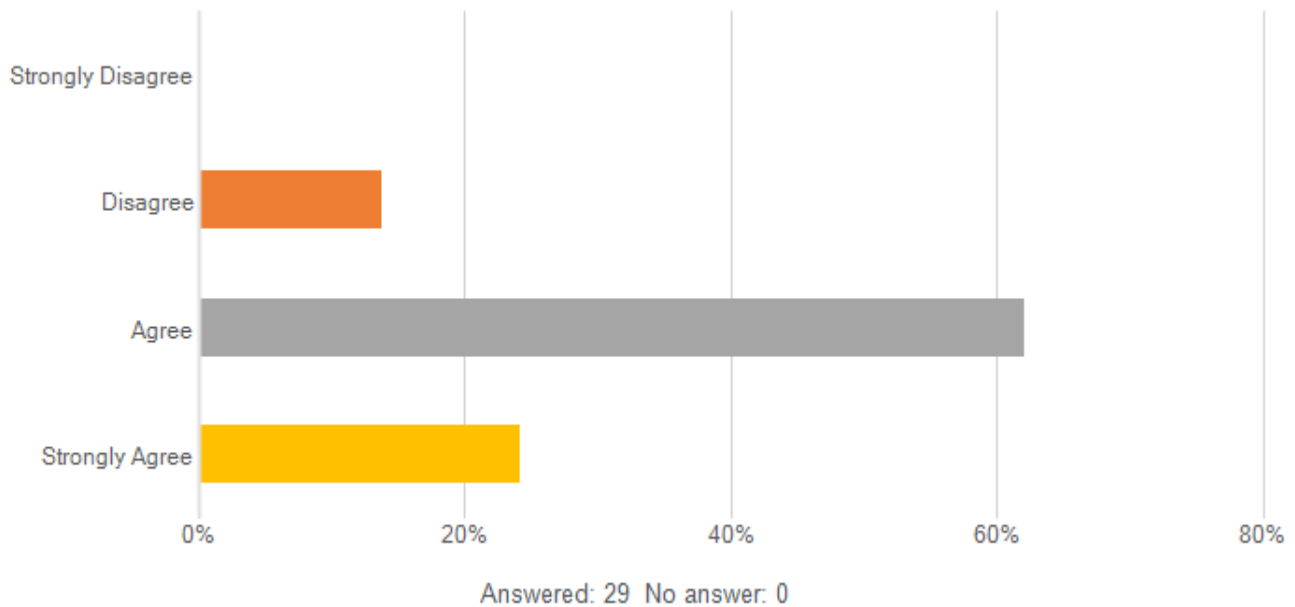
Campus



Answer choice	Responses	Percent
Reid	29	100.0%
Bruce	0	0.0%
Fyshwick	0	0.0%
Gungahlin	0	0.0%
Tuggeranong	0	0.0%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	1	1.0	0.0	0.0	29	29

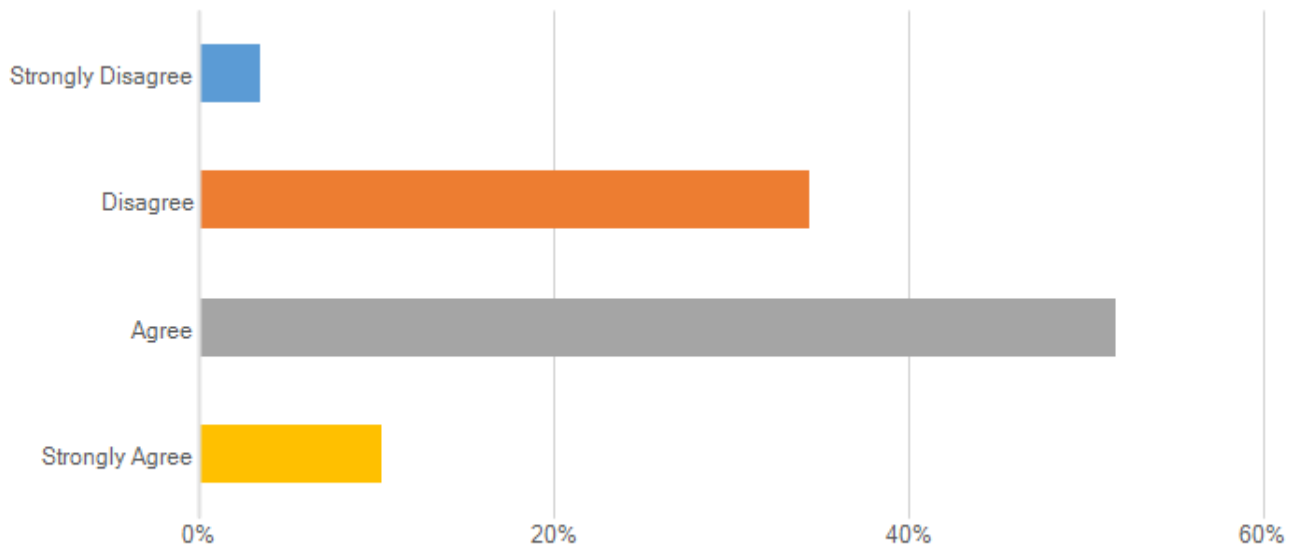
I have a clear understanding of my job responsibilities and what is expected of me



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	4	13.8%
Agree	18	62.1%
Strongly Agree	7	24.1%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.1	0.4	0.6	29	29

I have the resources I need to be most effective in my role

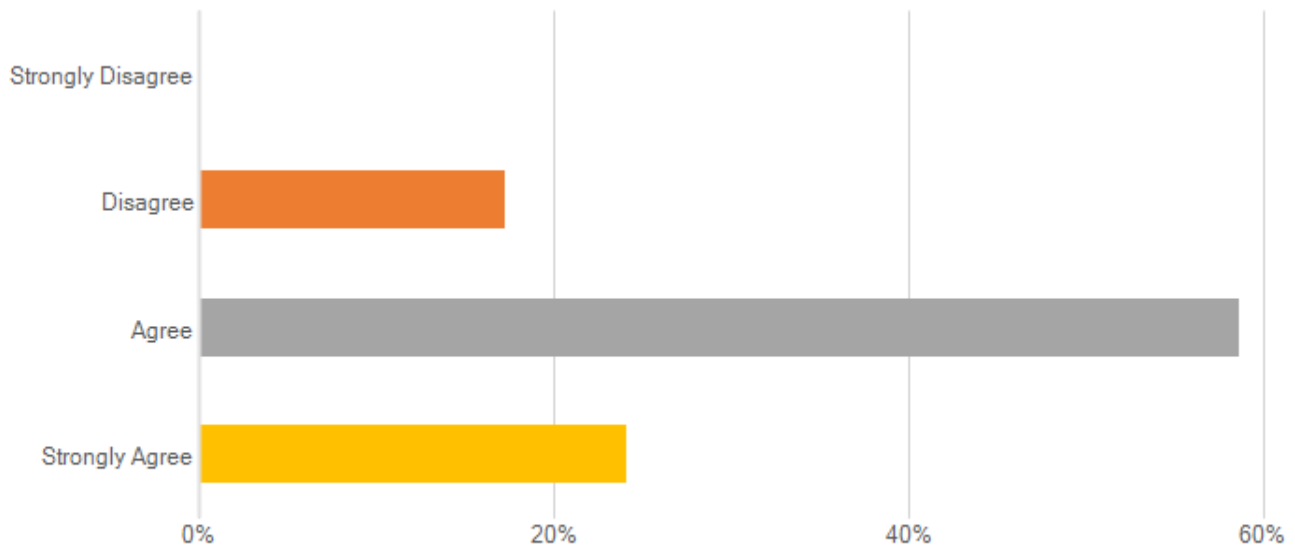


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	1	3.4%
Disagree	10	34.5%
Agree	15	51.7%
Strongly Agree	3	10.3%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.7	0.5	0.7	29	29

I have the training I need to be successful in my role

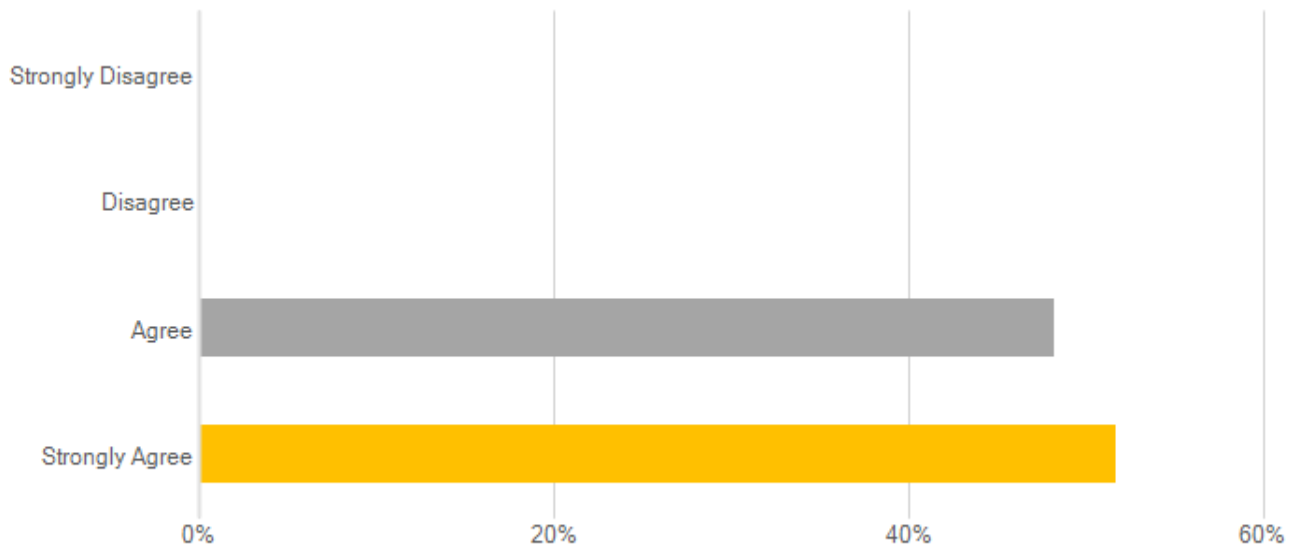


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	5	17.2%
Agree	17	58.6%
Strongly Agree	7	24.1%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.1	0.4	0.7	29	29

I feel I have the necessary skills to provide good customer service

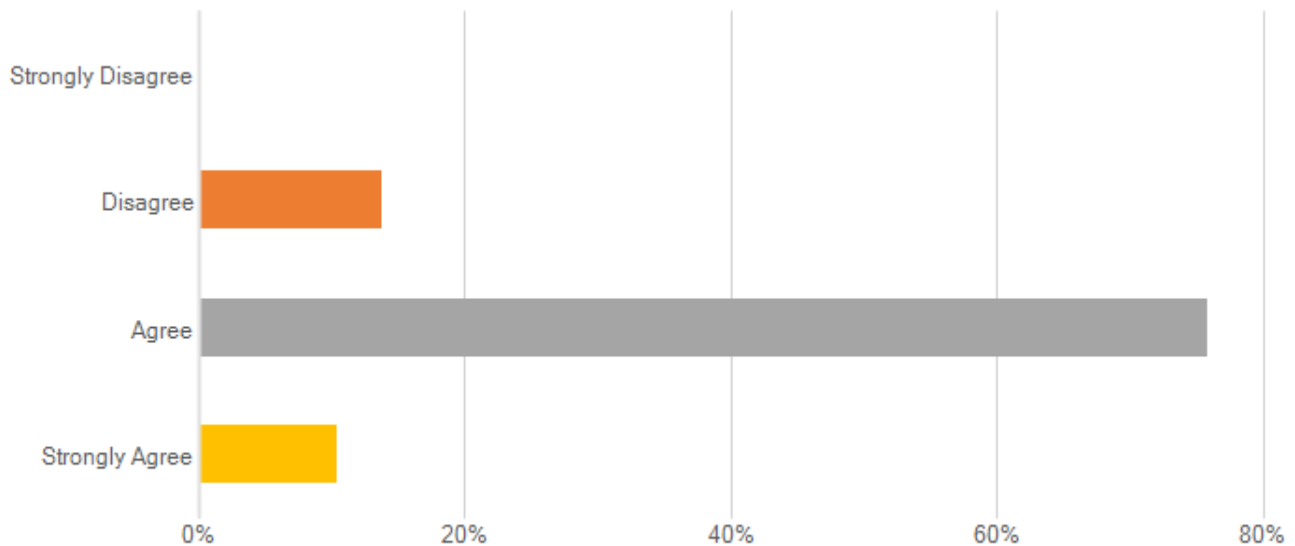


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	0	0.0%
Agree	14	48.3%
Strongly Agree	15	51.7%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
3	4	3.5	0.3	0.5	29	29

I have the authority I need to do my job effectively

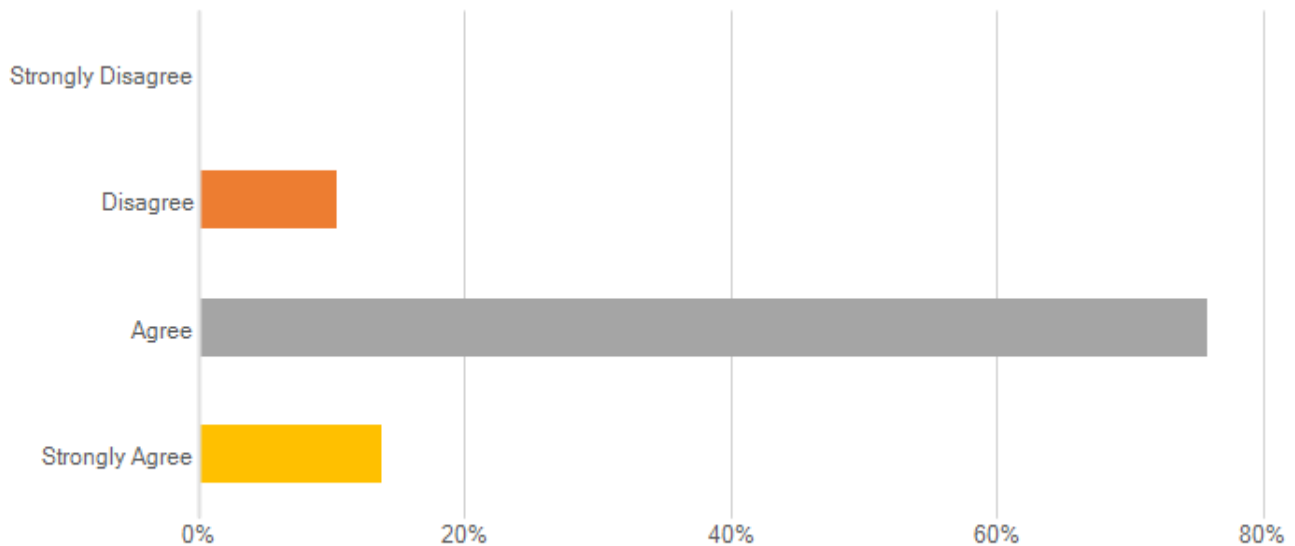


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	4	13.8%
Agree	22	75.9%
Strongly Agree	3	10.3%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.2	0.5	29	29

I have the authority to take action to meet our customers' needs

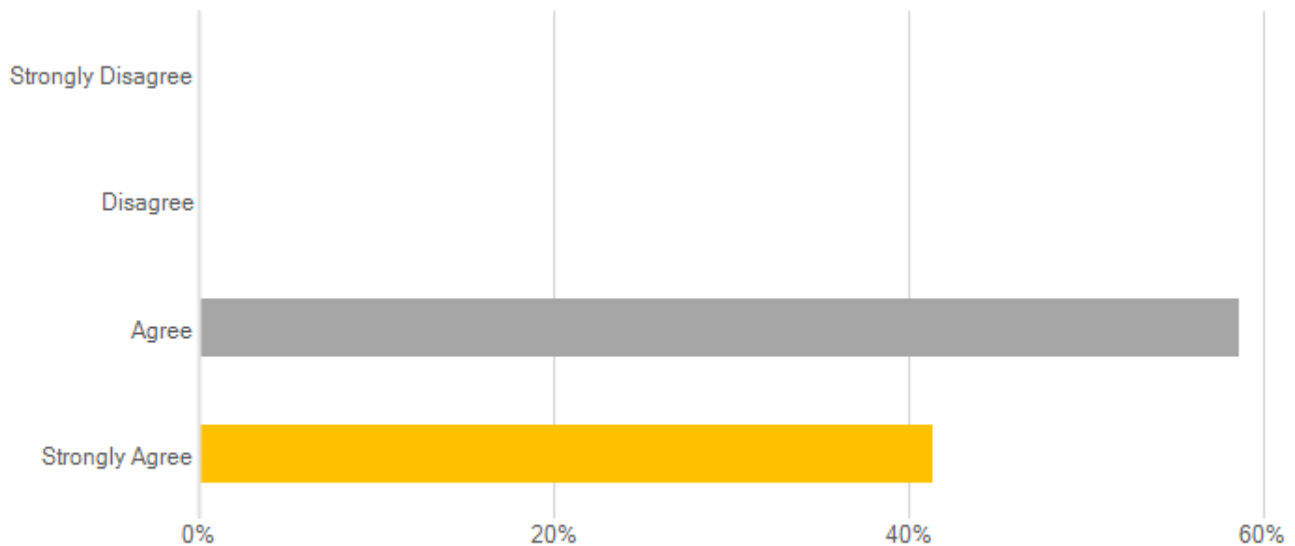


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	3	10.3%
Agree	22	75.9%
Strongly Agree	4	13.8%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.2	0.5	29	29

I seek opportunities to continuously improve and grow my capability

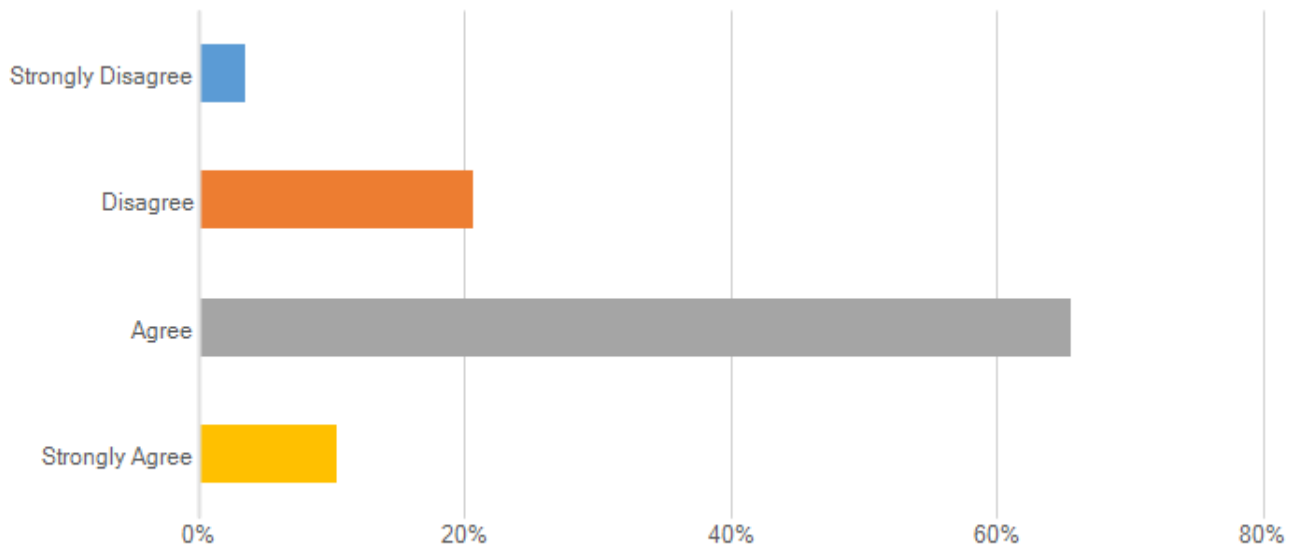


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	0	0.0%
Agree	17	58.6%
Strongly Agree	12	41.4%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
3	4	3.4	0.3	0.5	29	29

I am encouraged to come up with new ways of doing things in my role

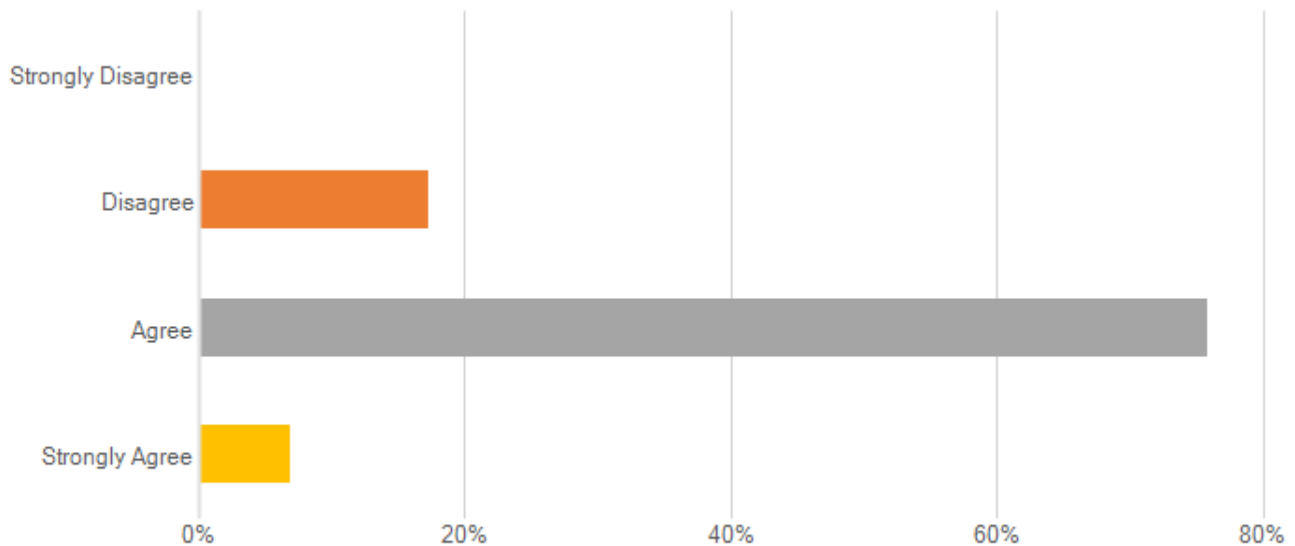


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	1	3.4%
Disagree	6	20.7%
Agree	19	65.5%
Strongly Agree	3	10.3%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.8	0.4	0.7	29	29

I am allowed to make mistakes and to learn from them

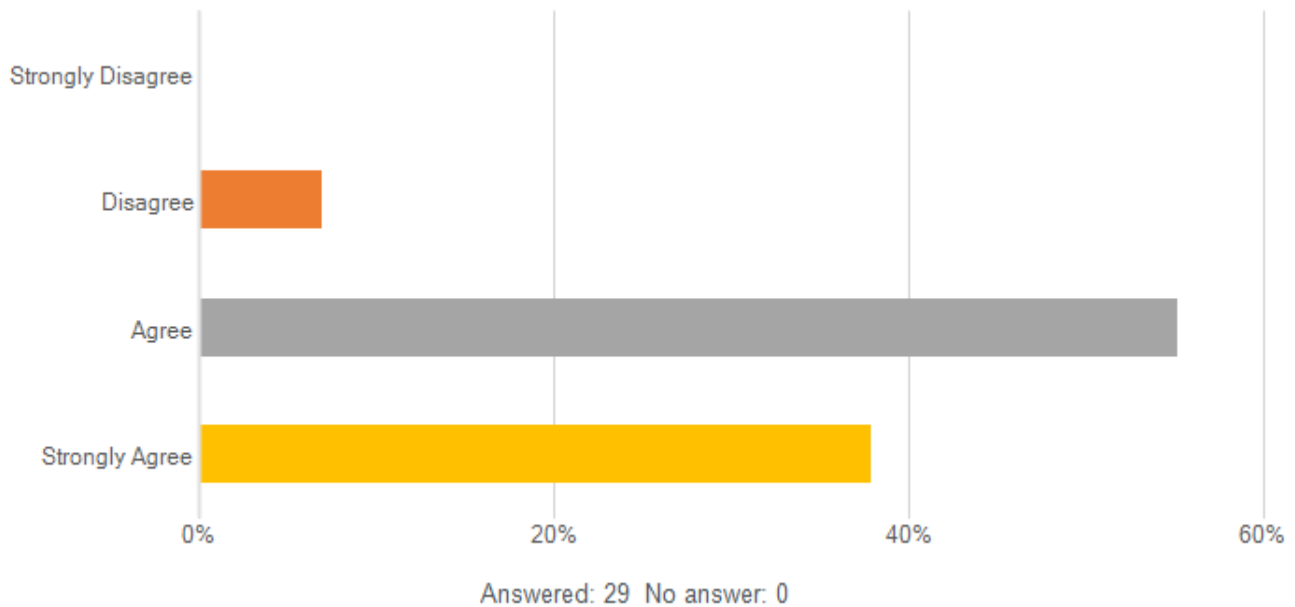


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	5	17.2%
Agree	22	75.9%
Strongly Agree	2	6.9%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.2	0.5	29	29

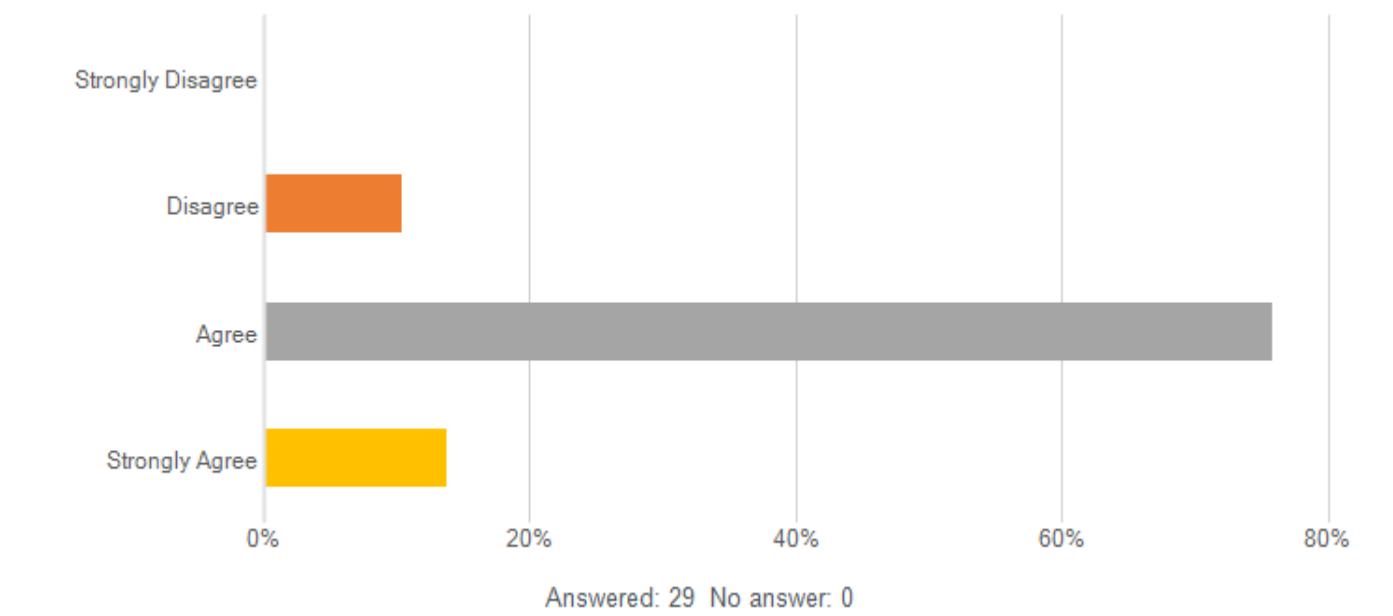
I work with others to achieve things I cannot achieve on my own



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	2	6.9%
Agree	16	55.2%
Strongly Agree	11	37.9%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.3	0.4	0.6	29	29

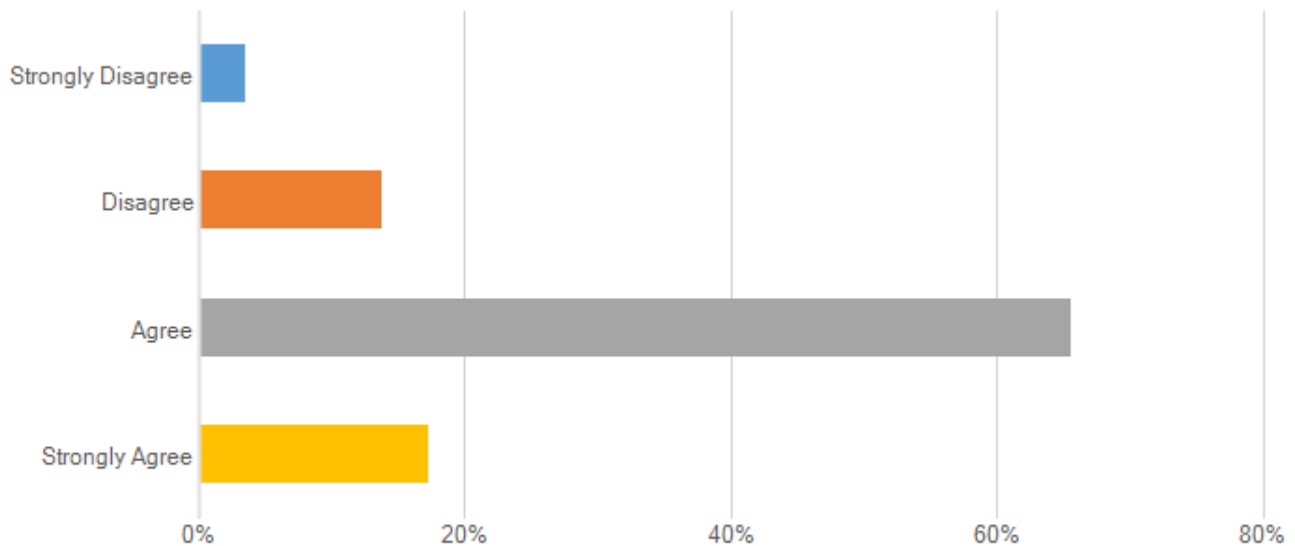
I actively seek feedback about my performance at work



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	3	10.3%
Agree	22	75.9%
Strongly Agree	4	13.8%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.2	0.5	29	29

My job makes good use of my skills and abilities

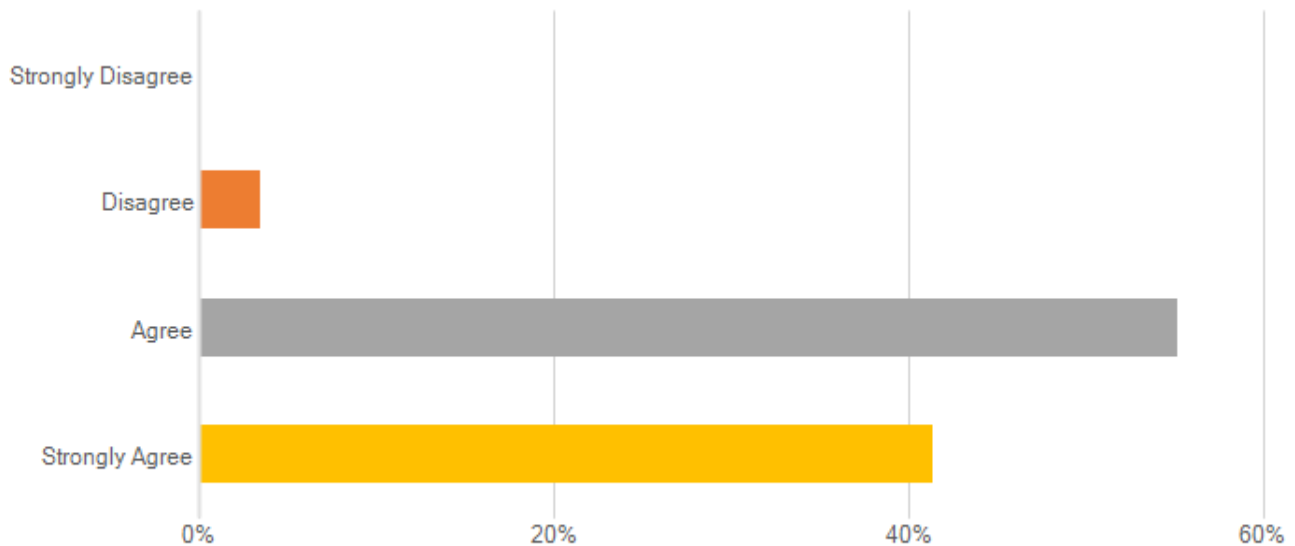


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	1	3.4%
Disagree	4	13.8%
Agree	19	65.5%
Strongly Agree	5	17.2%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	3.0	0.5	0.7	29	29

I understand CIT's Cultural Traits

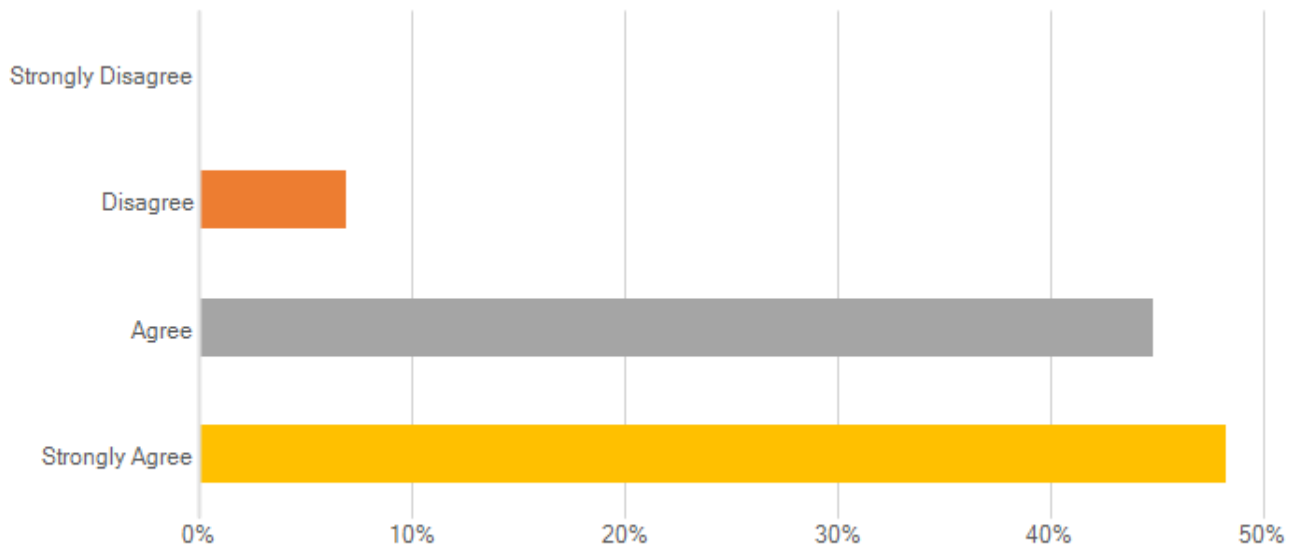


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	1	3.4%
Agree	16	55.2%
Strongly Agree	12	41.4%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.4	0.3	0.6	29	29

I demonstrate CITs Cultural Traits

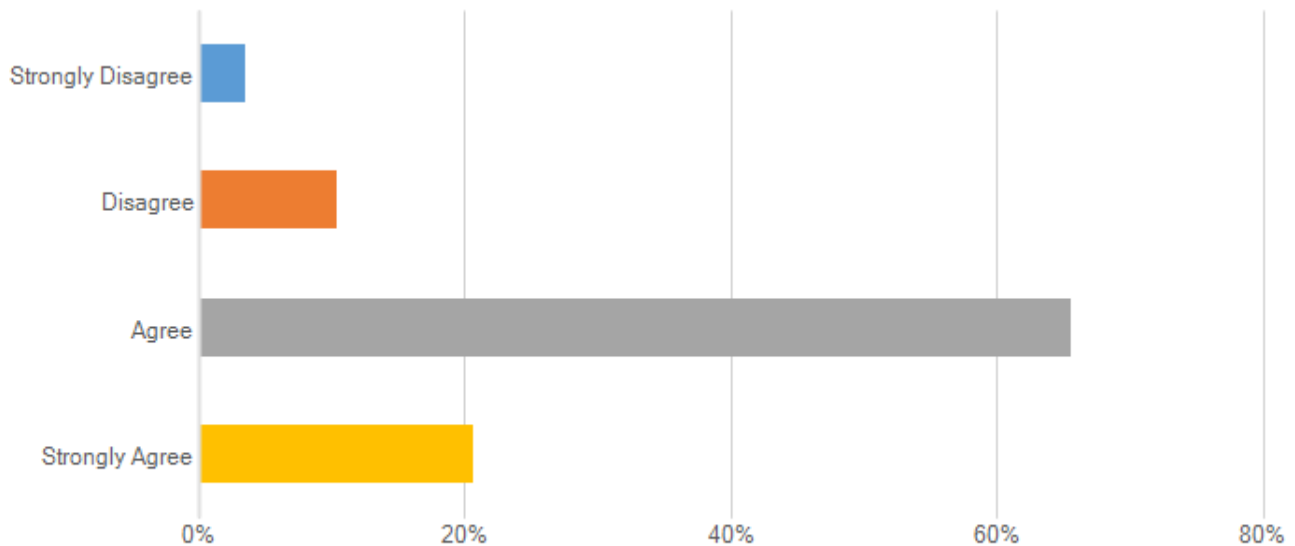


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	2	6.9%
Agree	13	44.8%
Strongly Agree	14	48.3%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.4	0.4	0.6	29	29

I have the opportunity for personal development at CIT

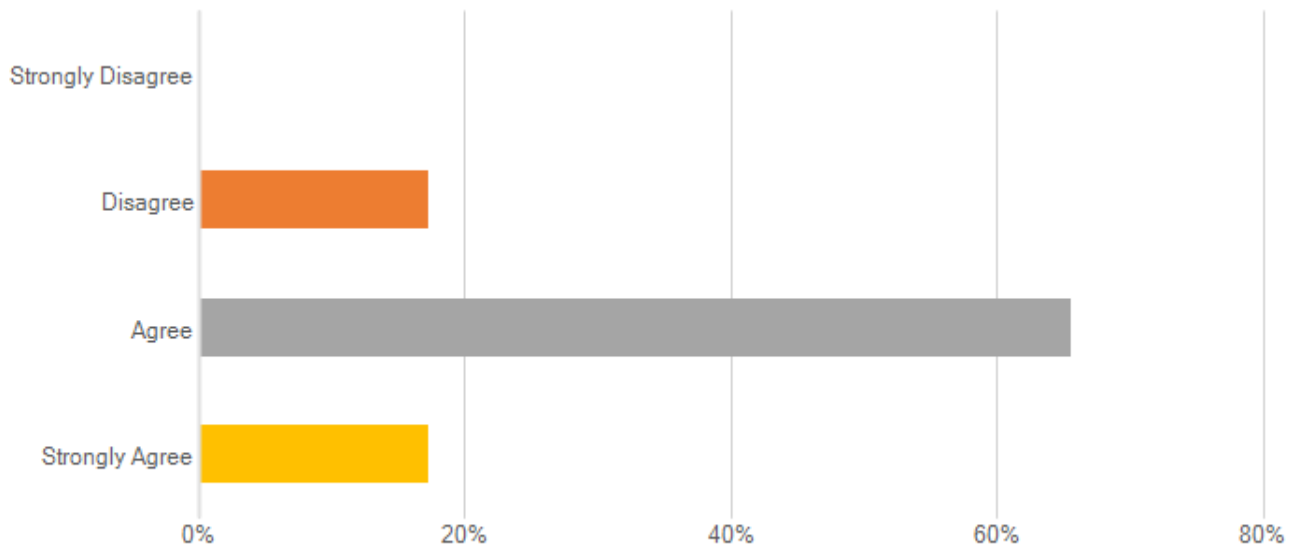


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	1	3.4%
Disagree	3	10.3%
Agree	19	65.5%
Strongly Agree	6	20.7%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	3.0	0.5	0.7	29	29

I am treated fairly and with respect while I am at work

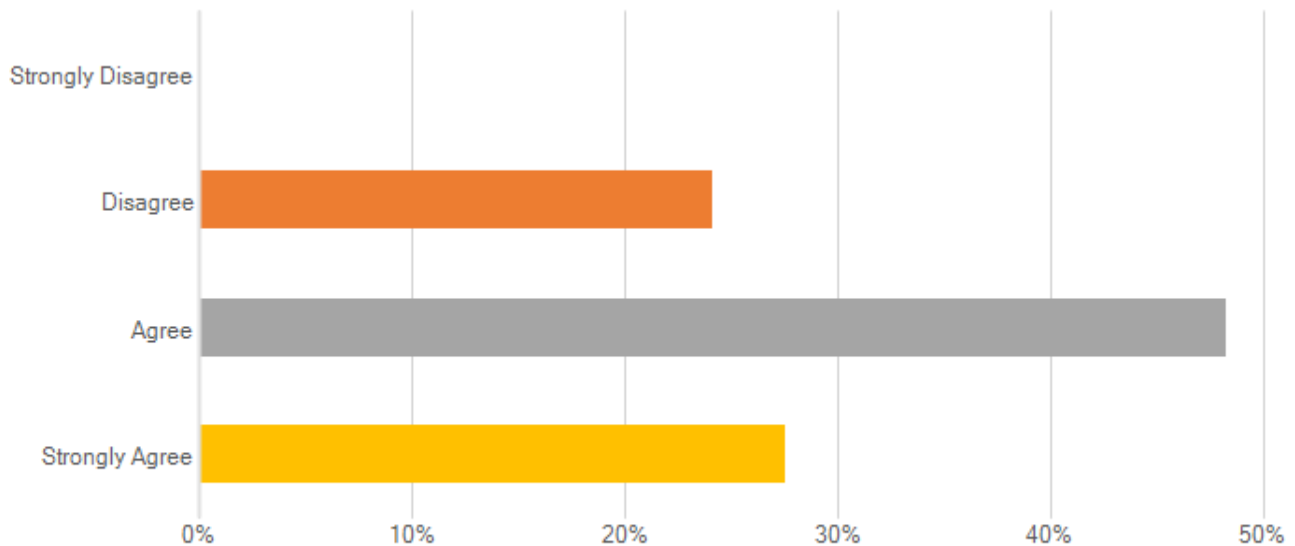


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	5	17.2%
Agree	19	65.5%
Strongly Agree	5	17.2%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.4	0.6	29	29

My team operates professionally

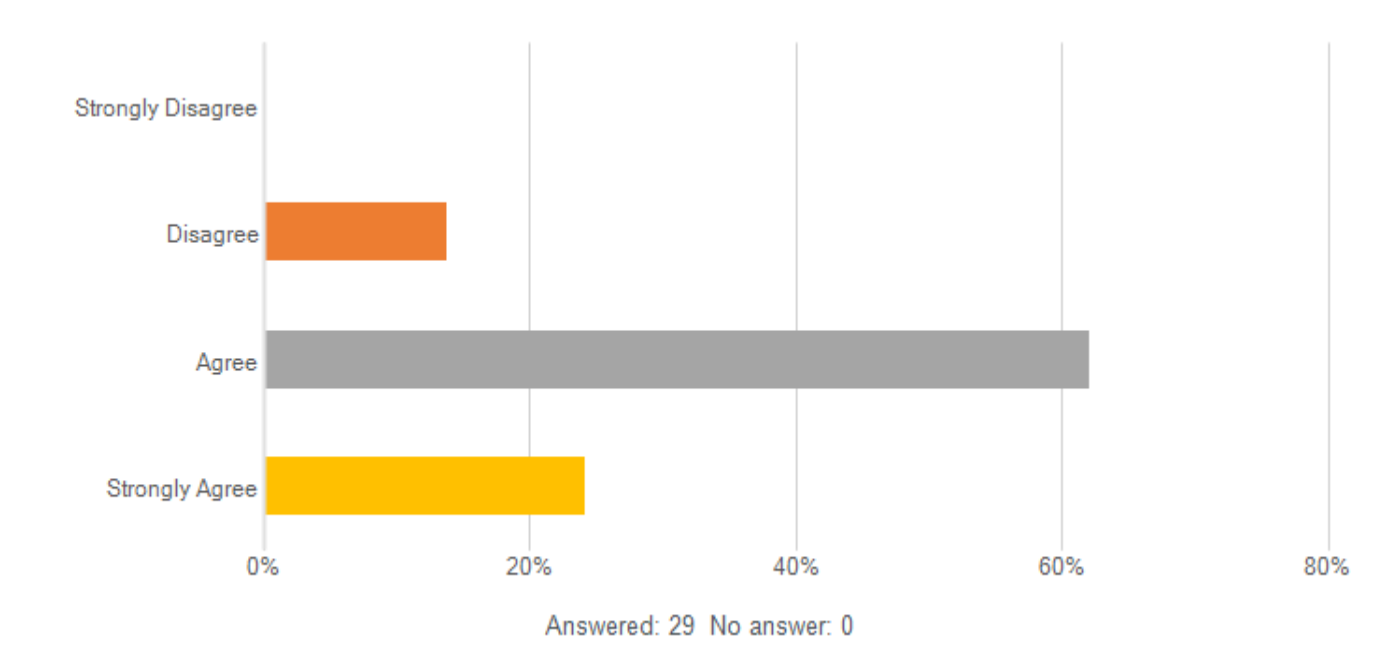


Answered: 29 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	24.1%
Agree	14	48.3%
Strongly Agree	8	27.6%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.5	0.7	29	29

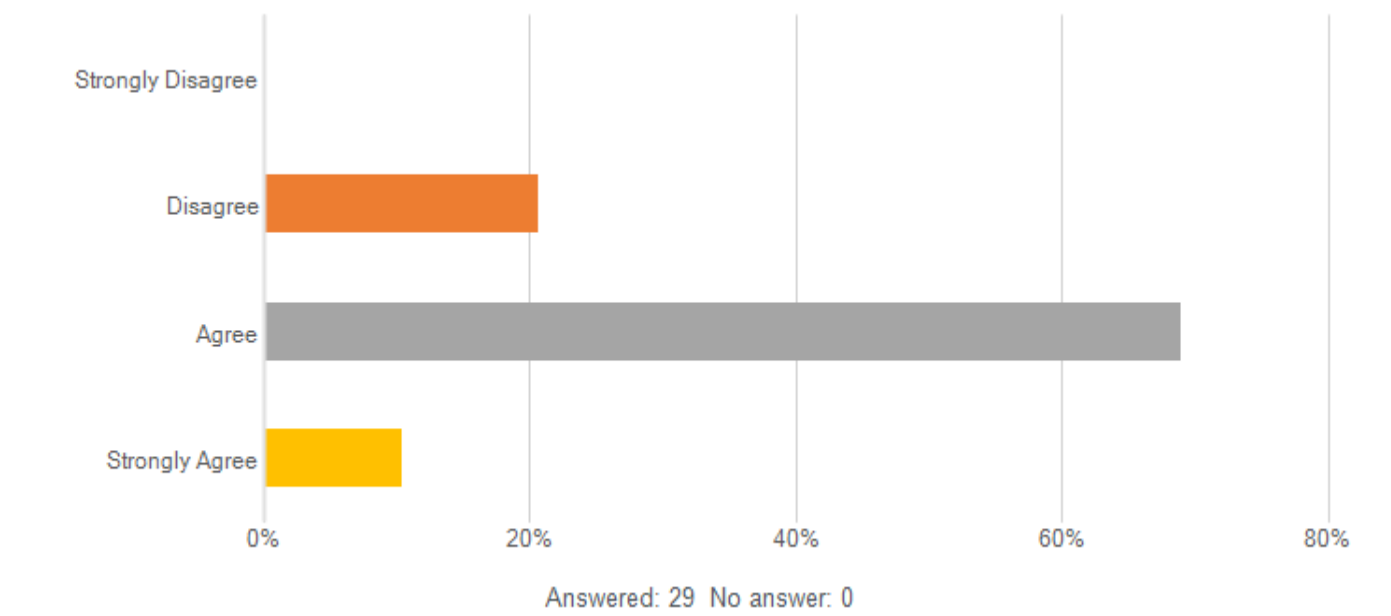
In my team, we work well with our colleagues



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	4	13.8%
Agree	18	62.1%
Strongly Agree	7	24.1%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.1	0.4	0.6	29	29

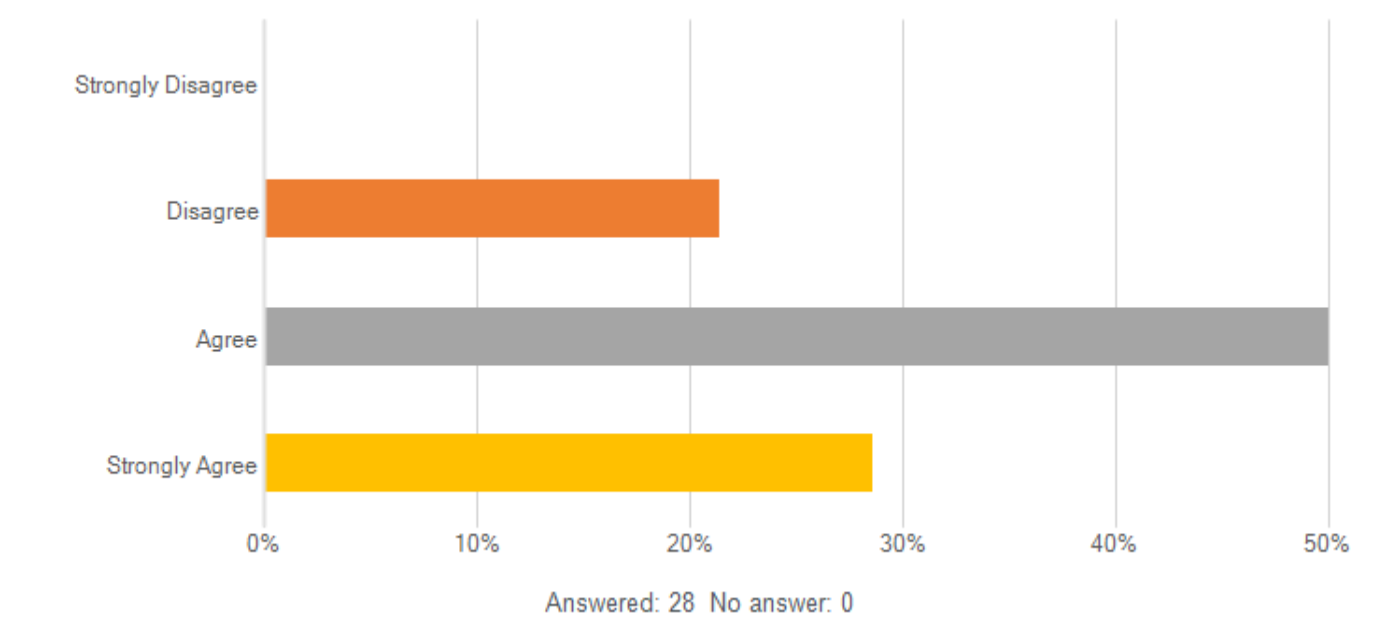
My team takes time to celebrate our successes



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	6	20.7%
Agree	20	69.0%
Strongly Agree	3	10.3%
Total	29	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.3	0.6	29	29

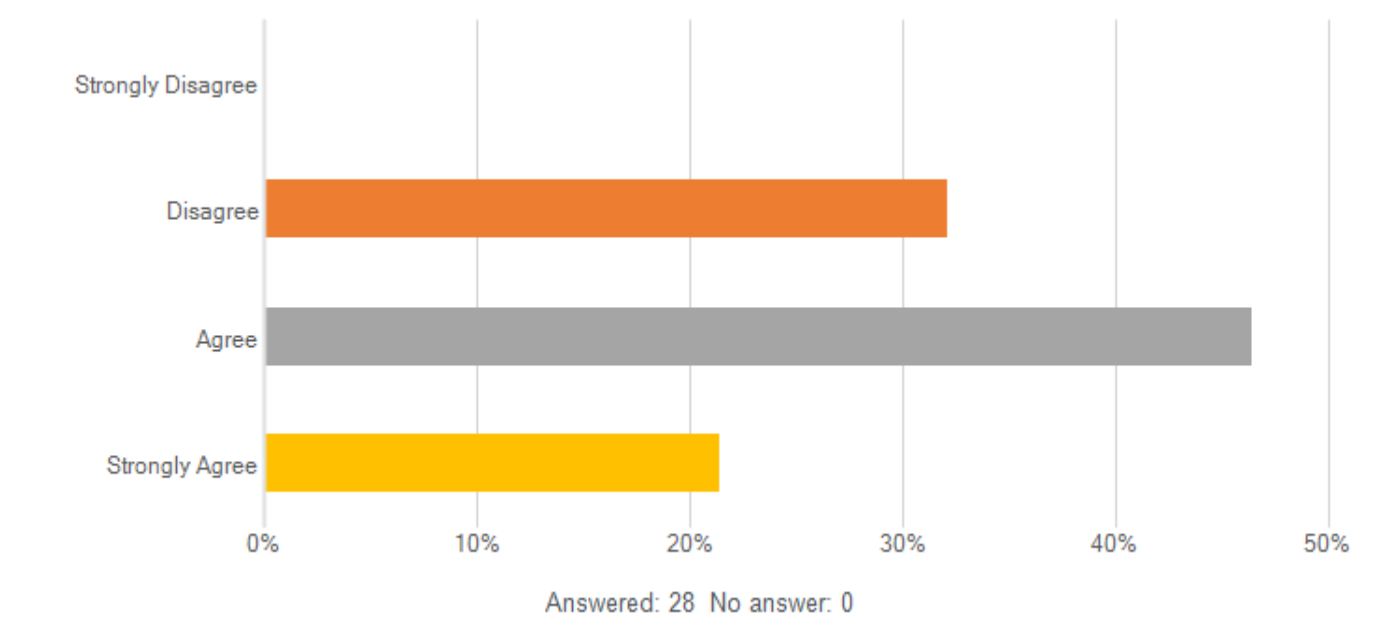
My team always tries to improve its performance



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	6	21.4%
Agree	14	50.0%
Strongly Agree	8	28.6%
Total	28	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.1	0.5	0.7	28	28

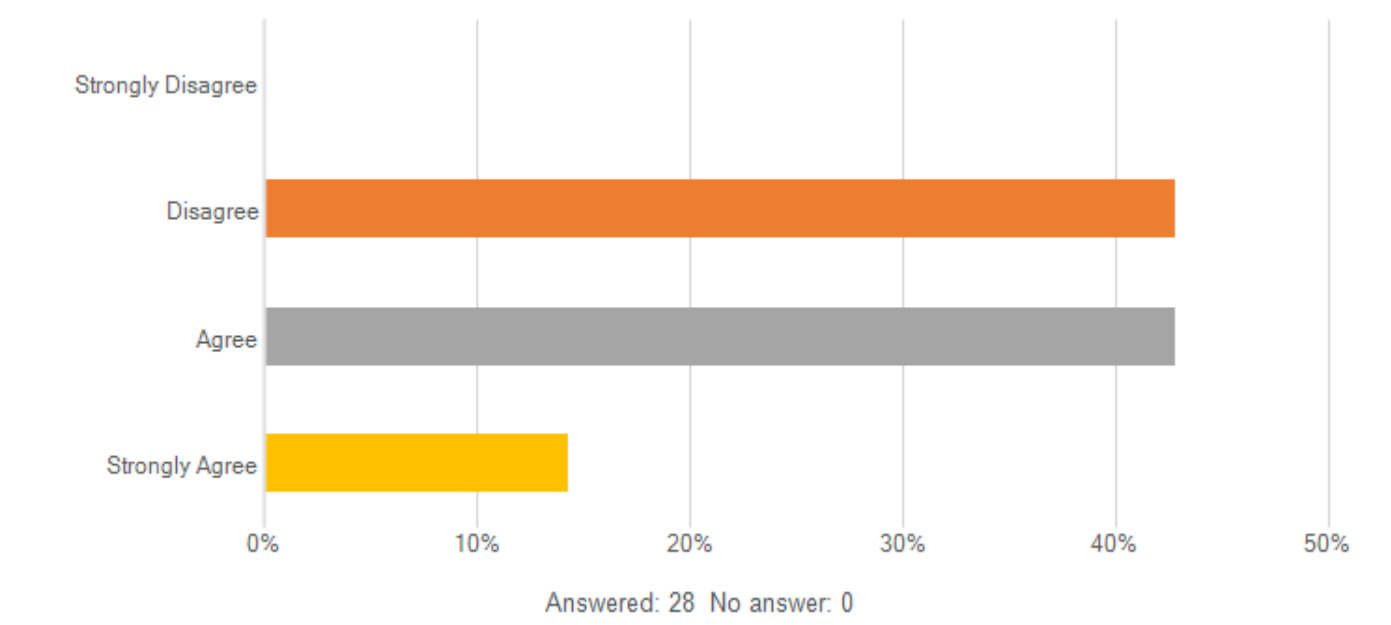
There is open and honest two-way communication on my team



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	9	32.1%
Agree	13	46.4%
Strongly Agree	6	21.4%
Total	28	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.5	0.7	28	28

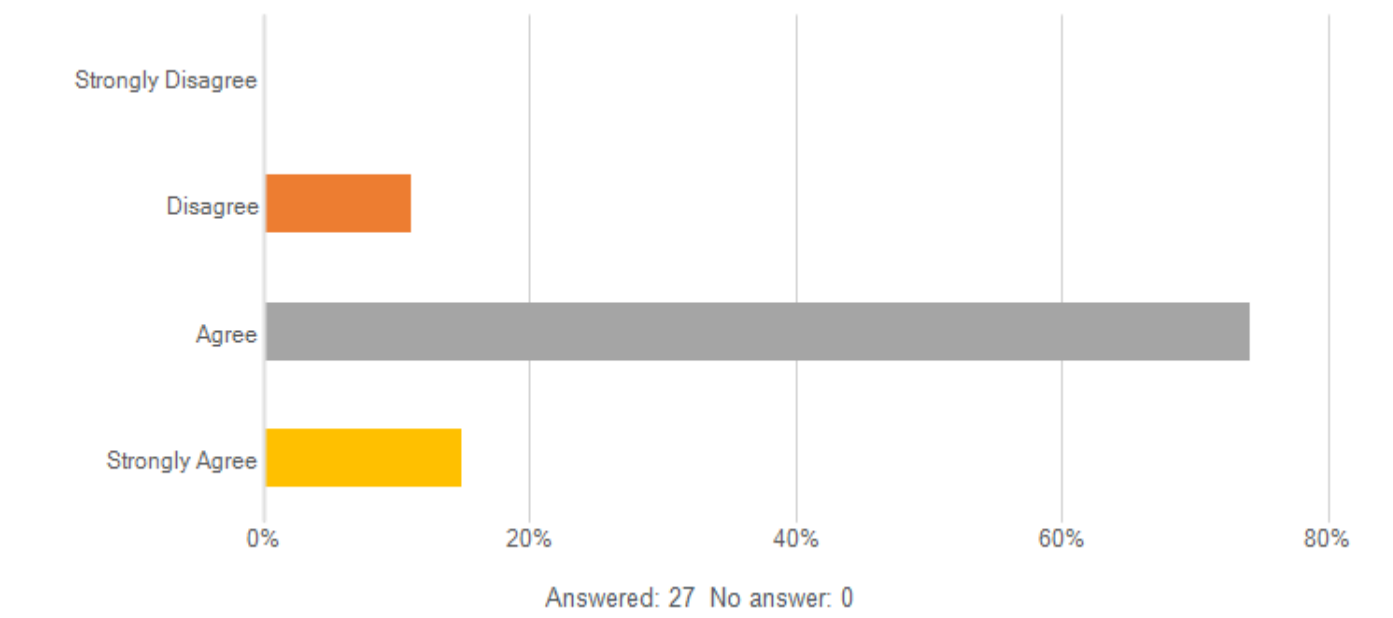
In my team, we are highly effective in anticipating and meeting changing customer needs



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	12	42.9%
Agree	12	42.9%
Strongly Agree	4	14.3%
Total	28	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.7	0.5	0.7	28	28

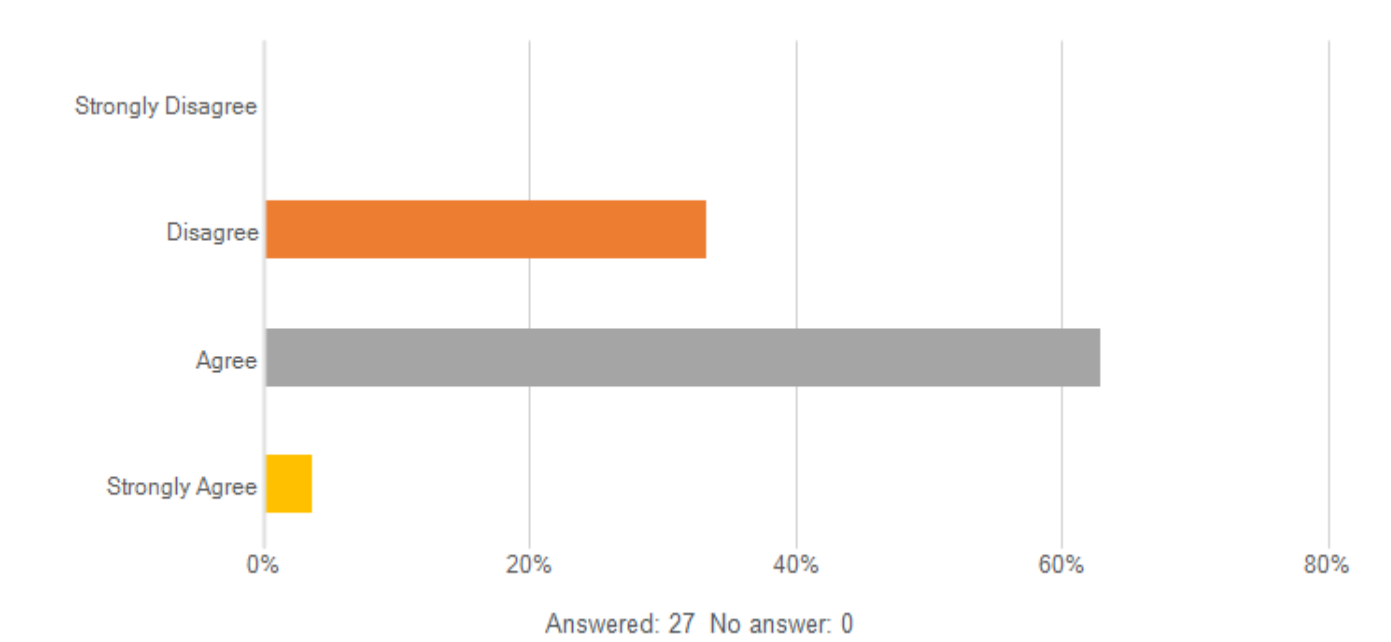
My team monitors our customer satisfaction levels and seeks ways to improve them



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	3	11.1%
Agree	20	74.1%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.3	0.5	27	27

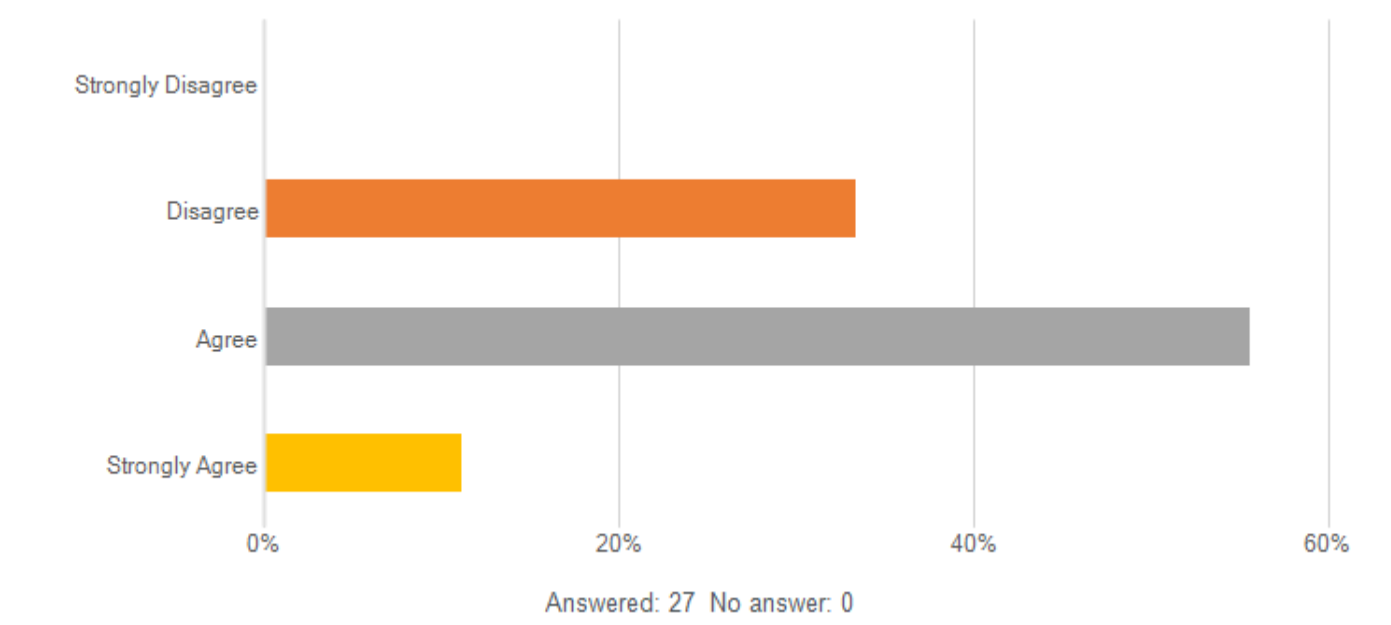
People are recognised when they go above and beyond for customers on my team



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	9	33.3%
Agree	17	63.0%
Strongly Agree	1	3.7%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.7	0.3	0.5	27	27

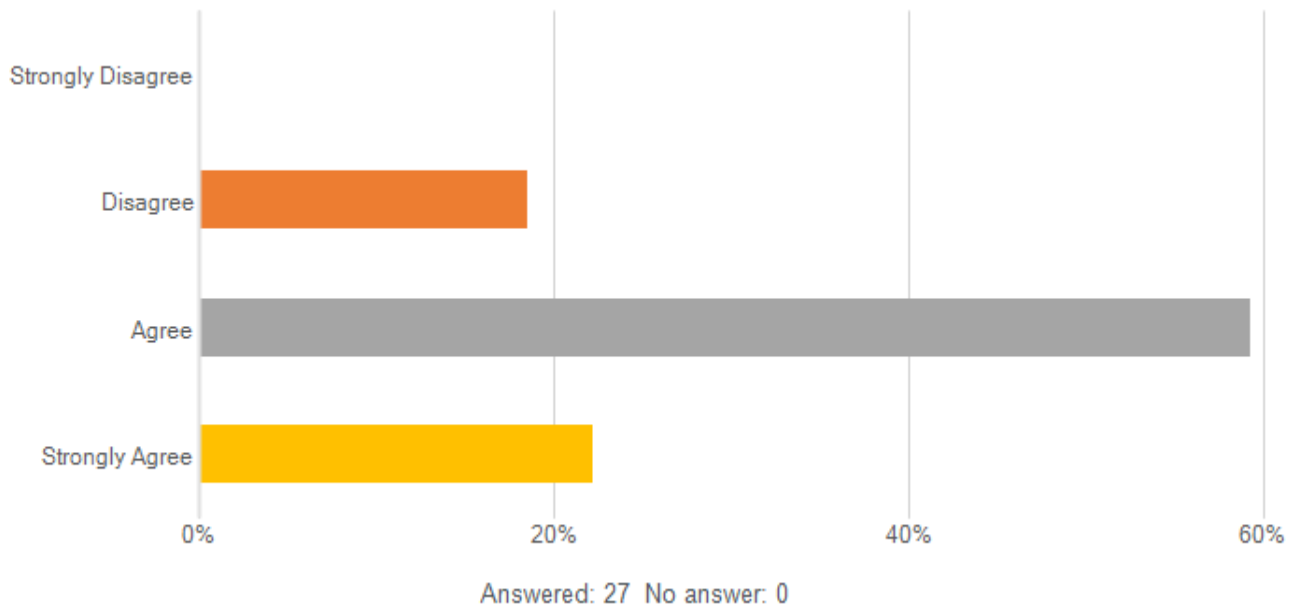
In my team, we manage change effectively



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	9	33.3%
Agree	15	55.6%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.8	0.4	0.6	27	27

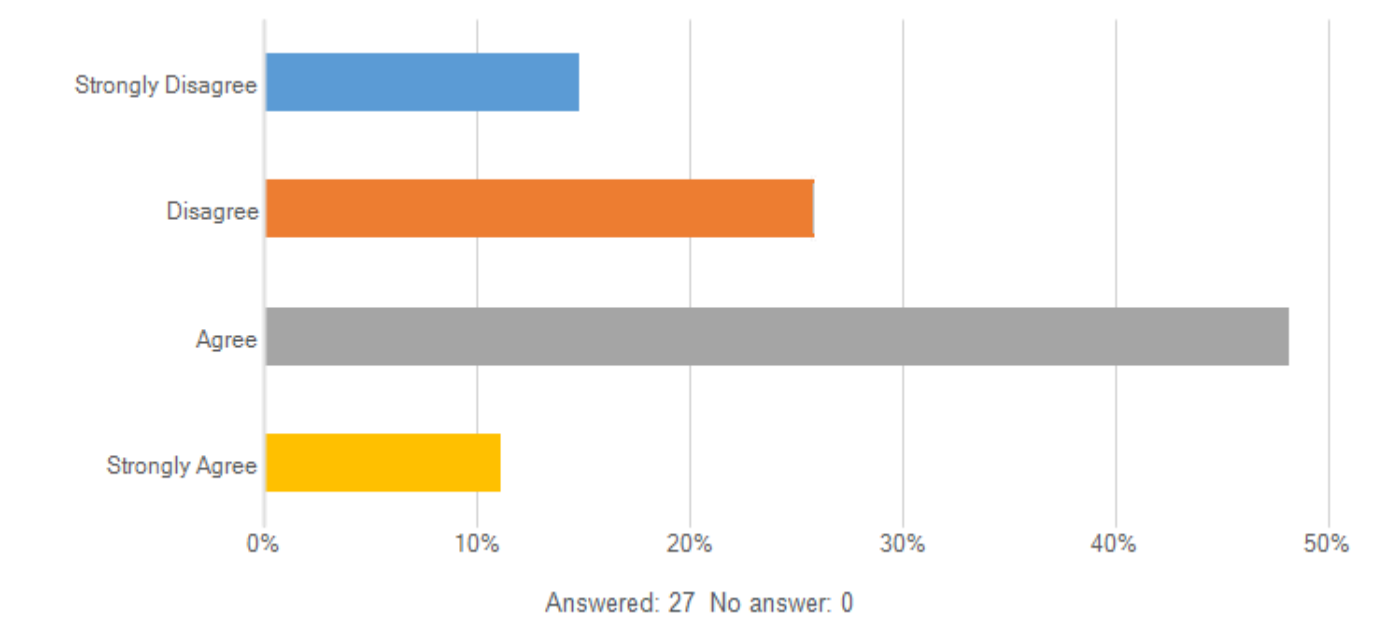
My team demonstrates CITs Cultural Traits



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	5	18.5%
Agree	16	59.3%
Strongly Agree	6	22.2%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.4	0.6	27	27

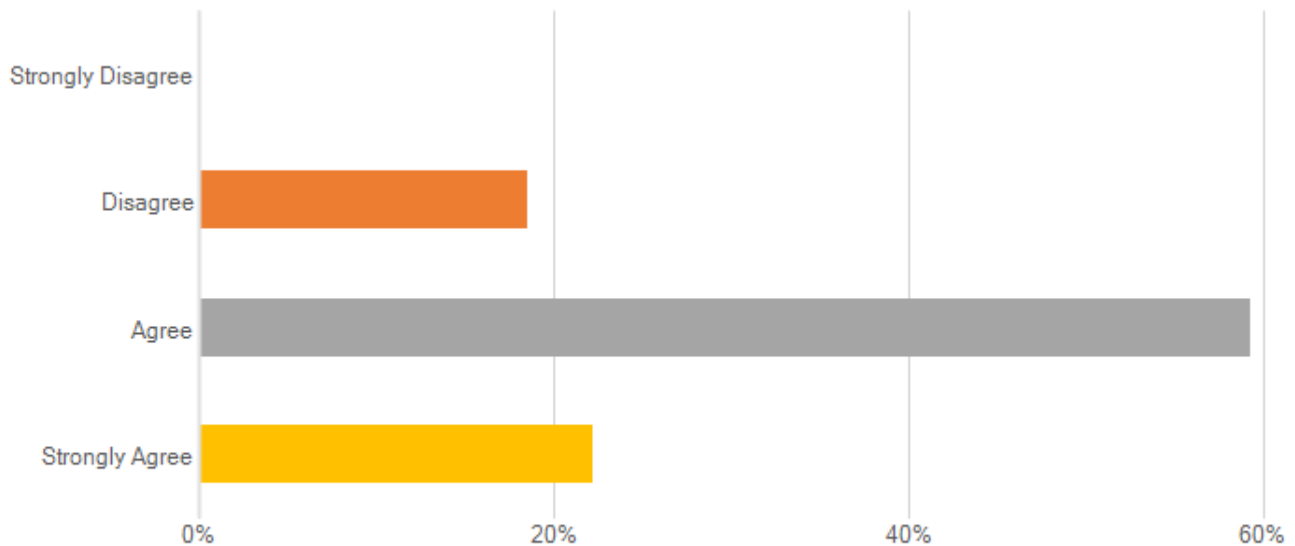
Poor performance is dealt with effectively in my team



Answer choice	Responses	Percent
Strongly Disagree	4	14.8%
Disagree	7	25.9%
Agree	13	48.1%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.6	0.8	0.9	27	27

I feel valued and respected by my Manager

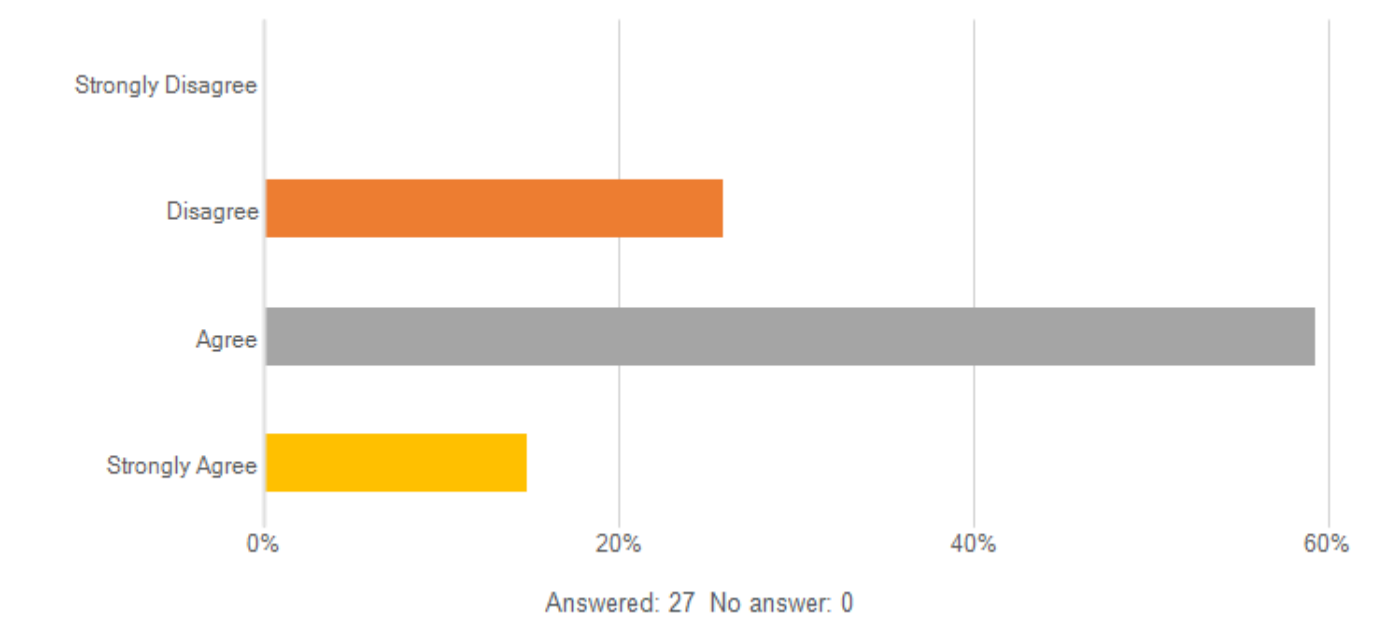


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	5	18.5%
Agree	16	59.3%
Strongly Agree	6	22.2%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.4	0.6	27	27

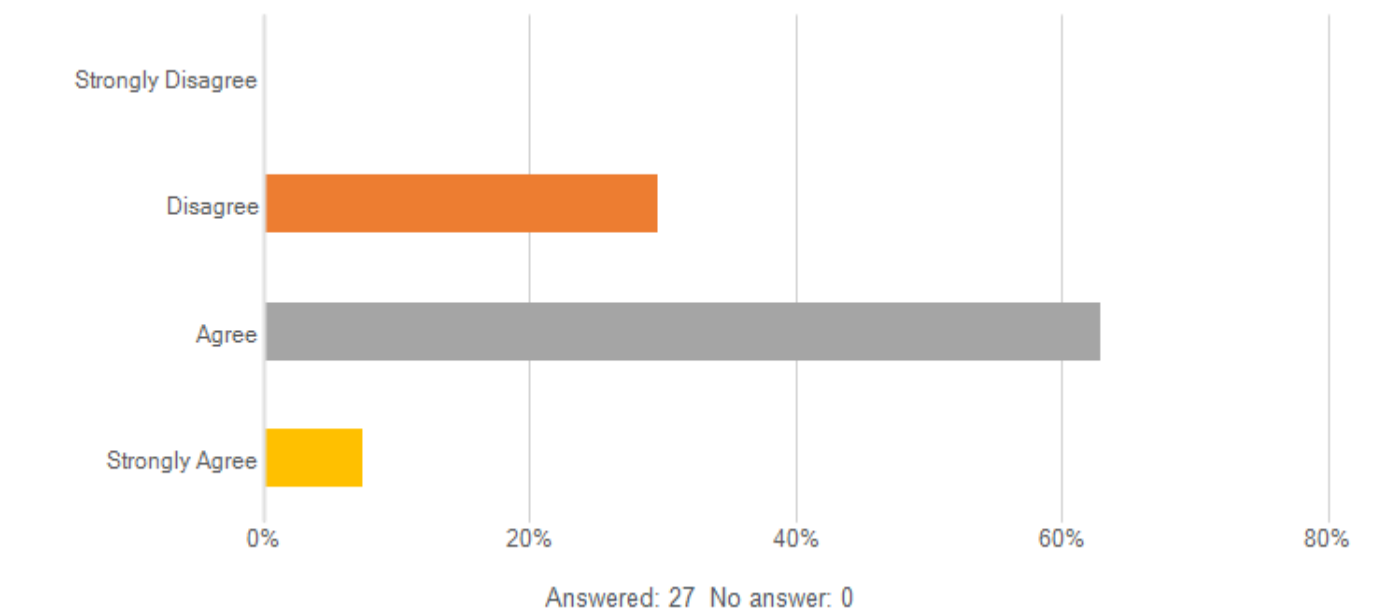
My manager listens to and acts on my ideas



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	25.9%
Agree	16	59.3%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.4	0.6	27	27

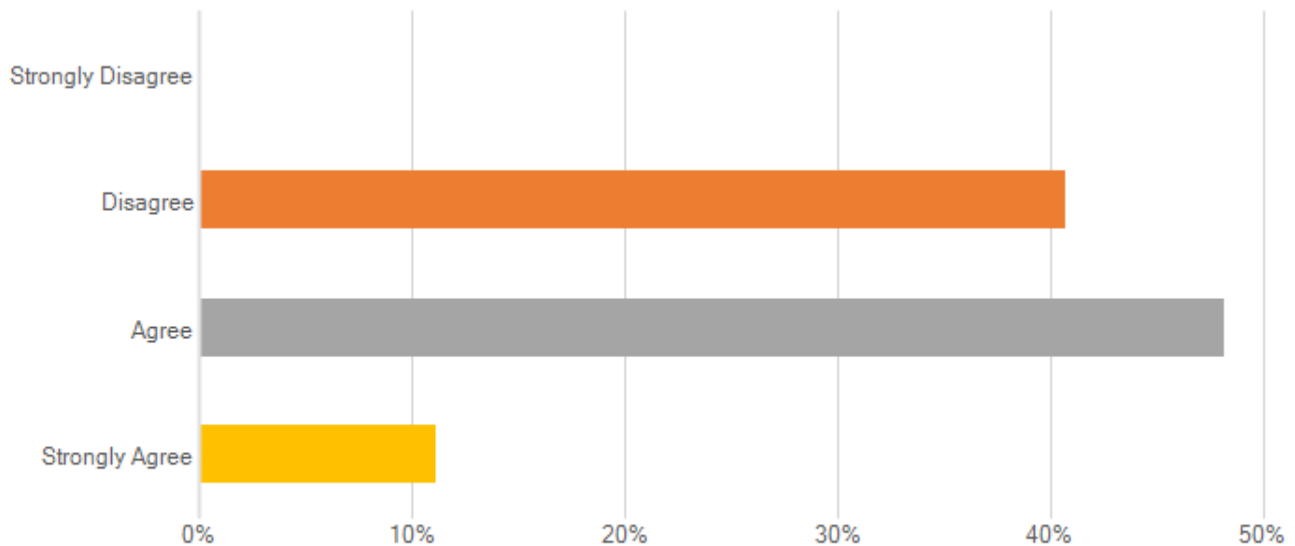
My manager provides me with ongoing feedback about how I am going



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	8	29.6%
Agree	17	63.0%
Strongly Agree	2	7.4%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.8	0.3	0.6	27	27

My manager helps me understand my strengths and areas for development

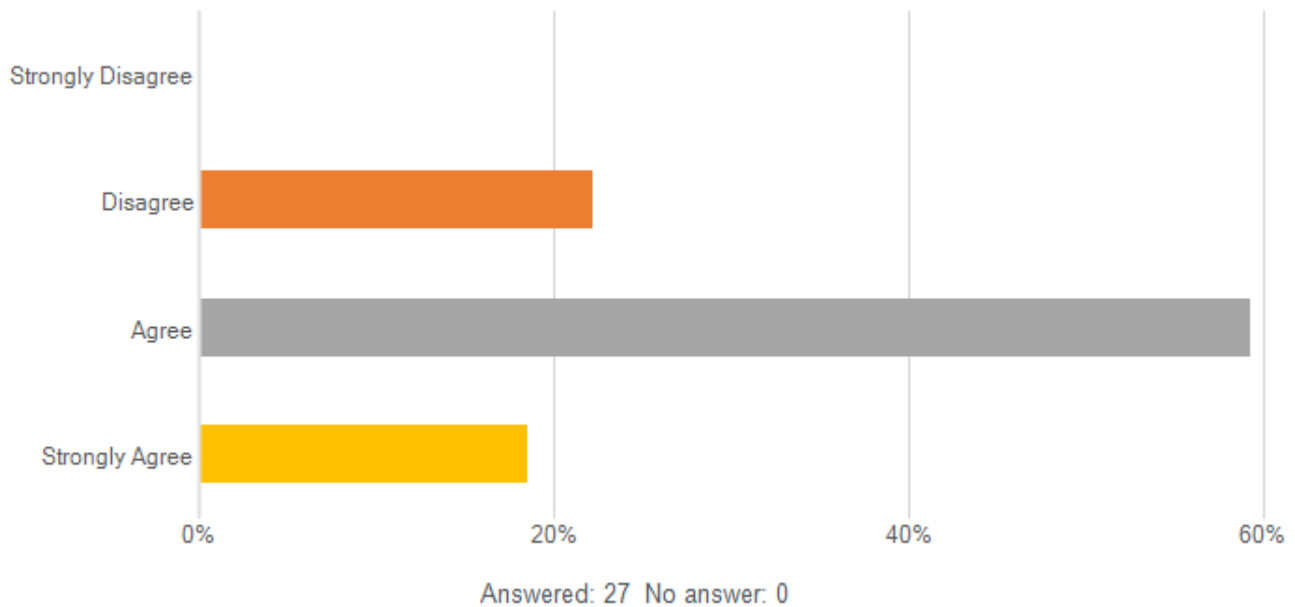


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	11	40.7%
Agree	13	48.1%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.7	0.4	0.7	27	27

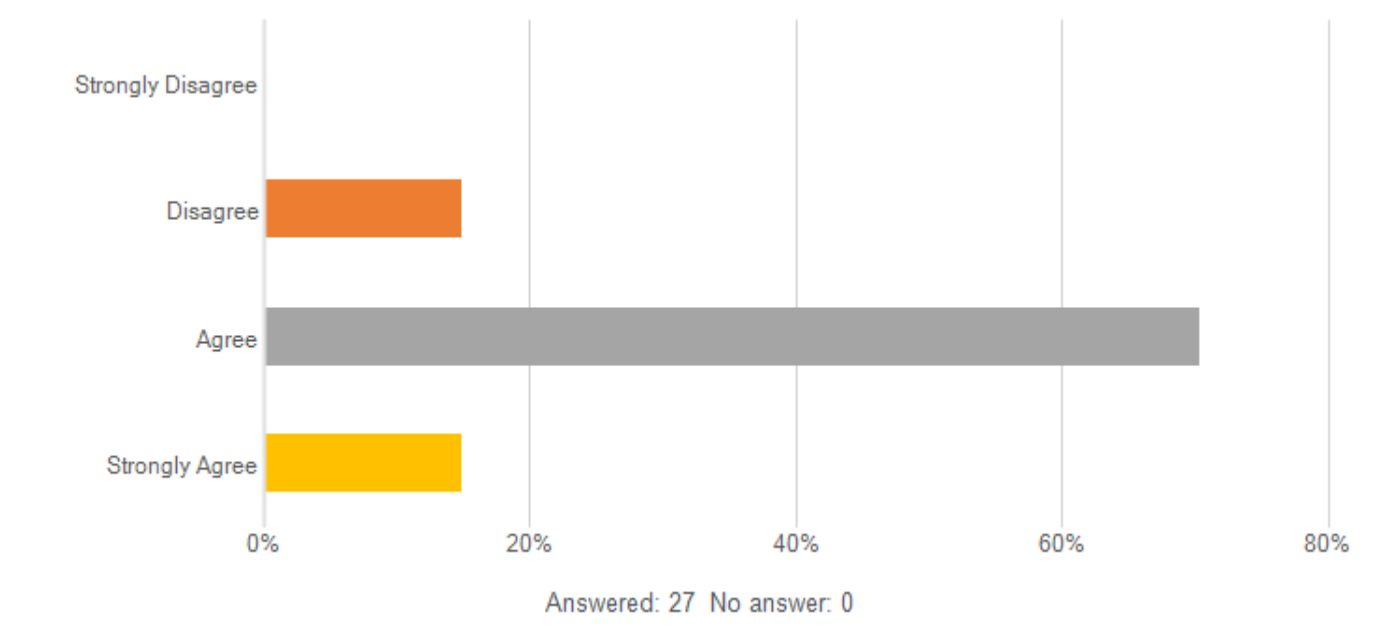
I am able to communicate freely up the line, even when I am communicating bad news



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	6	22.2%
Agree	16	59.3%
Strongly Agree	5	18.5%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.4	0.6	27	27

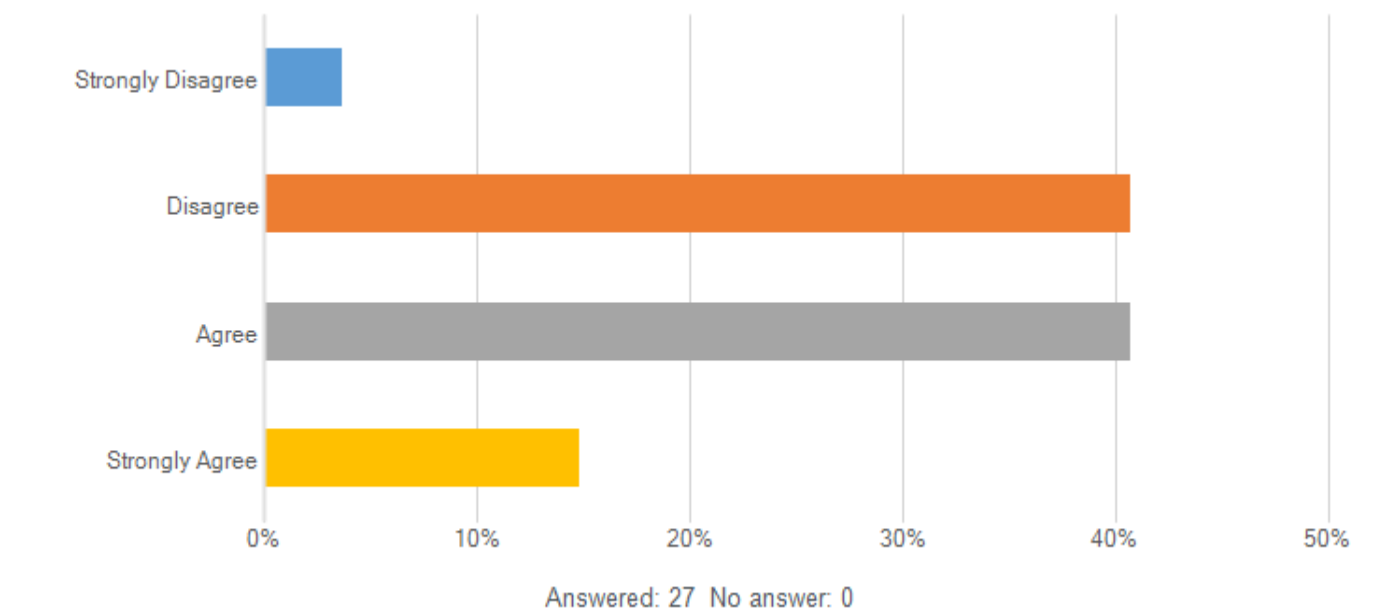
My manager encourages collaboration on my team



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	4	14.8%
Agree	19	70.4%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.3	0.6	27	27

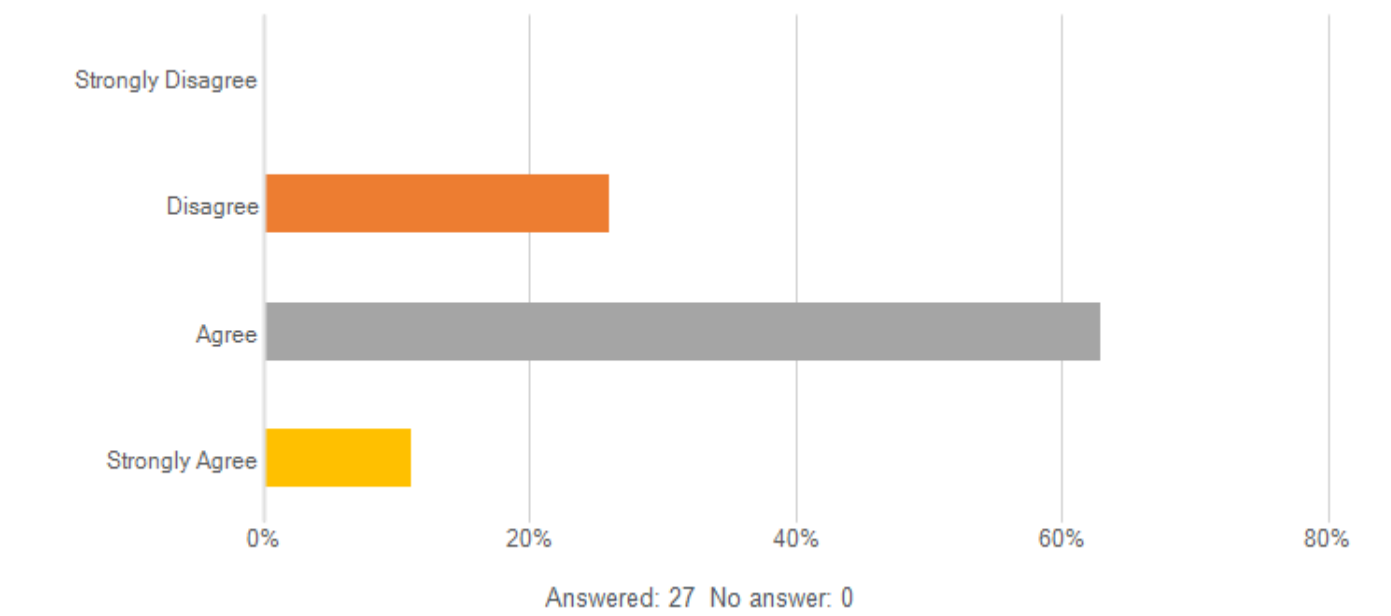
My manager holds team members accountable for achieving their objectives



Answer choice	Responses	Percent
Strongly Disagree	1	3.7%
Disagree	11	40.7%
Agree	11	40.7%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.7	0.6	0.8	27	27

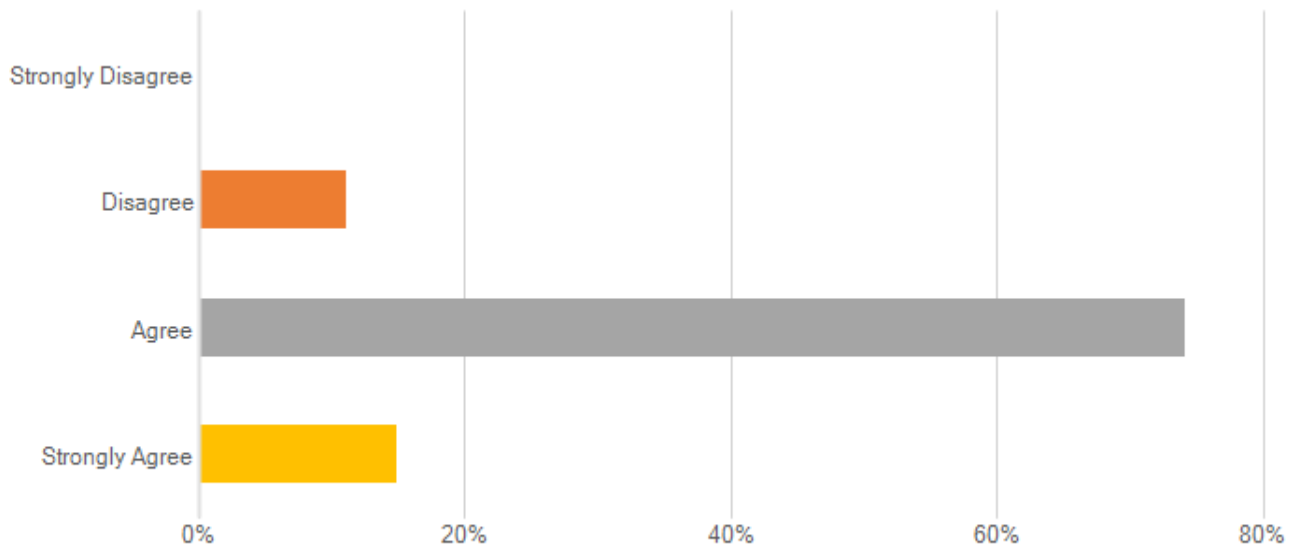
My manager’s actions are consistent with their words—they practice what they preach



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	25.9%
Agree	17	63.0%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.4	0.6	27	27

I receive regular communication from my manager about what is happening at CIT

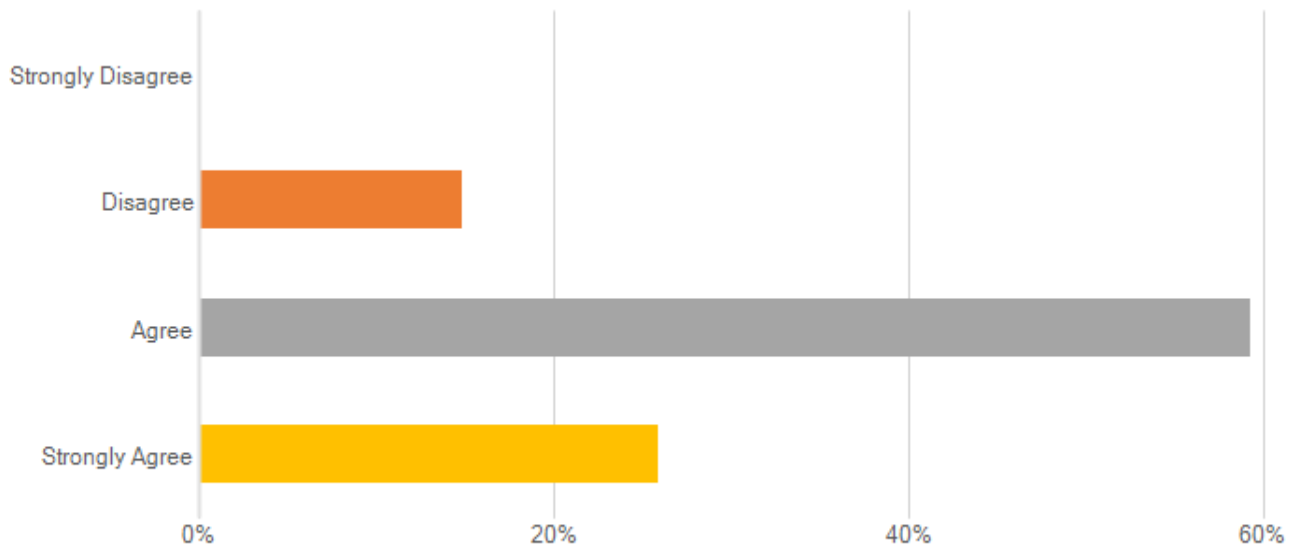


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	3	11.1%
Agree	20	74.1%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.3	0.5	27	27

My manager has effectively communicated the Cultural Traits

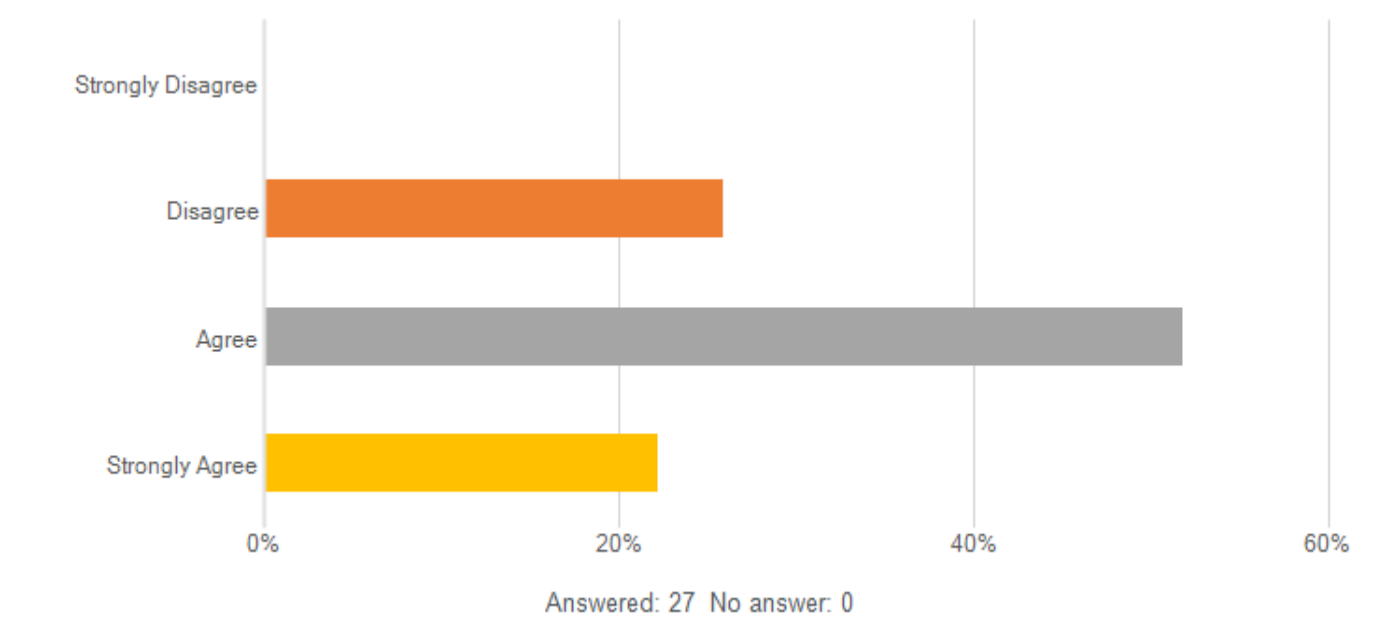


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	4	14.8%
Agree	16	59.3%
Strongly Agree	7	25.9%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.1	0.4	0.6	27	27

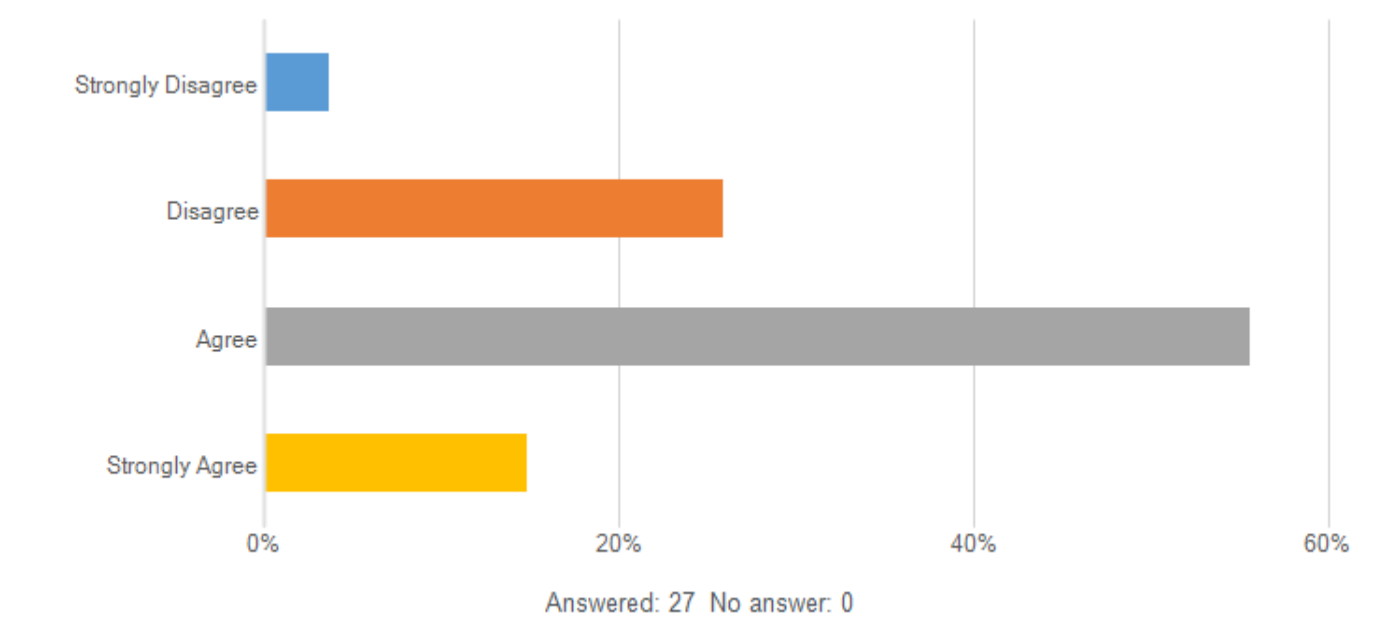
My manager models CITs Cultural Traits



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	25.9%
Agree	14	51.9%
Strongly Agree	6	22.2%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.5	0.7	27	27

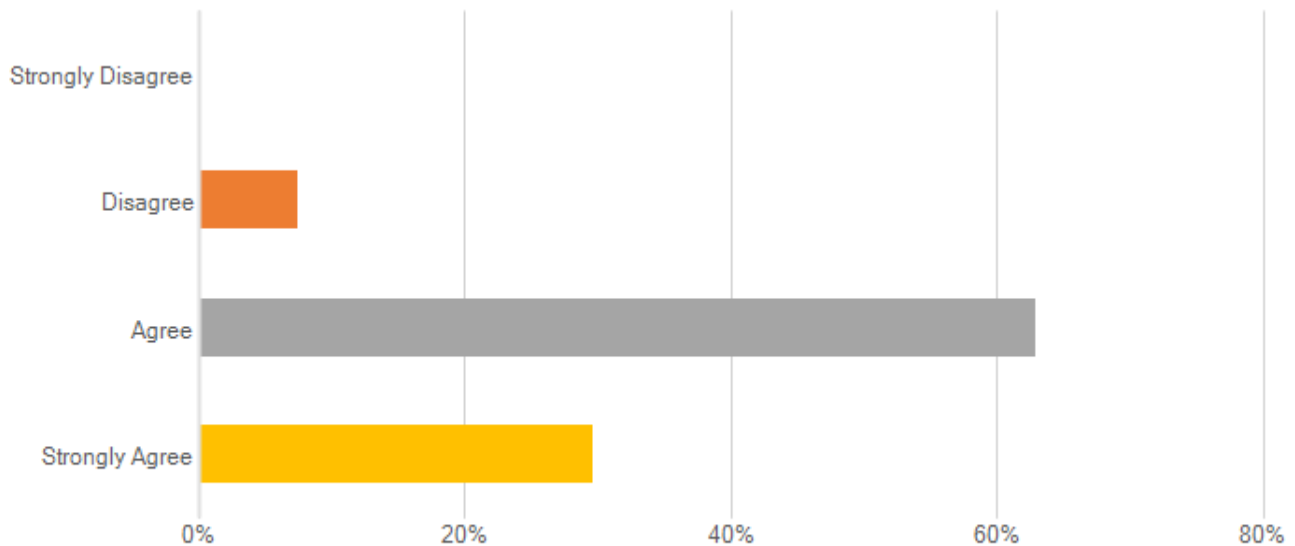
CIT is a very professional organisation



Answer choice	Responses	Percent
Strongly Disagree	1	3.7%
Disagree	7	25.9%
Agree	15	55.6%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.8	0.5	0.7	27	27

I feel proud to tell people where I work

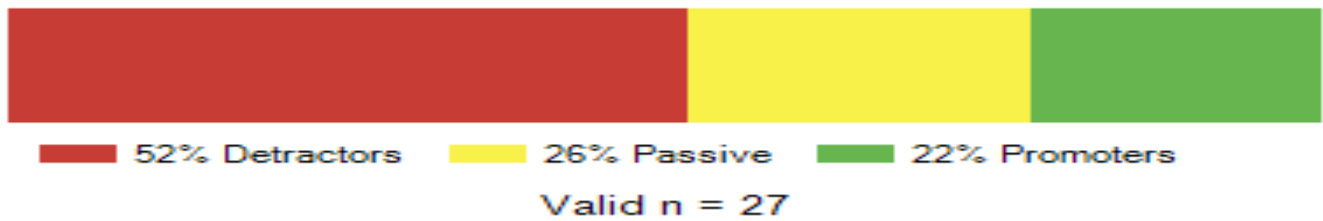
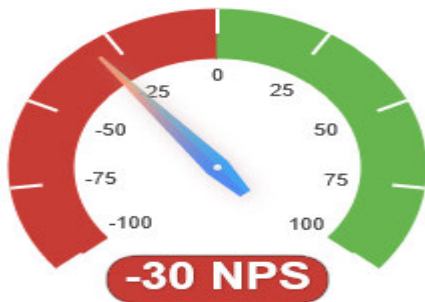


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	2	7.4%
Agree	17	63.0%
Strongly Agree	8	29.6%
Total	27	100%

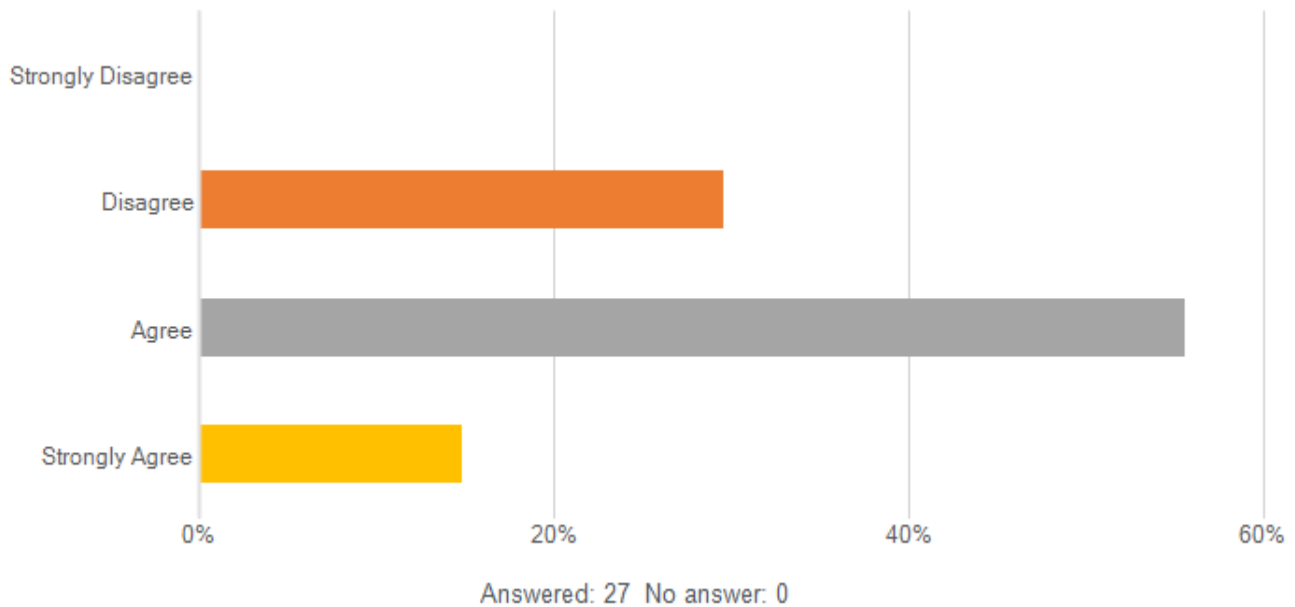
Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.2	0.3	0.6	27	27

I would recommend this company to family or friends as a great place to work



Answer choice	Responses	Percent
0	0	0.0%
1	0	0.0%
2	4	14.8%
3	0	0.0%
4	0	0.0%
5	8	29.6%
6	2	7.4%
Detractors	14	51.8%
7	2	7.4%
8	5	18.5%
Passive	7	25.9%
9	2	7.4%
10	4	14.8%
Promoters	6	22.2%
Total	27	100%
NPS	-30	

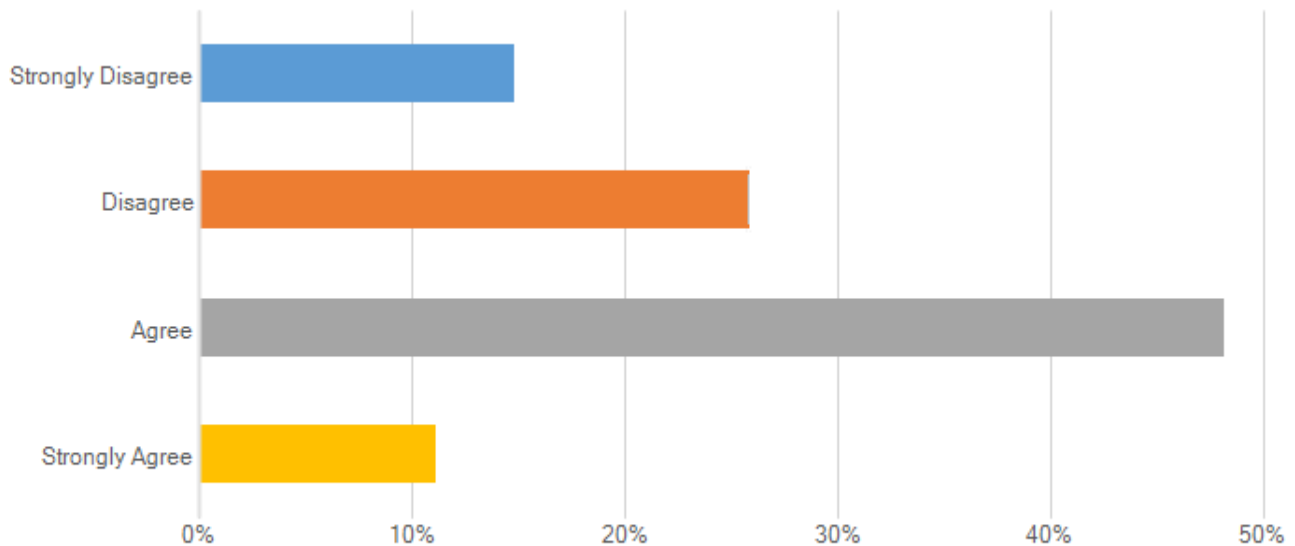
CIT motivates me to go above and beyond in my role



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	8	29.6%
Agree	15	55.6%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.4	0.7	27	27

CIT's processes and procedures allow me to effectively meet our customers' needs

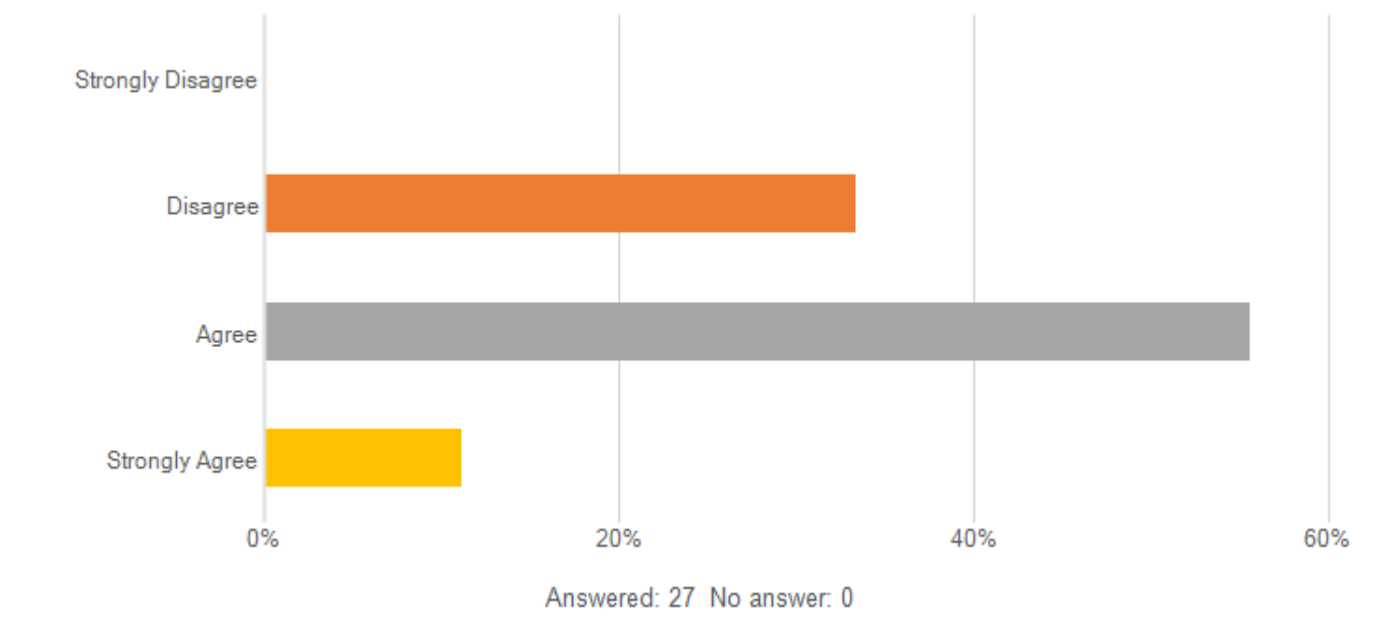


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	4	14.8%
Disagree	7	25.9%
Agree	13	48.1%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.6	0.8	0.9	27	27

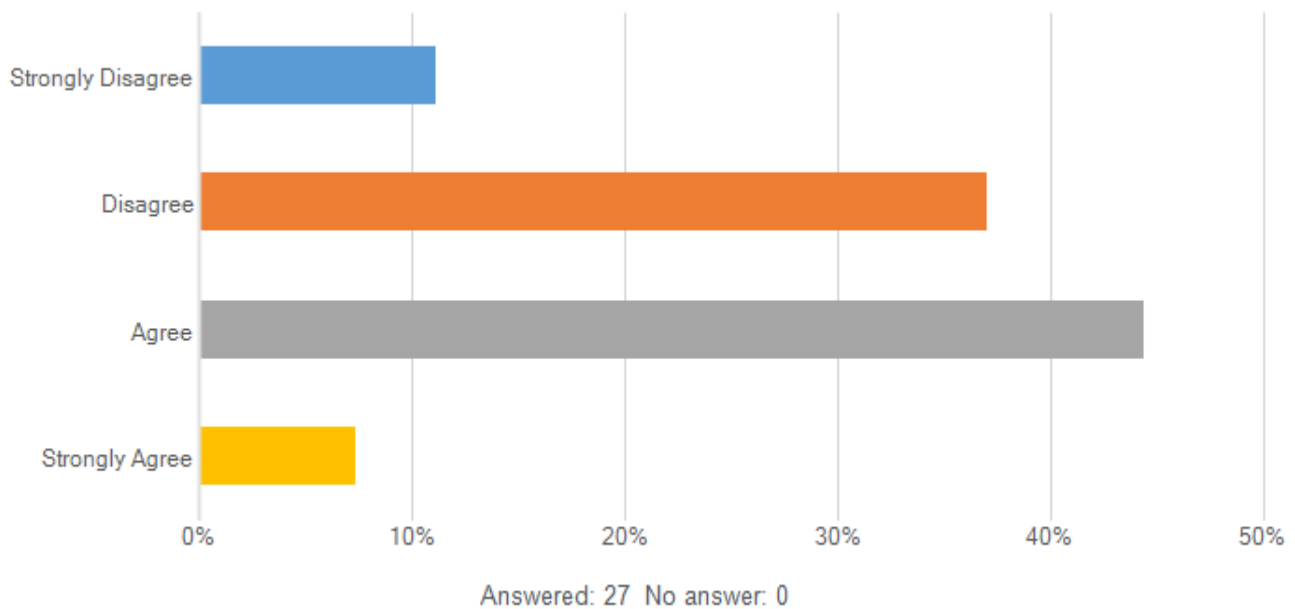
It is easy to collaborate with other teams within CIT



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	9	33.3%
Agree	15	55.6%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.8	0.4	0.6	27	27

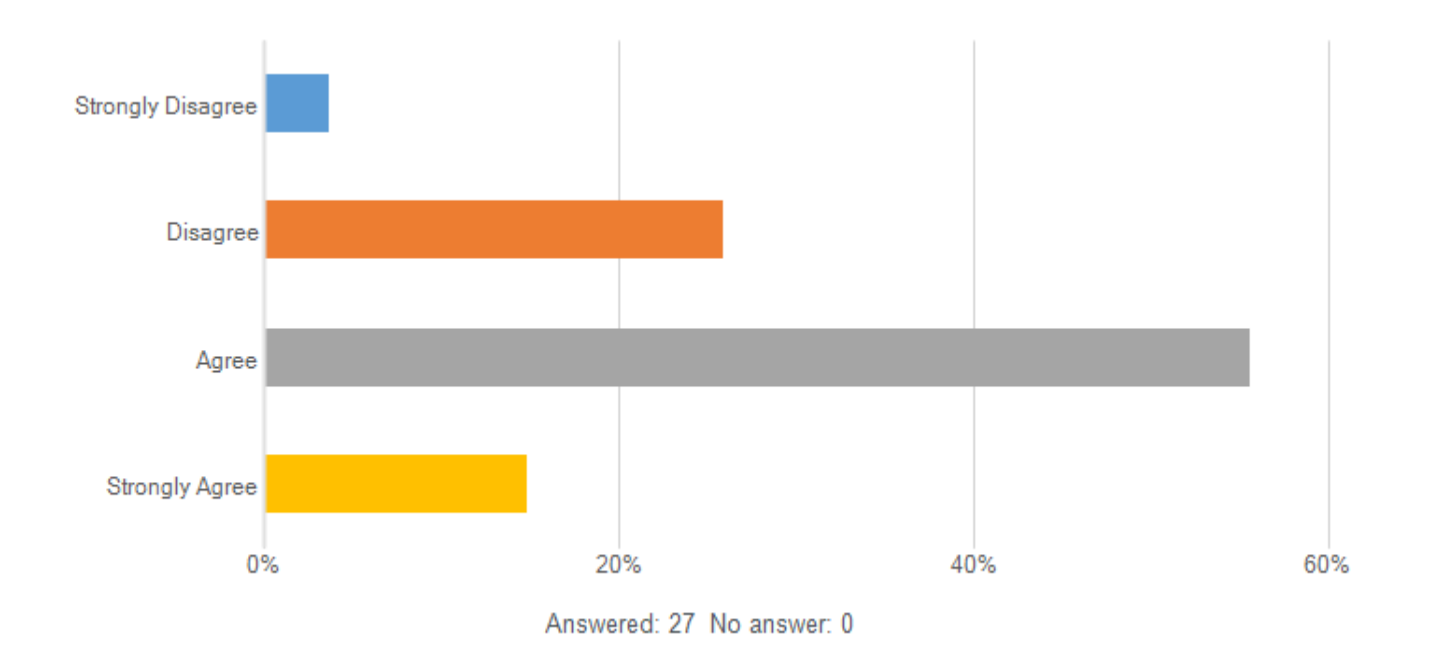
There is a clear communication process when change in CIT is proposed



Answer choice	Responses	Percent
Strongly Disagree	3	11.1%
Disagree	10	37.0%
Agree	12	44.4%
Strongly Agree	2	7.4%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.5	0.6	0.8	27	27

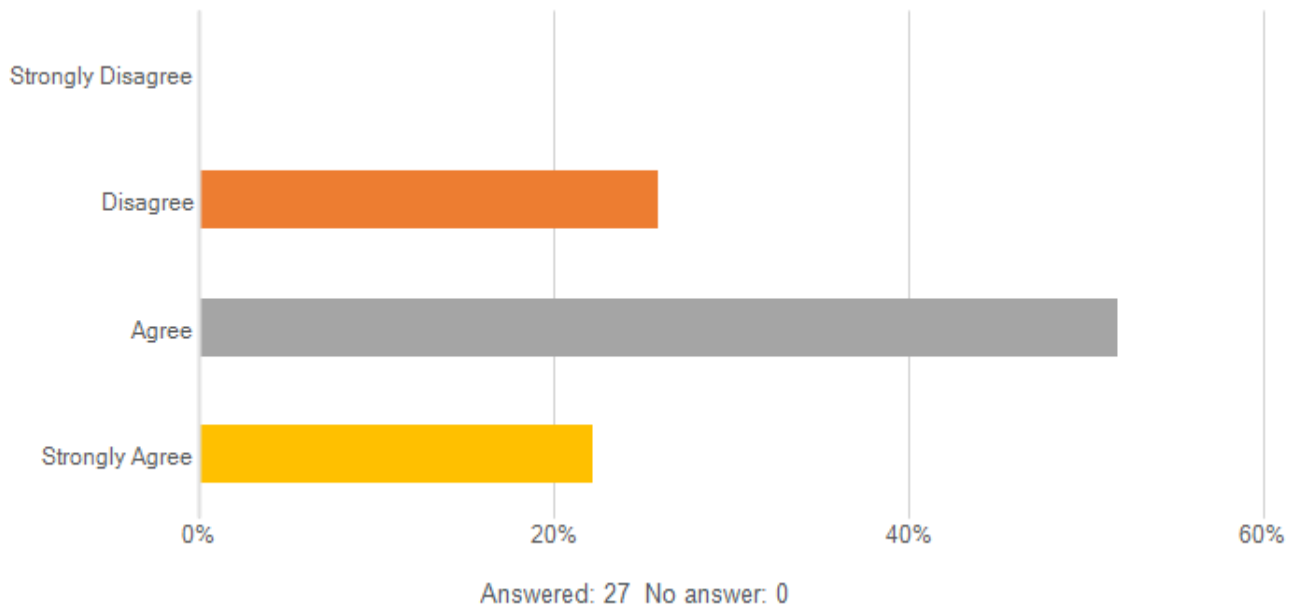
In times of change, we help each other understand and adapt to the new ways of working



Answer choice	Responses	Percent
Strongly Disagree	1	3.7%
Disagree	7	25.9%
Agree	15	55.6%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.8	0.5	0.7	27	27

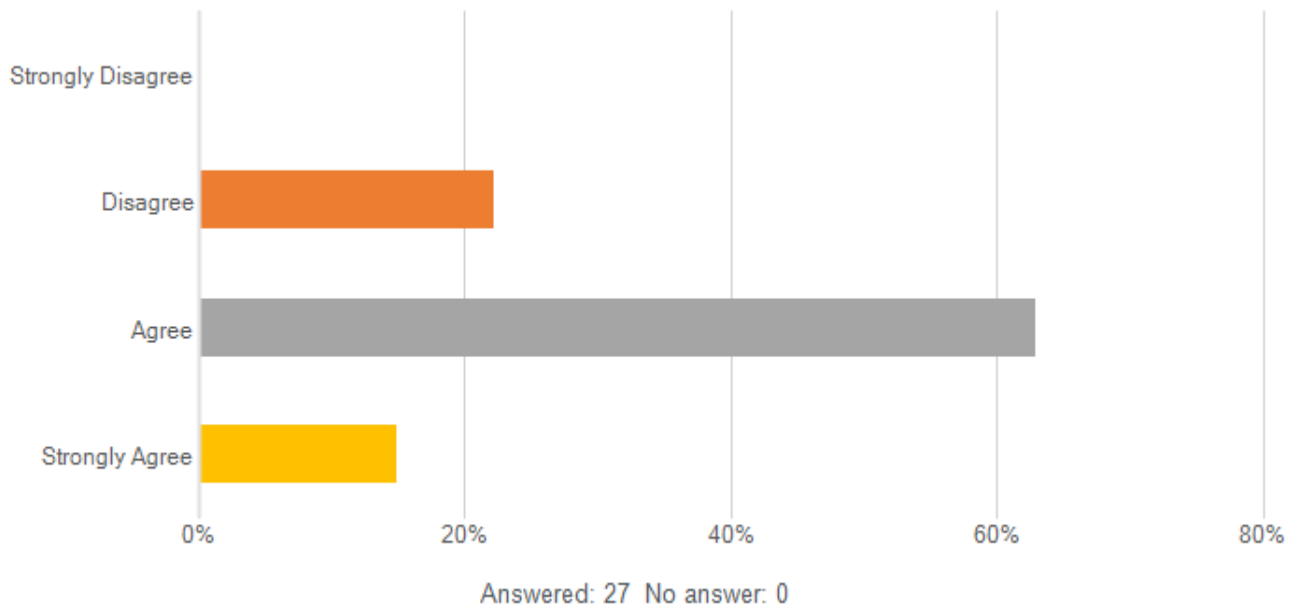
I have a good understanding of CIT's Strategic Compass



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	25.9%
Agree	14	51.9%
Strongly Agree	6	22.2%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.5	0.7	27	27

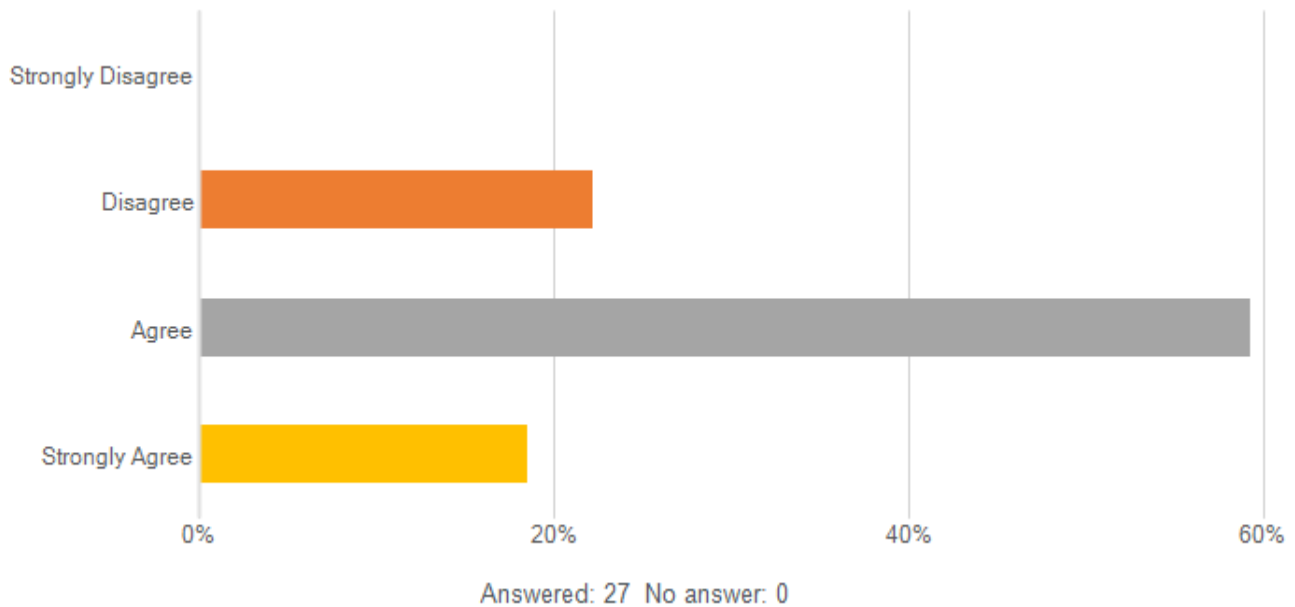
I understand the need for the changes and directions outlined in the Strategic Compass



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	6	22.2%
Agree	17	63.0%
Strongly Agree	4	14.8%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.9	0.4	0.6	27	27

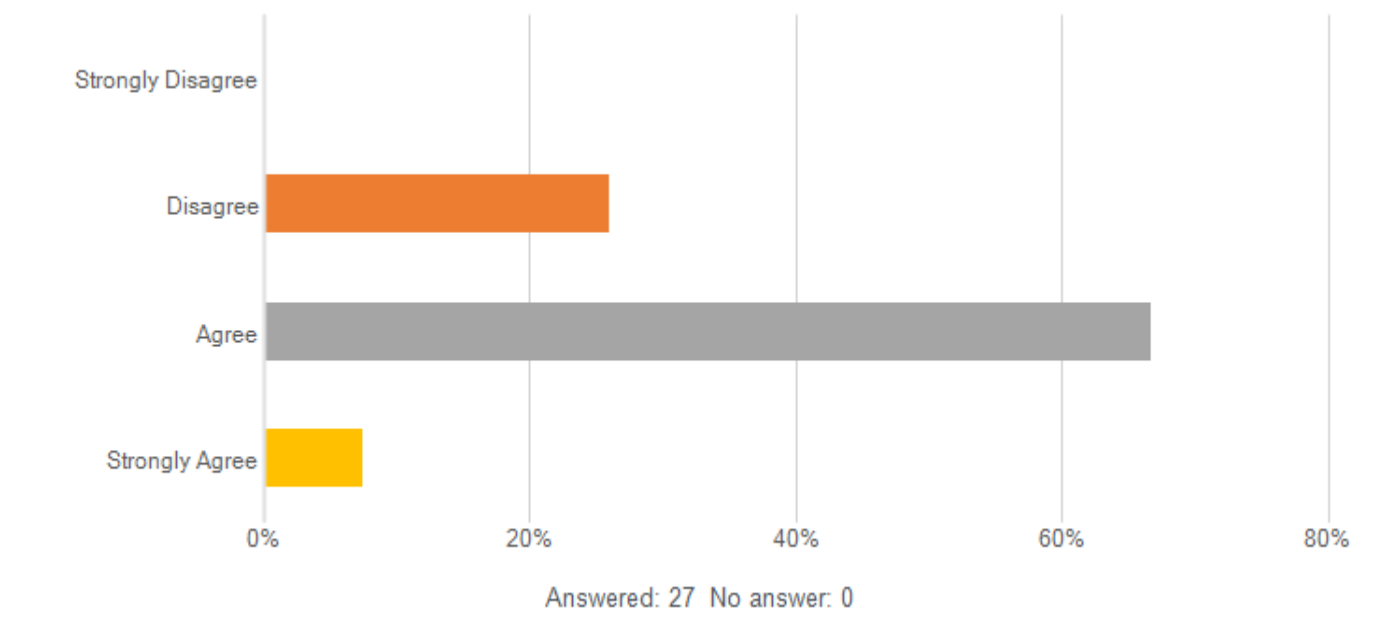
I understand how my role contributes to CIT's Strategic Compass



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	6	22.2%
Agree	16	59.3%
Strongly Agree	5	18.5%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.4	0.6	27	27

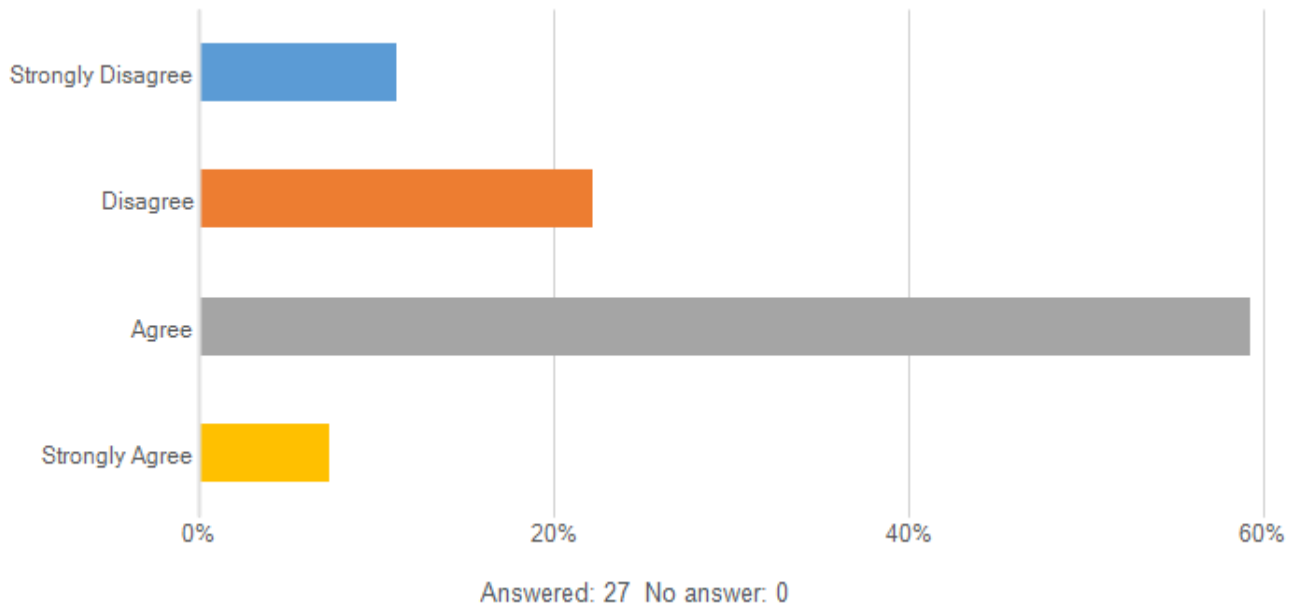
My team's objectives are aligned with CIT’s Strategic Compass



Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	7	25.9%
Agree	18	66.7%
Strongly Agree	2	7.4%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	2.8	0.3	0.6	27	27

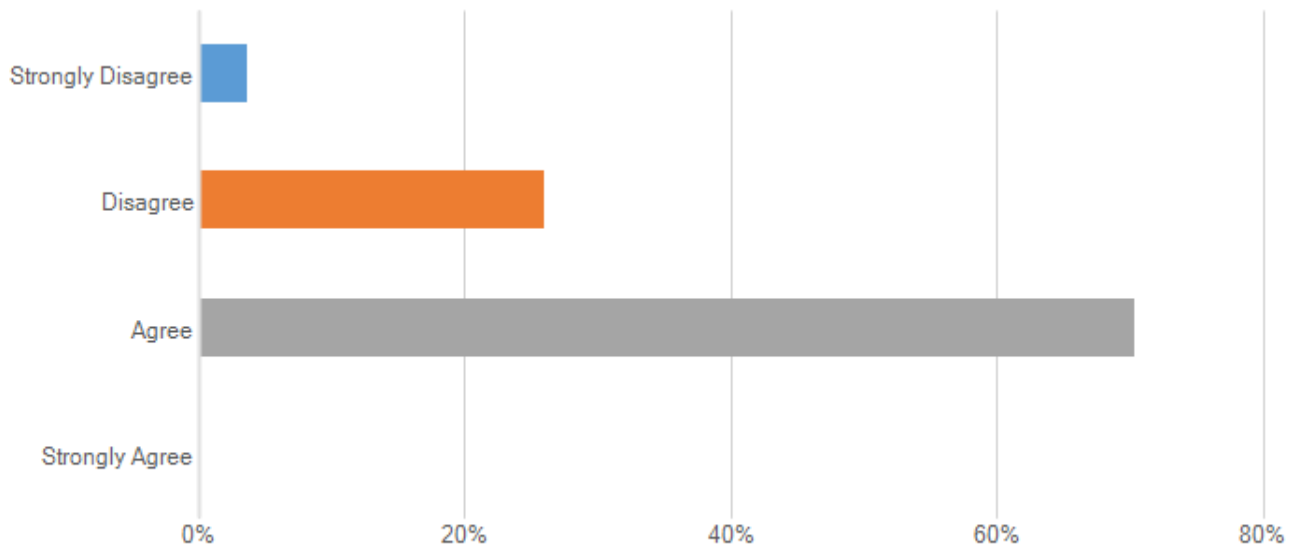
I believe that CIT would take appropriate action if I was being treated unfairly in the workplace



Answer choice	Responses	Percent
Strongly Disagree	3	11.1%
Disagree	6	22.2%
Agree	16	59.3%
Strongly Agree	2	7.4%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.6	0.6	0.8	27	27

I feel confident to challenge the way things are done at CIT

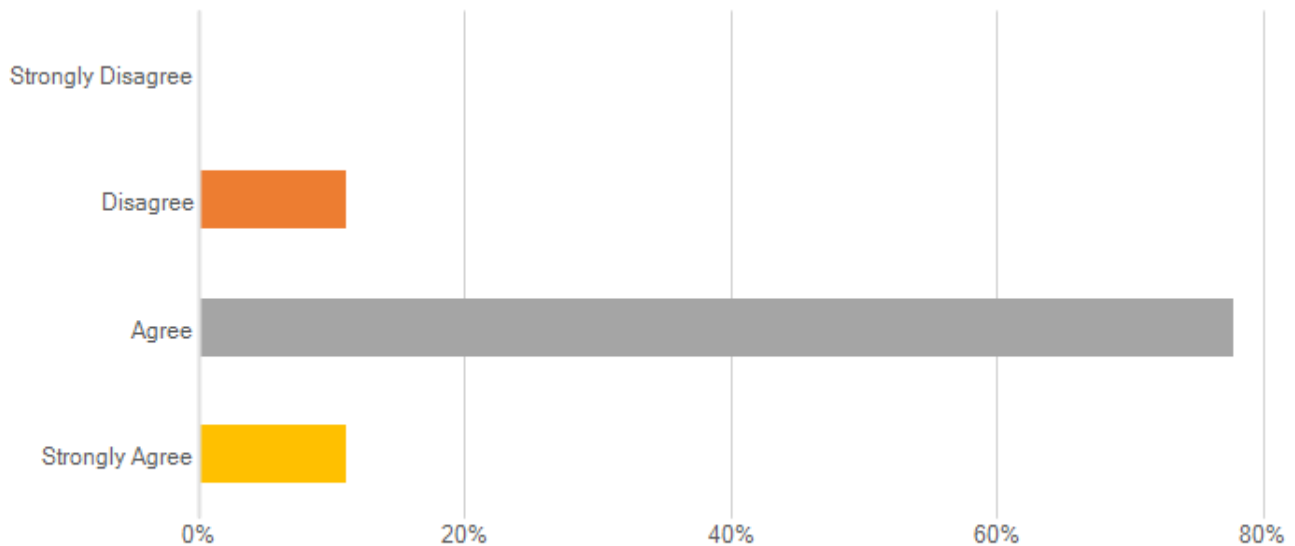


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	1	3.7%
Disagree	7	25.9%
Agree	19	70.4%
Strongly Agree	0	0.0%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	3	2.7	0.3	0.6	27	27

I think CIT respects individual cultures / backgrounds

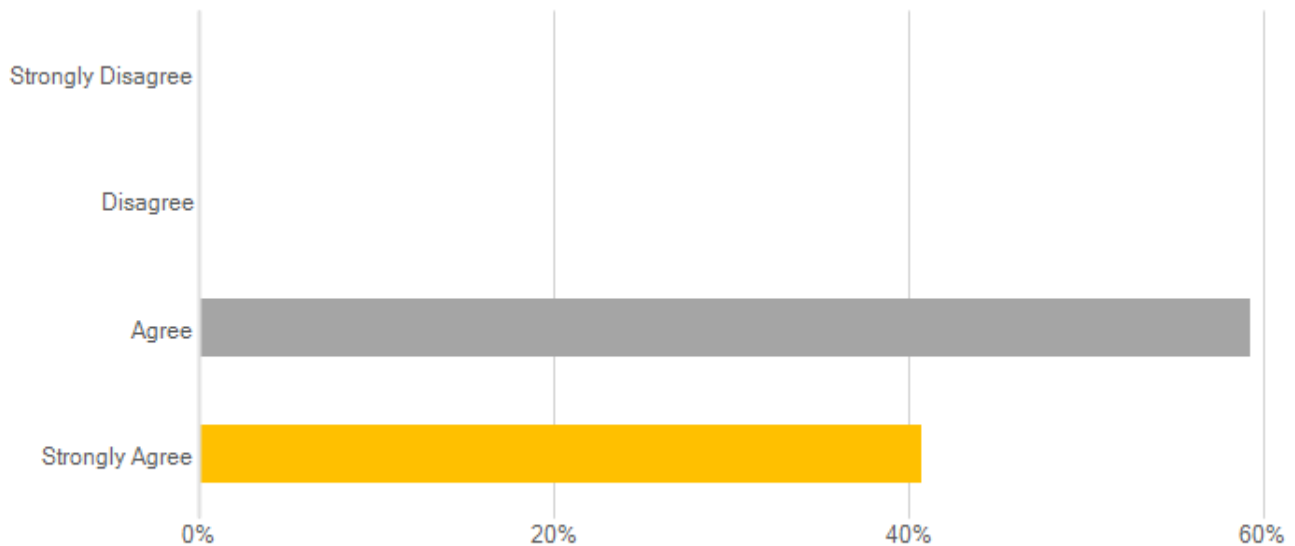


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	3	11.1%
Agree	21	77.8%
Strongly Agree	3	11.1%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
2	4	3.0	0.2	0.5	27	27

I understand why diversity and inclusion are important for CIT

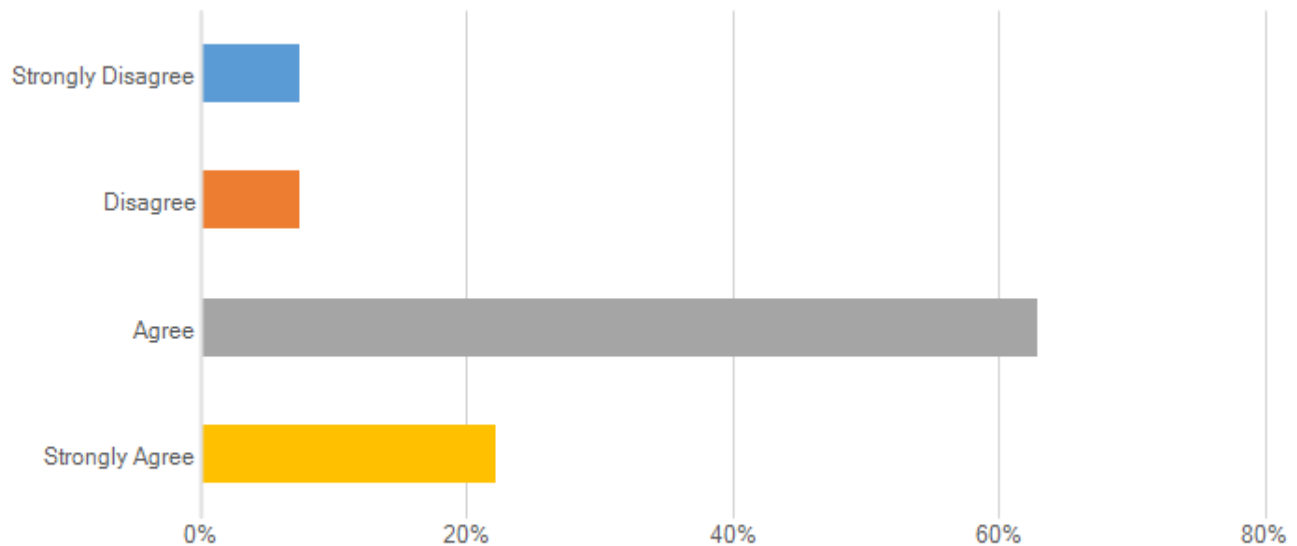


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	0	0.0%
Disagree	0	0.0%
Agree	16	59.3%
Strongly Agree	11	40.7%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
3	4	3.4	0.3	0.5	27	27

I believe Health and Safety is taken seriously at CIT

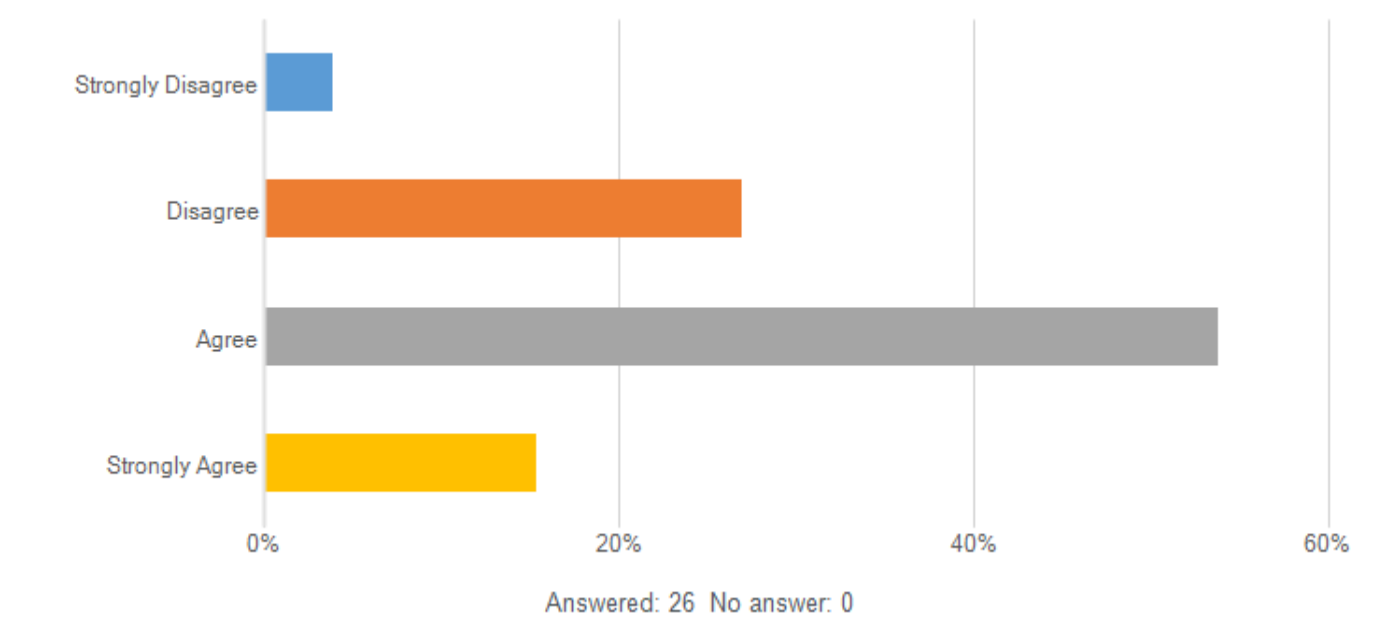


Answered: 27 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	2	7.4%
Disagree	2	7.4%
Agree	17	63.0%
Strongly Agree	6	22.2%
Total	27	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	3.0	0.6	0.8	27	27

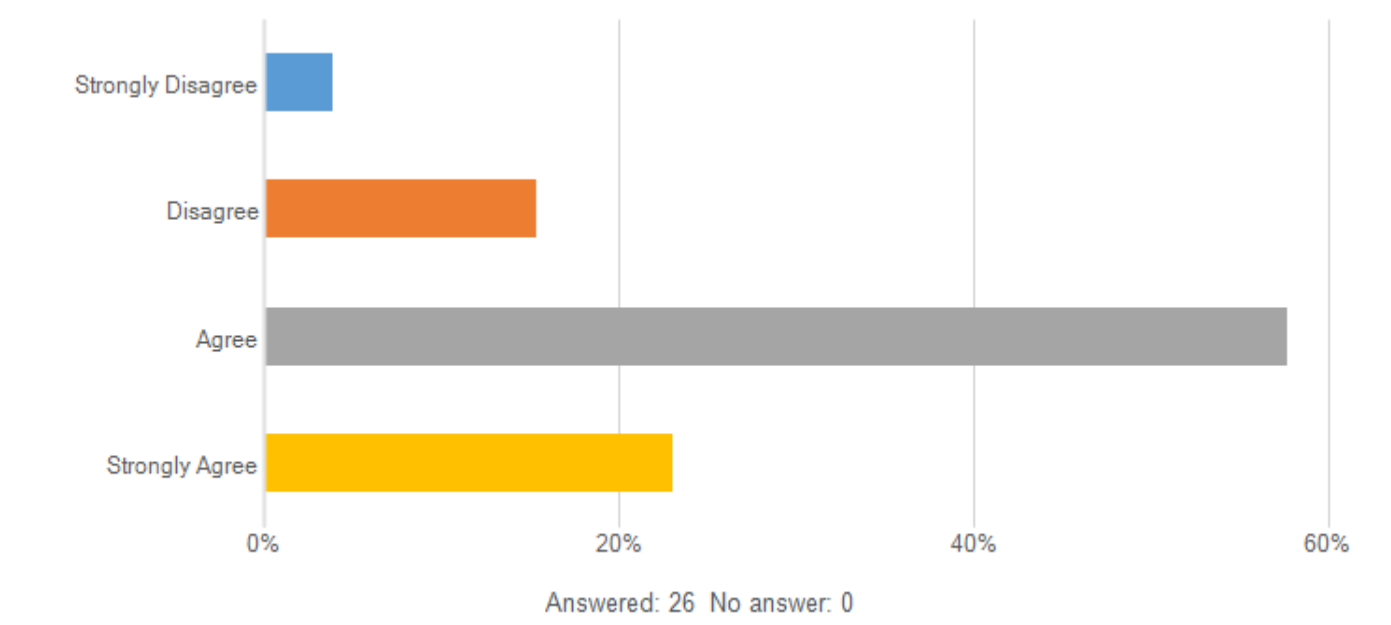
The senior leadership team have communicated a vision for CIT



Answer choice	Responses	Percent
Strongly Disagree	1	3.8%
Disagree	7	26.9%
Agree	14	53.8%
Strongly Agree	4	15.4%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.8	0.6	0.7	26	26

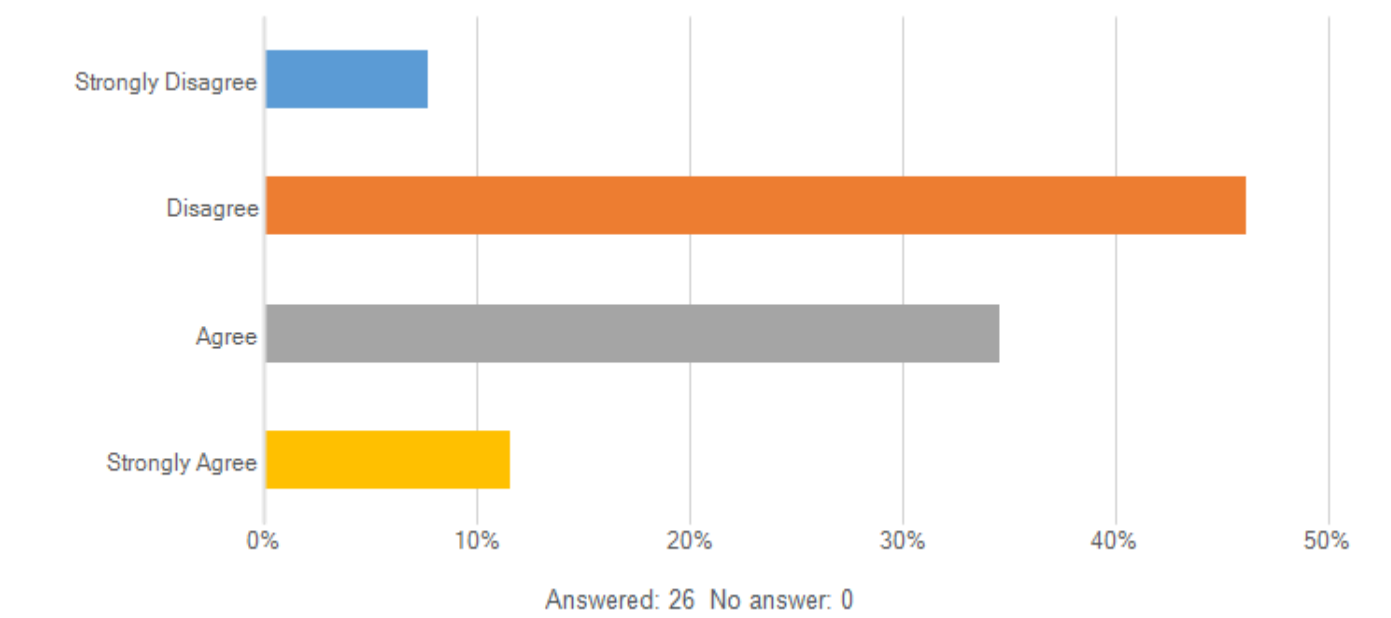
The senior leadership team have communicated a vision for the Cultural Traits at CIT



Answer choice	Responses	Percent
Strongly Disagree	1	3.8%
Disagree	4	15.4%
Agree	15	57.7%
Strongly Agree	6	23.1%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	3.0	0.6	0.7	26	26

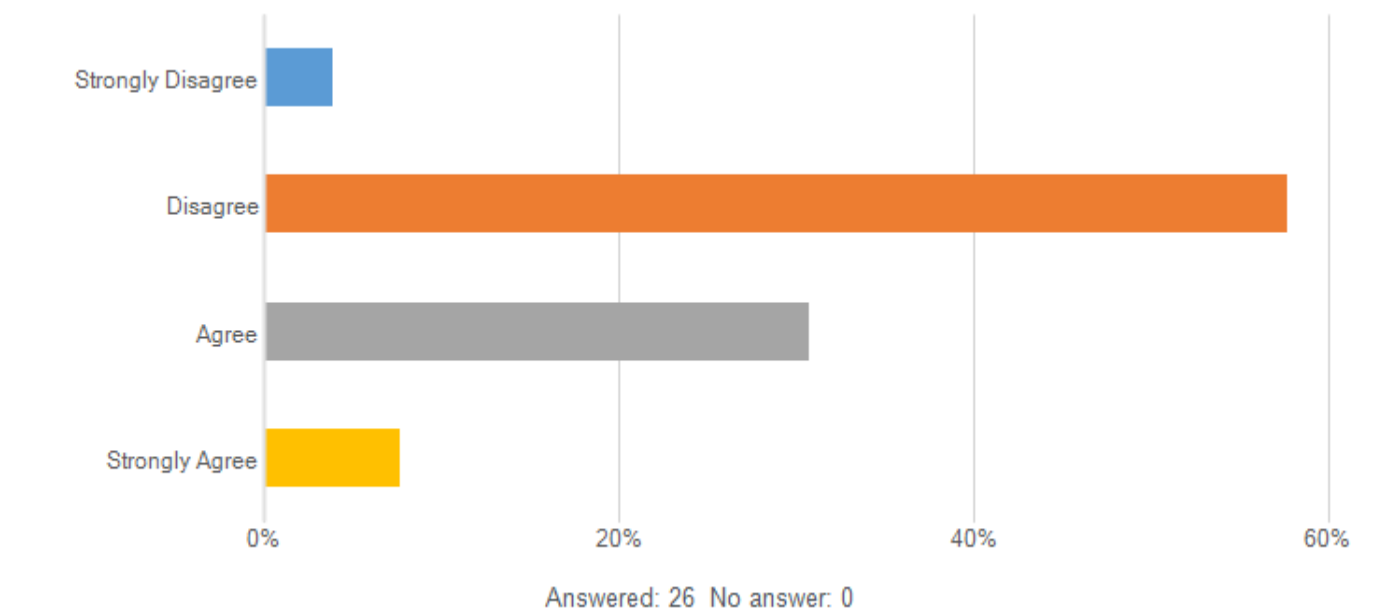
In times of change, senior managers provide sufficient information about the purpose of the changes



Answer choice	Responses	Percent
Strongly Disagree	2	7.7%
Disagree	12	46.2%
Agree	9	34.6%
Strongly Agree	3	11.5%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.5	0.7	0.8	26	26

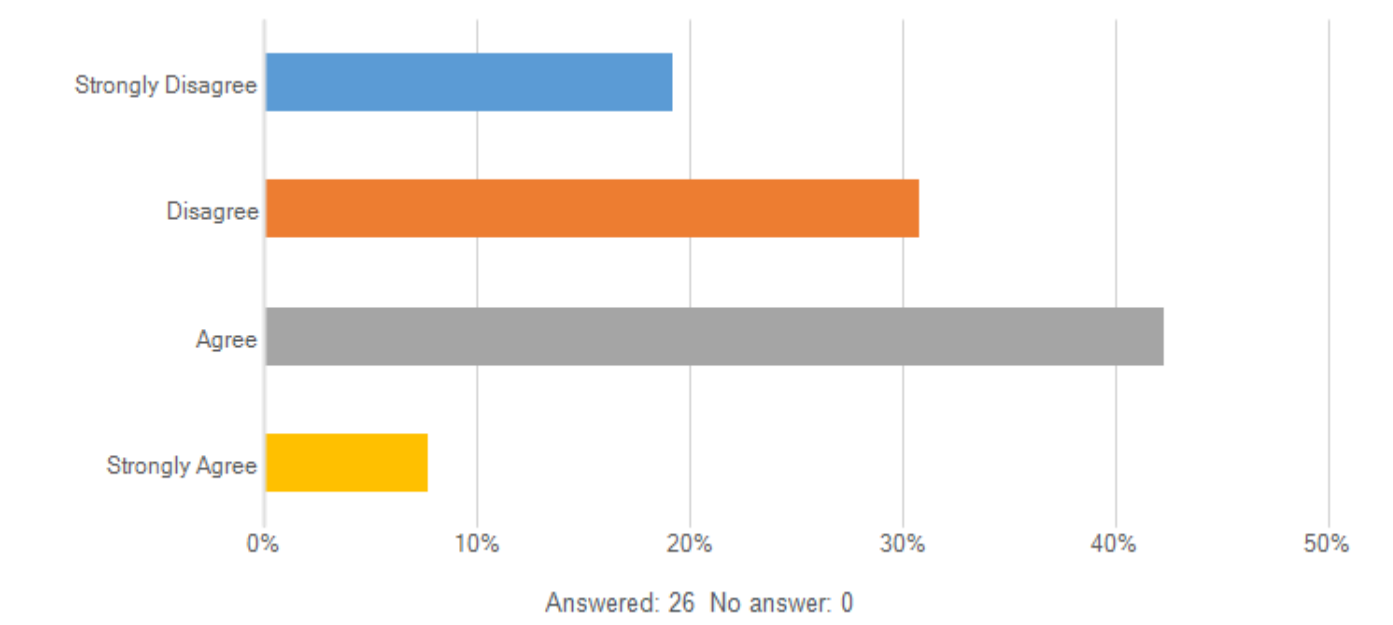
I can ask management any reasonable question and get an honest answer



Answer choice	Responses	Percent
Strongly Disagree	1	3.8%
Disagree	15	57.7%
Agree	8	30.8%
Strongly Agree	2	7.7%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.4	0.5	0.7	26	26

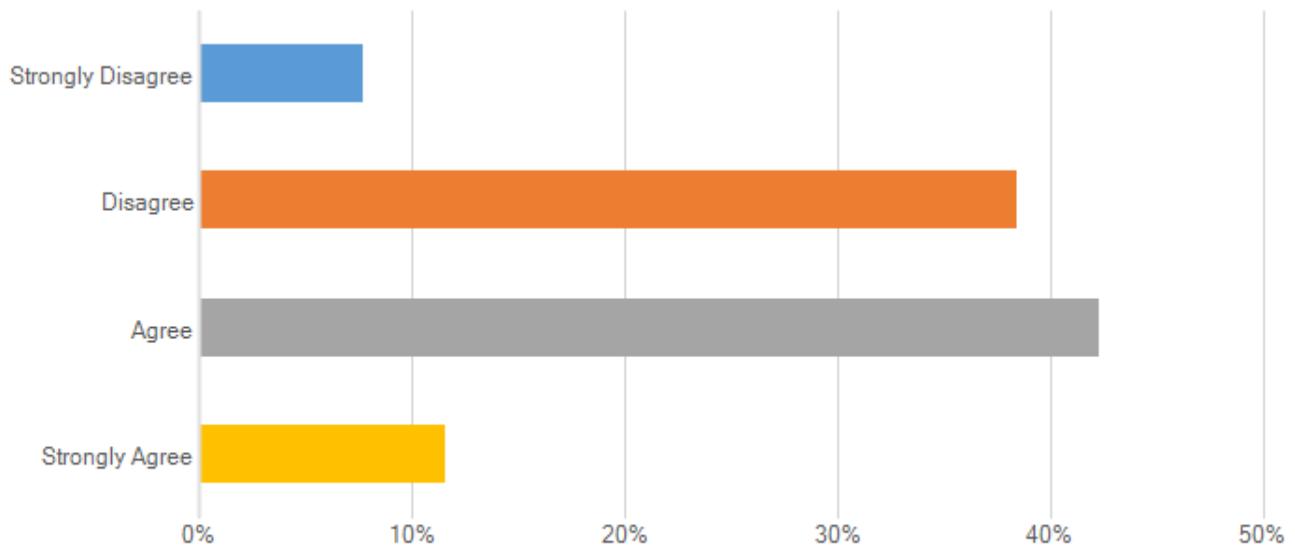
Senior leaders are visible at CIT



Answer choice	Responses	Percent
Strongly Disagree	5	19.2%
Disagree	8	30.8%
Agree	11	42.3%
Strongly Agree	2	7.7%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.4	0.8	0.9	26	26

CIT Executives model CITs Cultural Traits



Answered: 26 No answer: 0

Answer choice	Responses	Percent
Strongly Disagree	2	7.7%
Disagree	10	38.5%
Agree	11	42.3%
Strongly Agree	3	11.5%
Total	26	100%

Min	Max	Mean	Variance	Standard deviation	Total n	Valid n
1	4	2.6	0.7	0.8	26	26

3. What keeps you working at CIT? (Maximum 100 words)

Responses (records 1 - 10 only) (Total number of comments = 20)

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4. If you could change one thing about CIT, what would it be? (Maximum 100 words)

Responses (records 1 - 10 only) (Total number of comments = 20)	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	

Do you have any other comments or questions? (Maximum 150 words)

Responses (records 1 - 10 only) (Total number of comments = 16)	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	

What keeps you working at CIT? (Maximum 100 words)

working(77) enjoy(70) people(65) teaching(56) love(55)

[illegible]

[illegible]

[REDACTED]



[illegible]

[illegible]

Page 123 of 775

[illegible]

[REDACTED]

Page 126 of 775

Age Group	Percentage of Respondents
18-29	85%
30-49	75%
50+	65%
18-29	80%
30-49	70%
50+	60%
18-29	75%
30-49	65%
50+	55%
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50+	0%

If you could change one thing about CIT, what would it be? (Maximum 100 words)

staff(141) work(61) teachers(56) students(52)

Responses (Valid n = 414)

[illegible]

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Page 134 of 775

[illegible]

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Do you have any other comments or questions? (Maximum 150 words)

staff(106)

[illegible]

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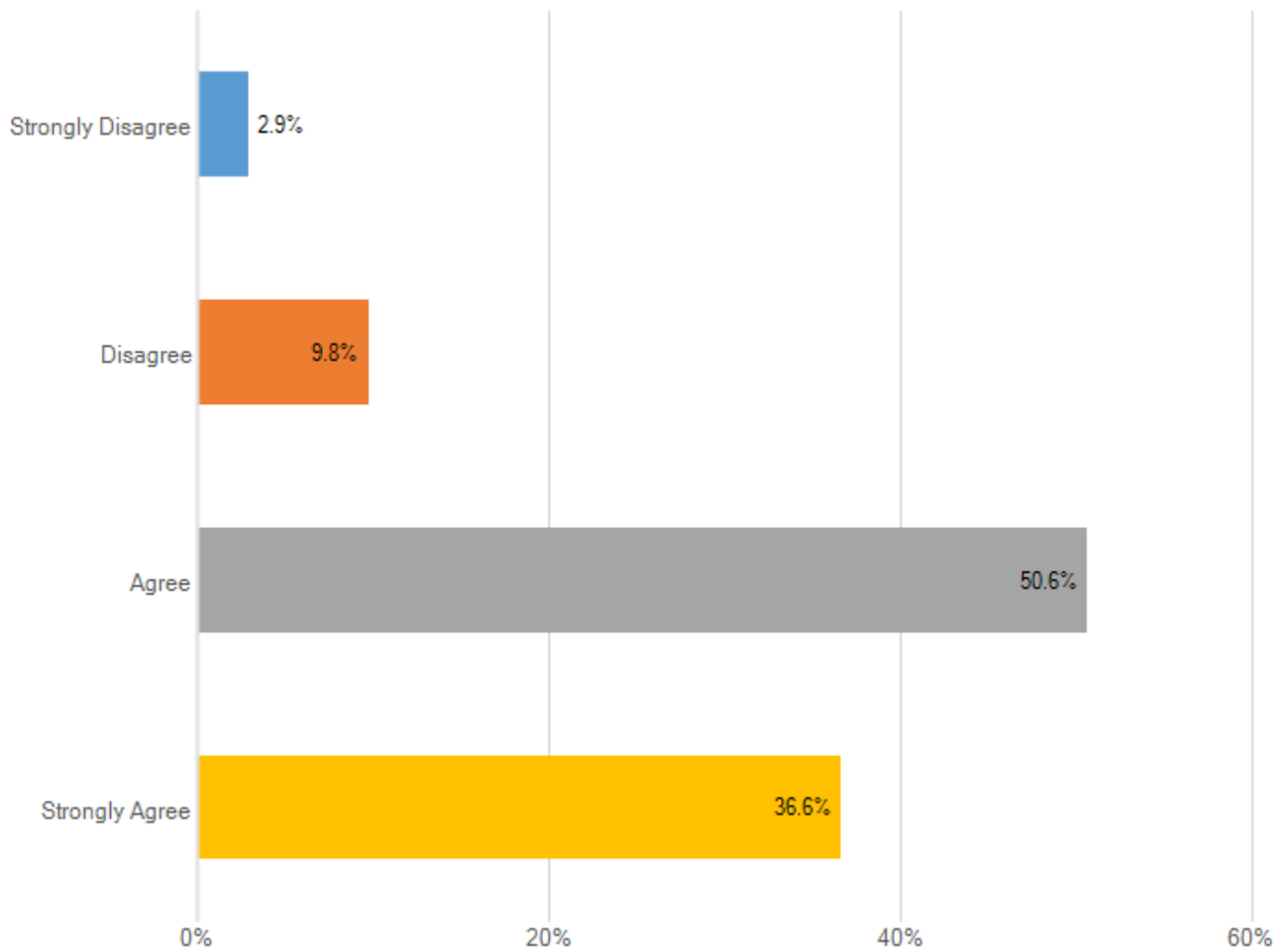
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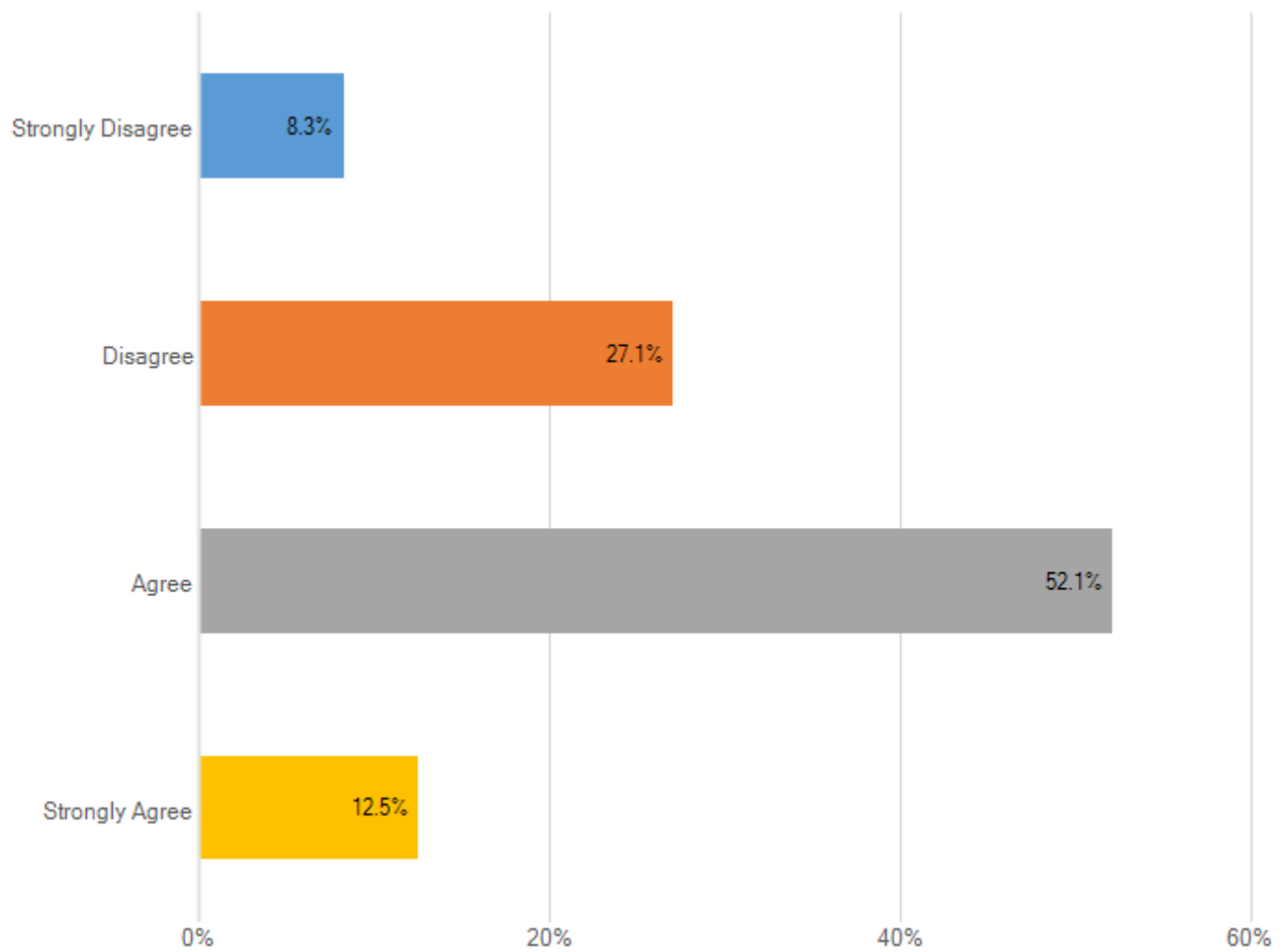
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2019 CIT Staff Survey

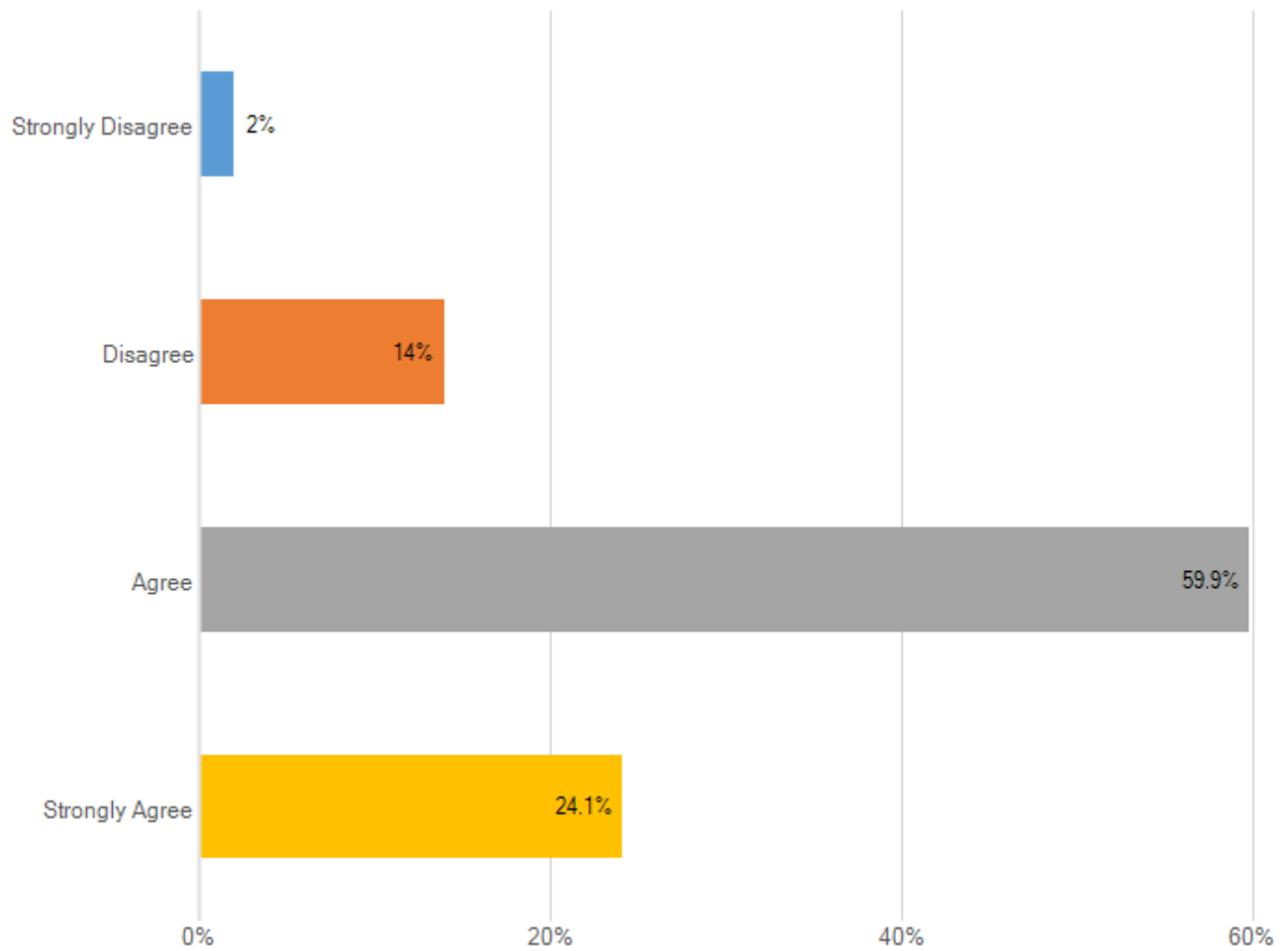
I have a clear understanding of my job responsibilities and what is expected of me



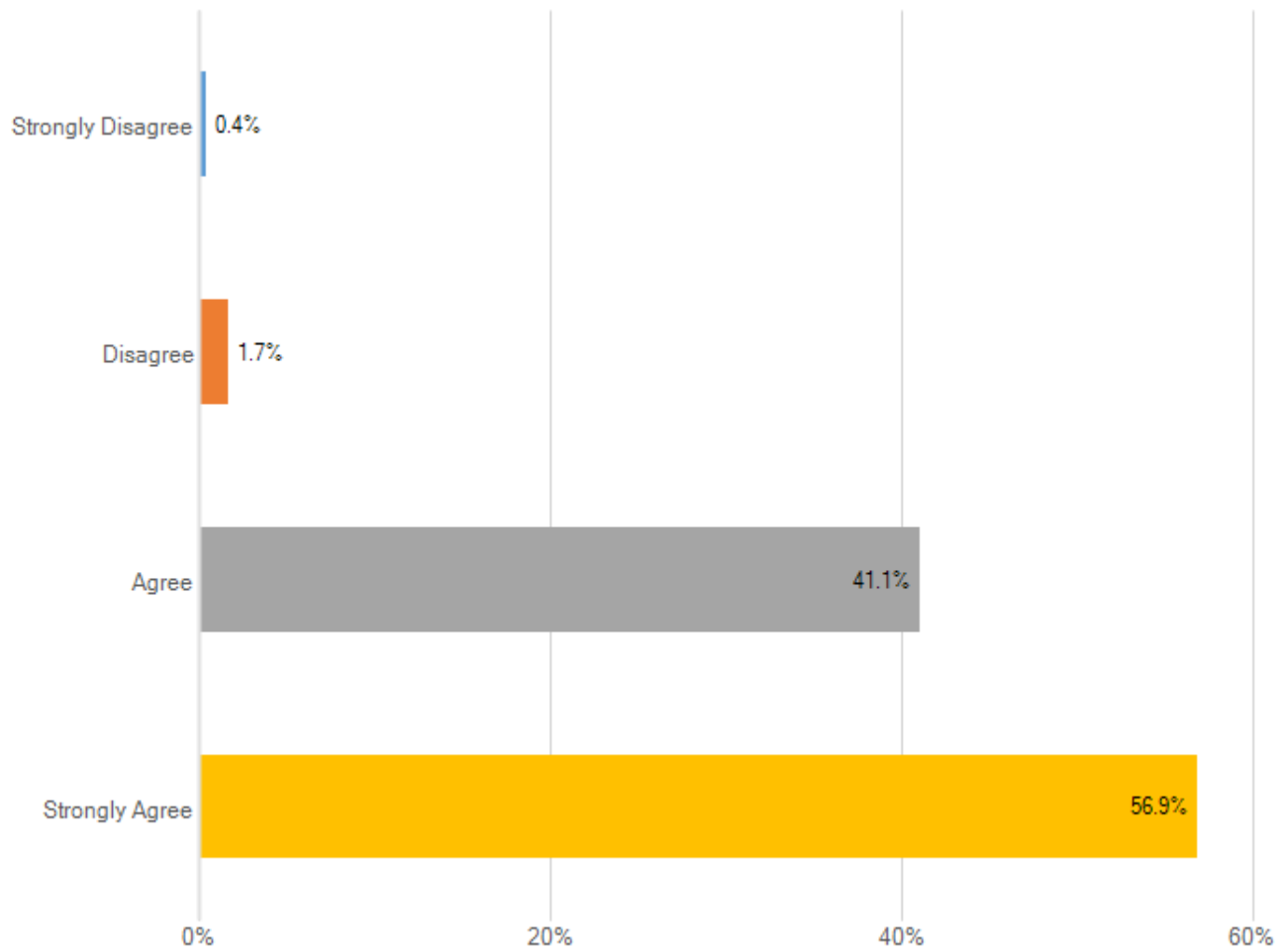
I have the resources I need to be most effective in my role



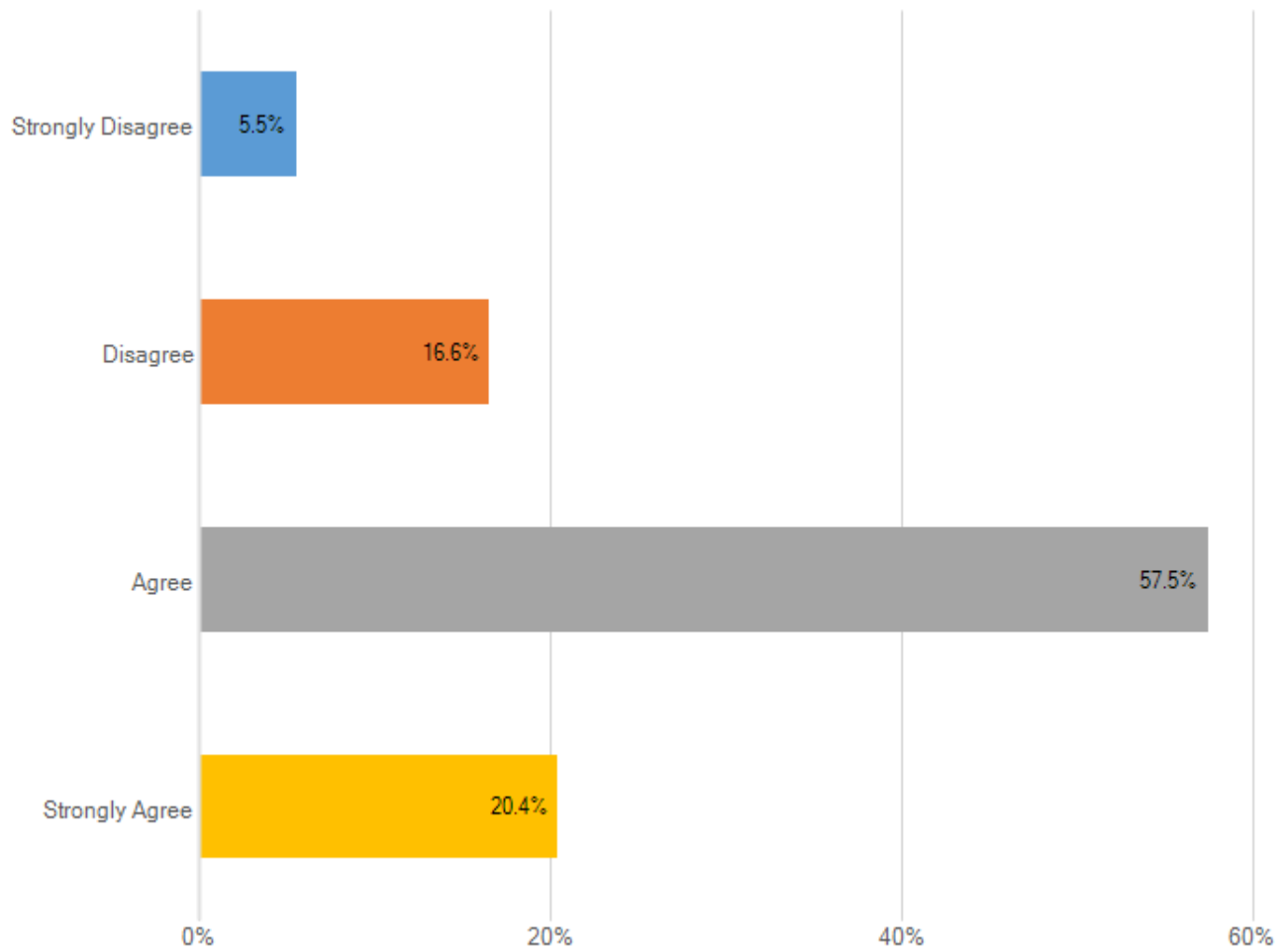
I have the training I need to be successful in my role



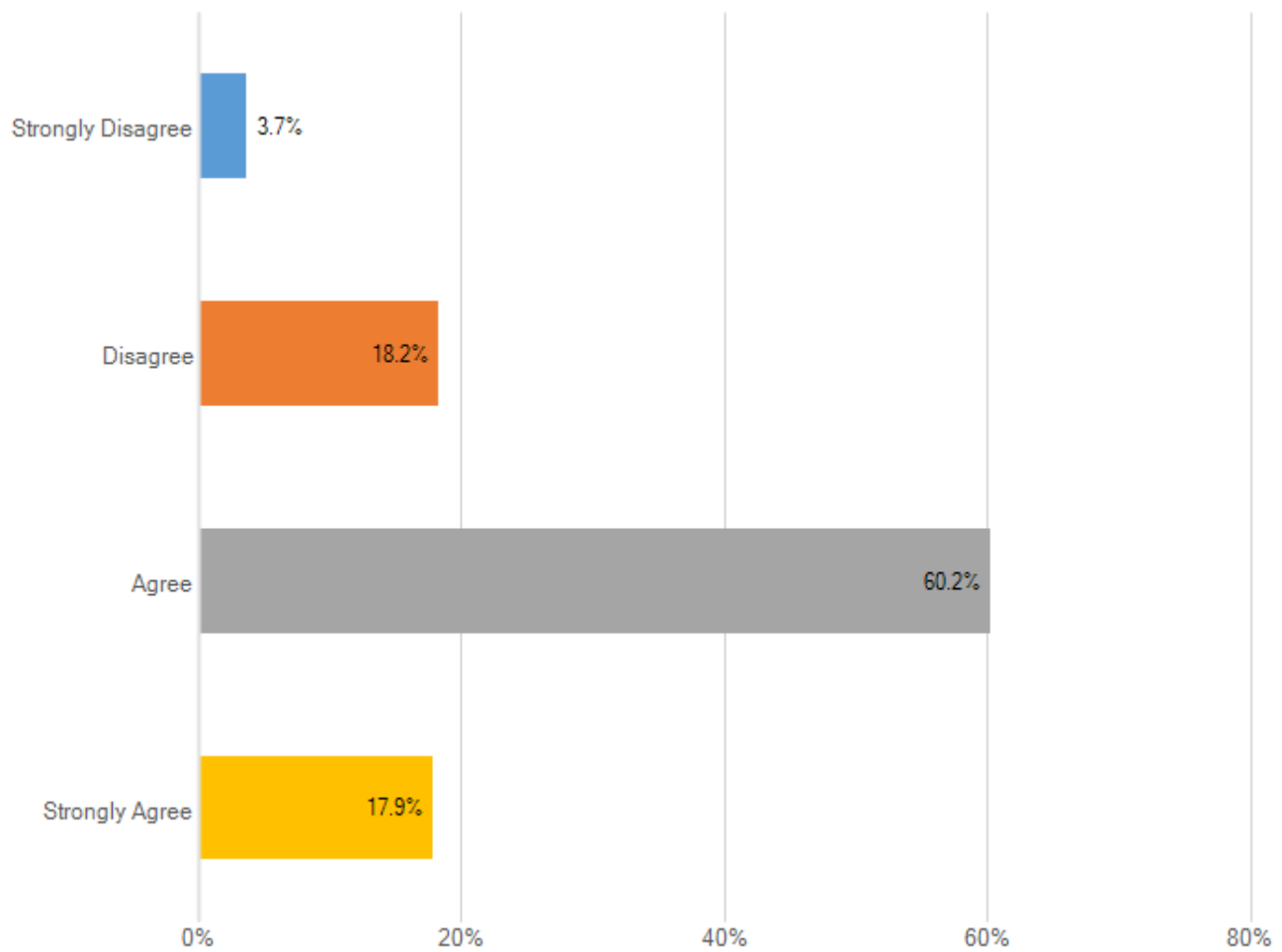
I feel I have the necessary skills to provide good customer service



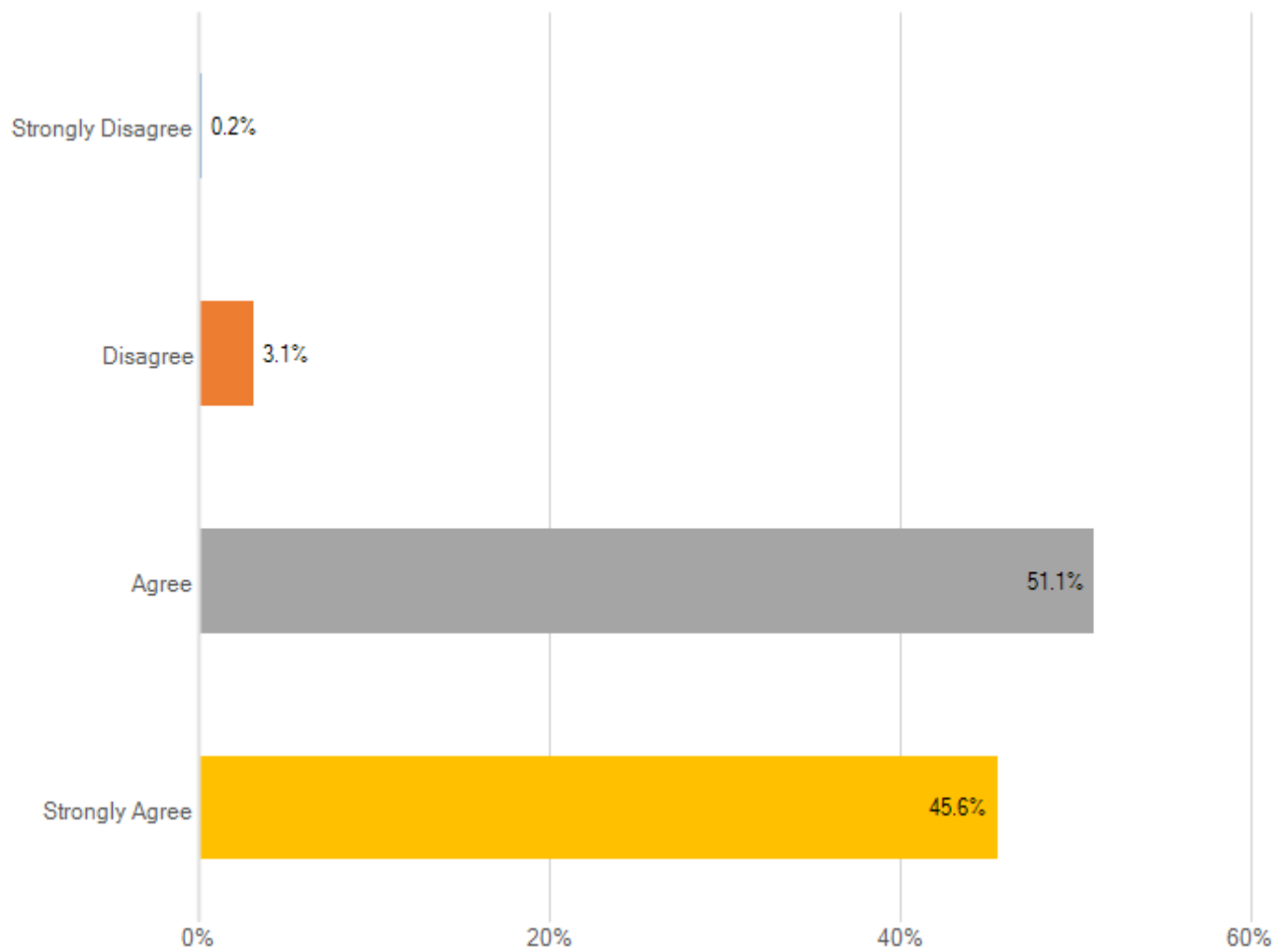
I have the authority I need to do my job effectively



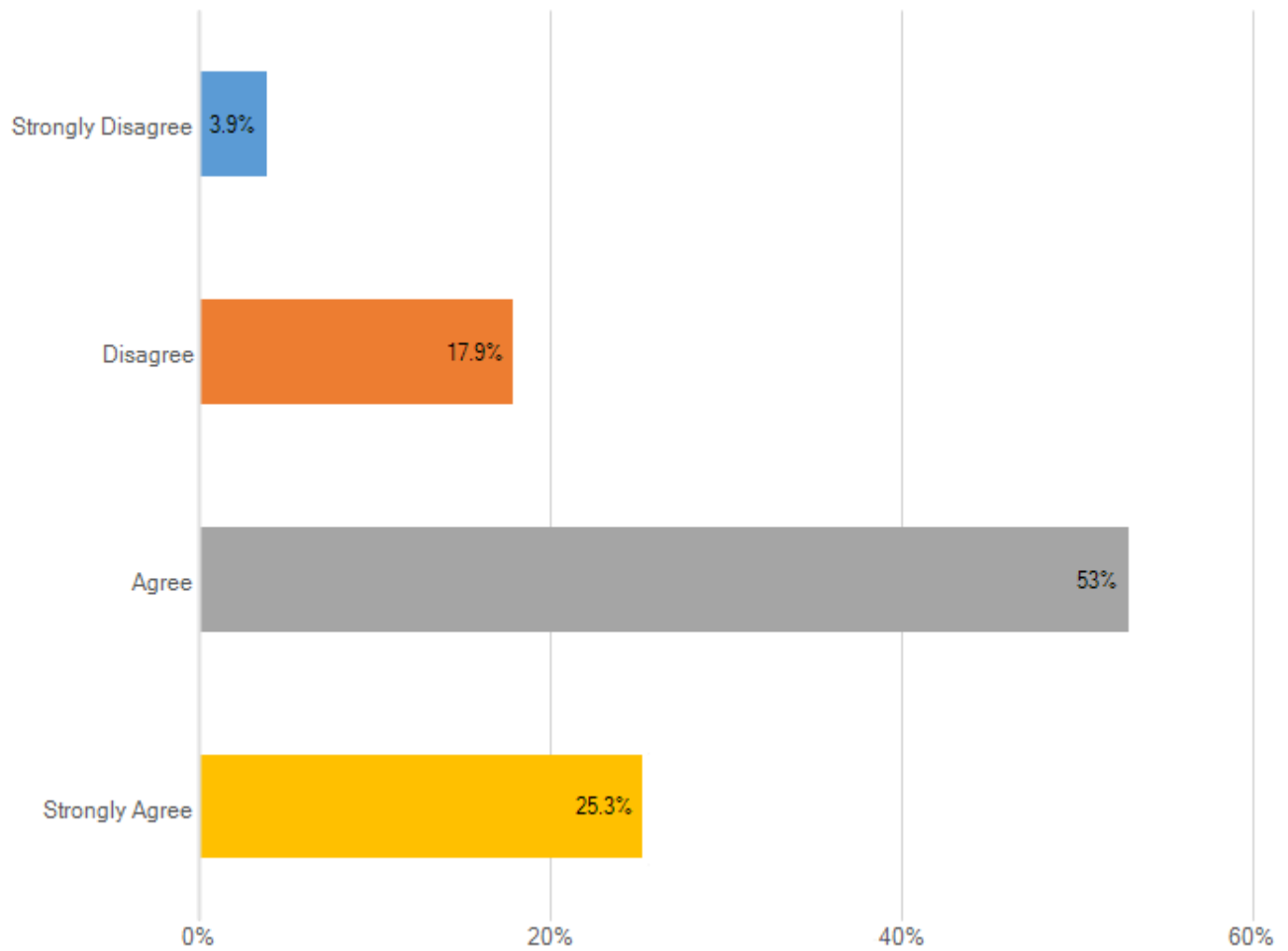
I have the authority to take action to meet our customers' needs



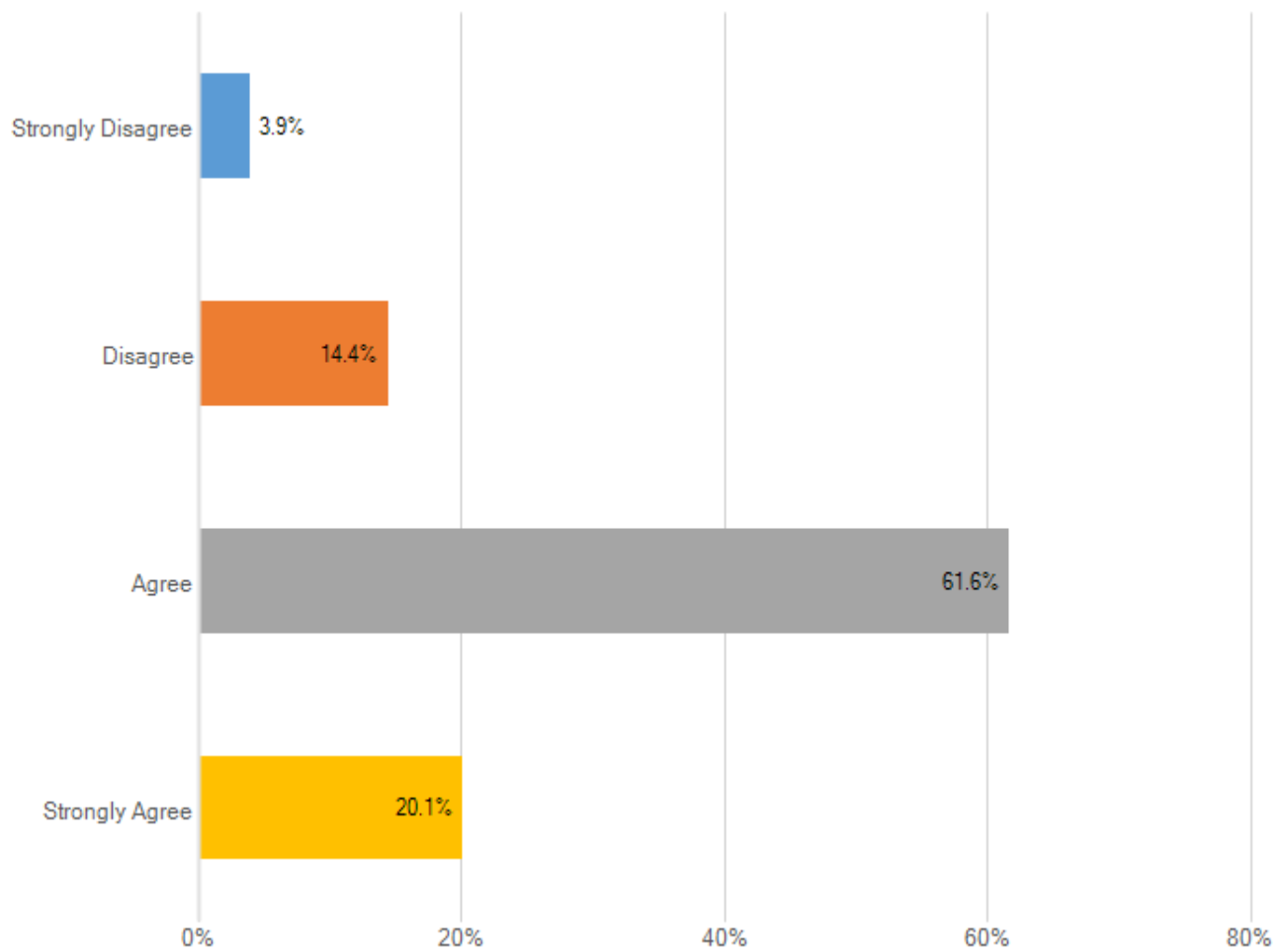
I seek opportunities to continuously improve and grow my capability



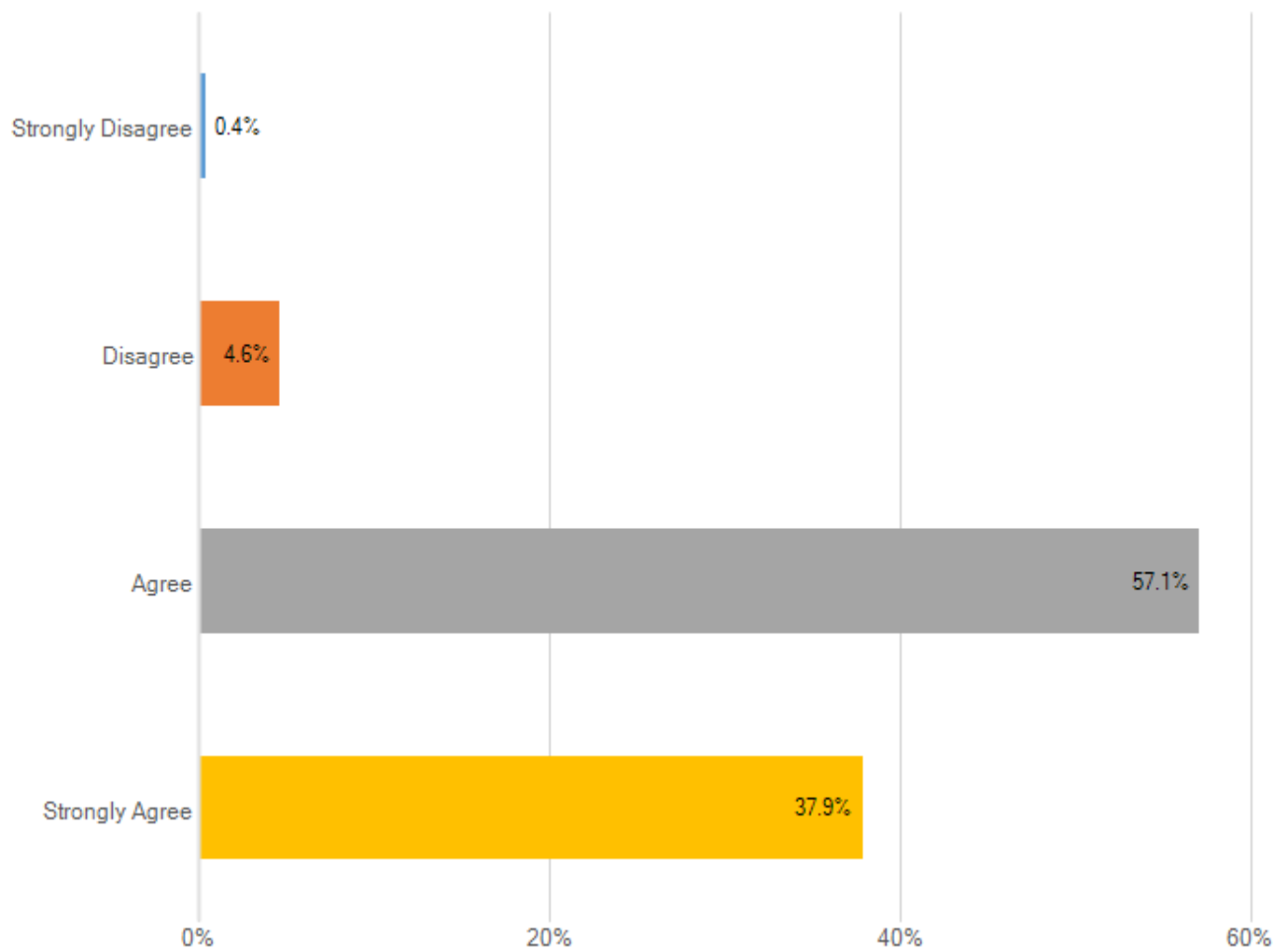
I am encouraged to come up with new ways of doing things in my role



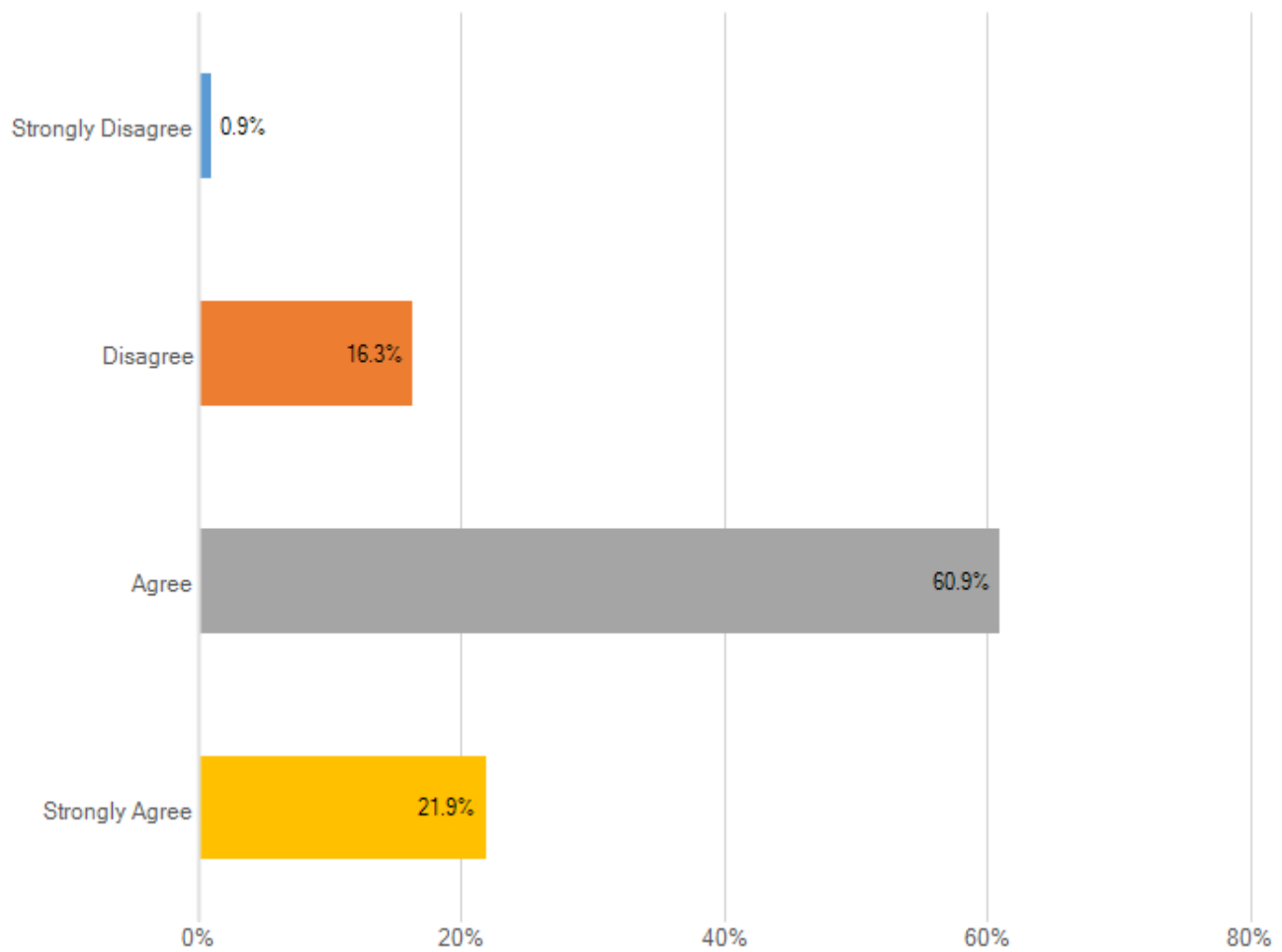
I am allowed to make mistakes and to learn from them



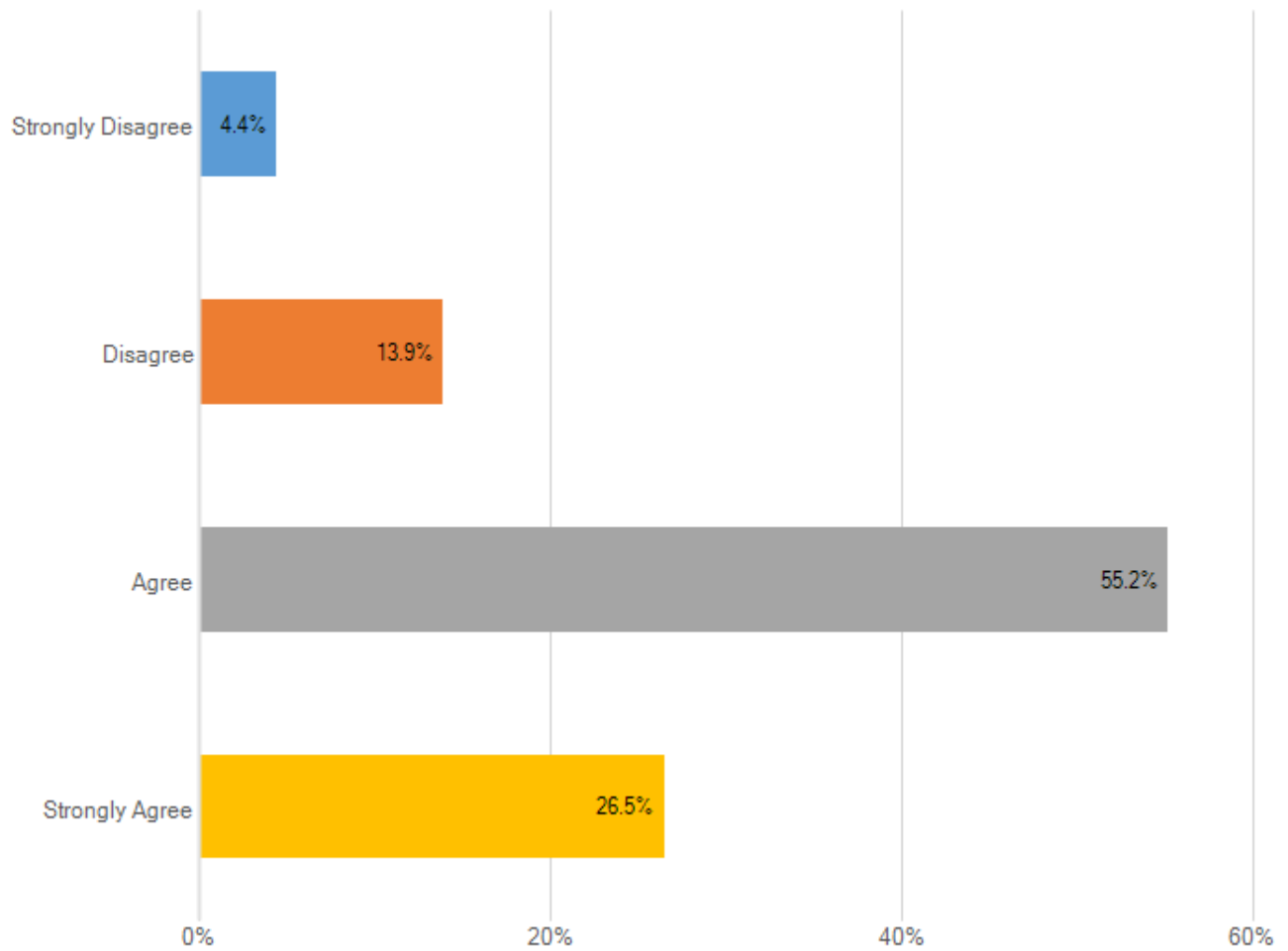
I work with others to achieve things I cannot achieve on my own



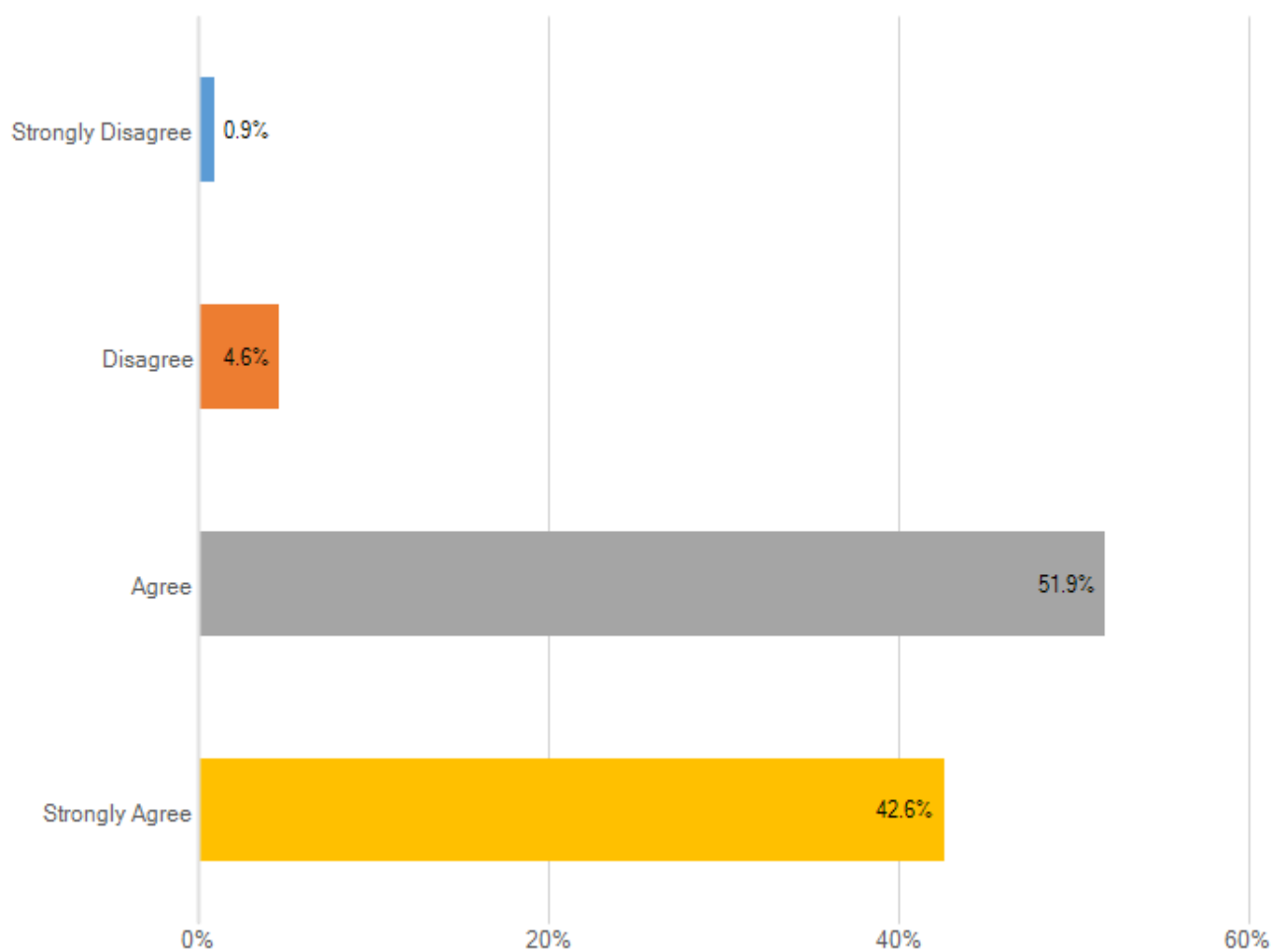
I actively seek feedback about my performance at work



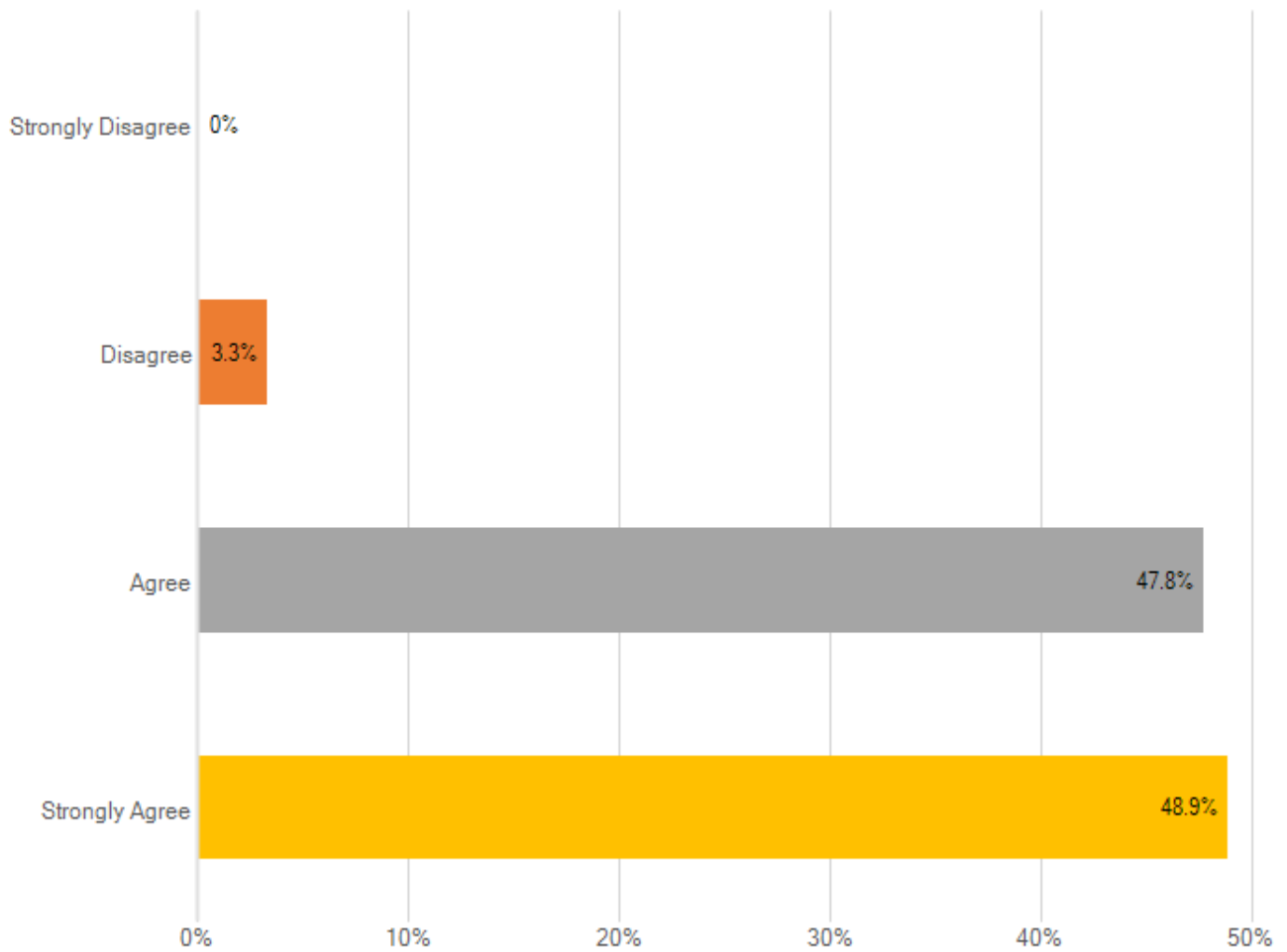
My job makes good use of my skills and abilities



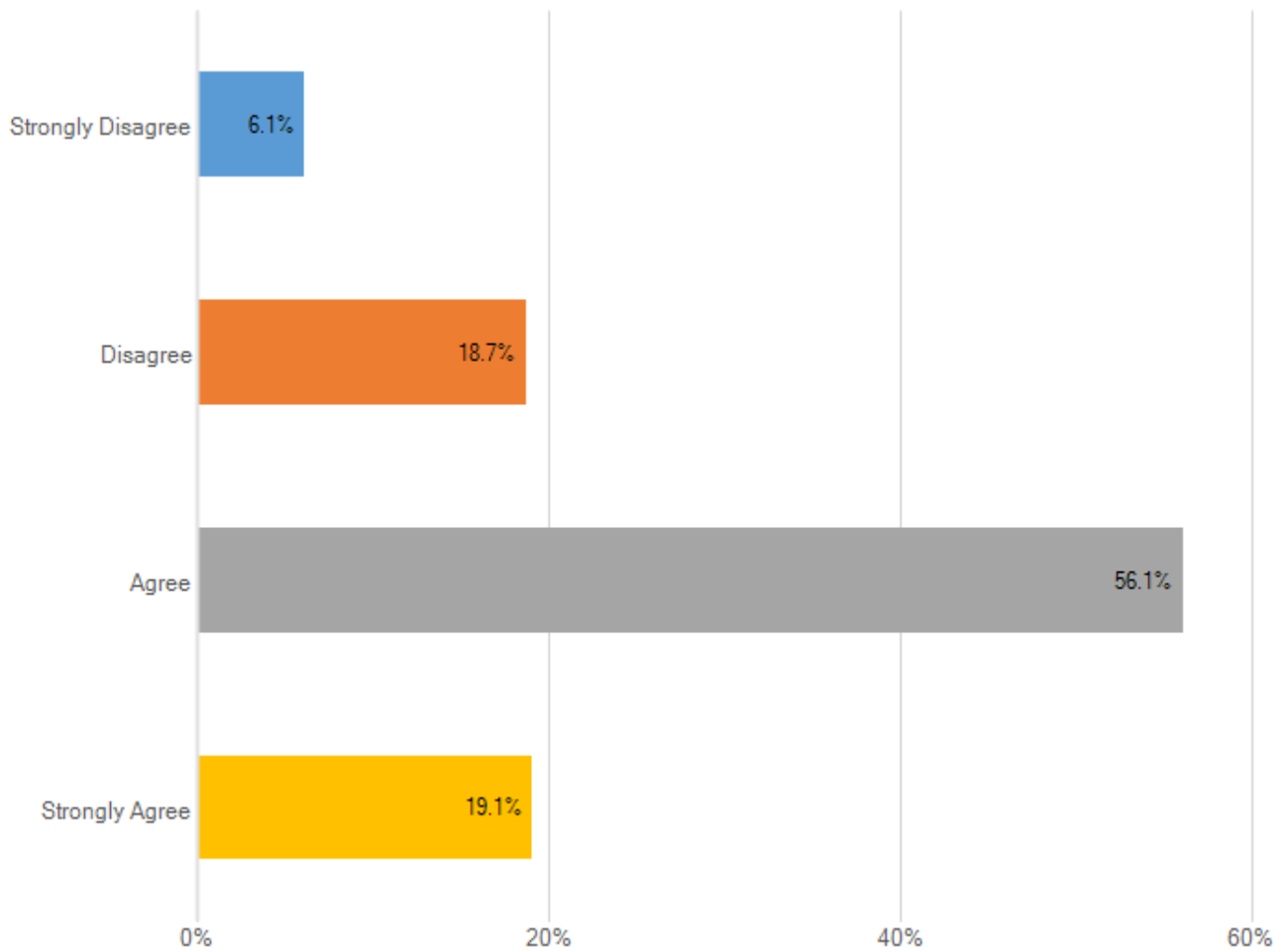
I understand CIT's Cultural Traits



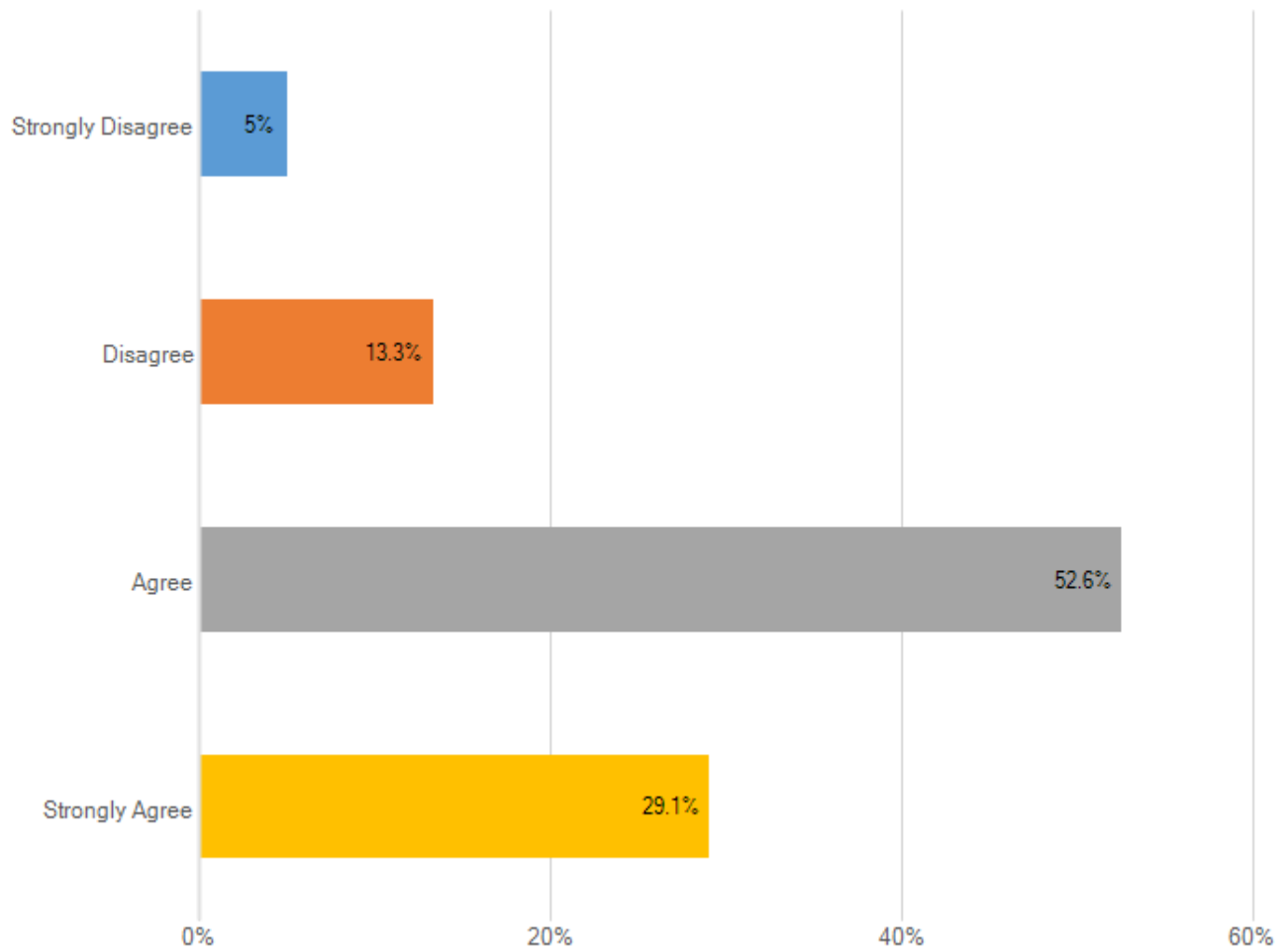
I demonstrate CITs Cultural Traits



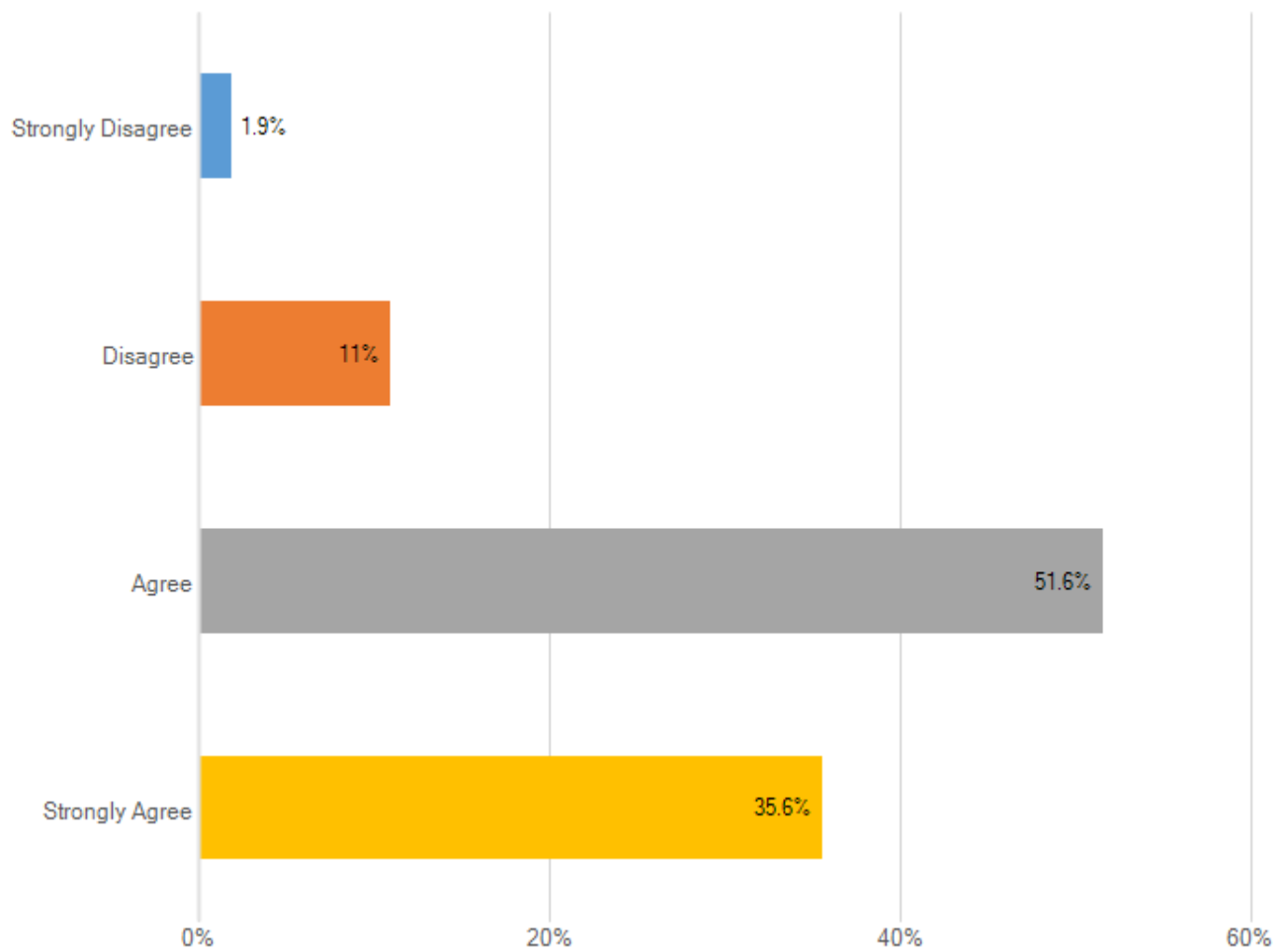
I have the opportunity for personal development at CIT



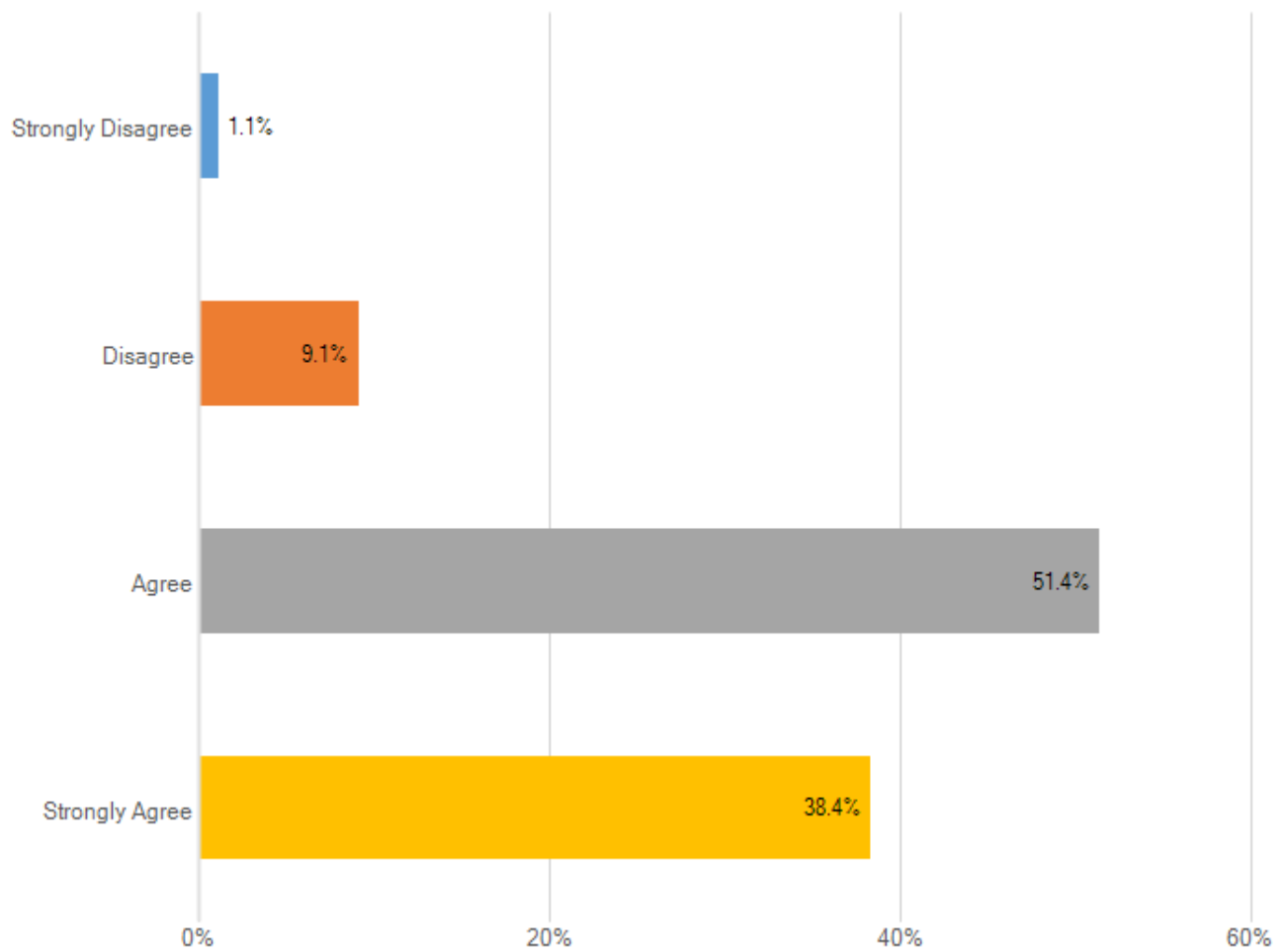
I am treated fairly and with respect while I am at work



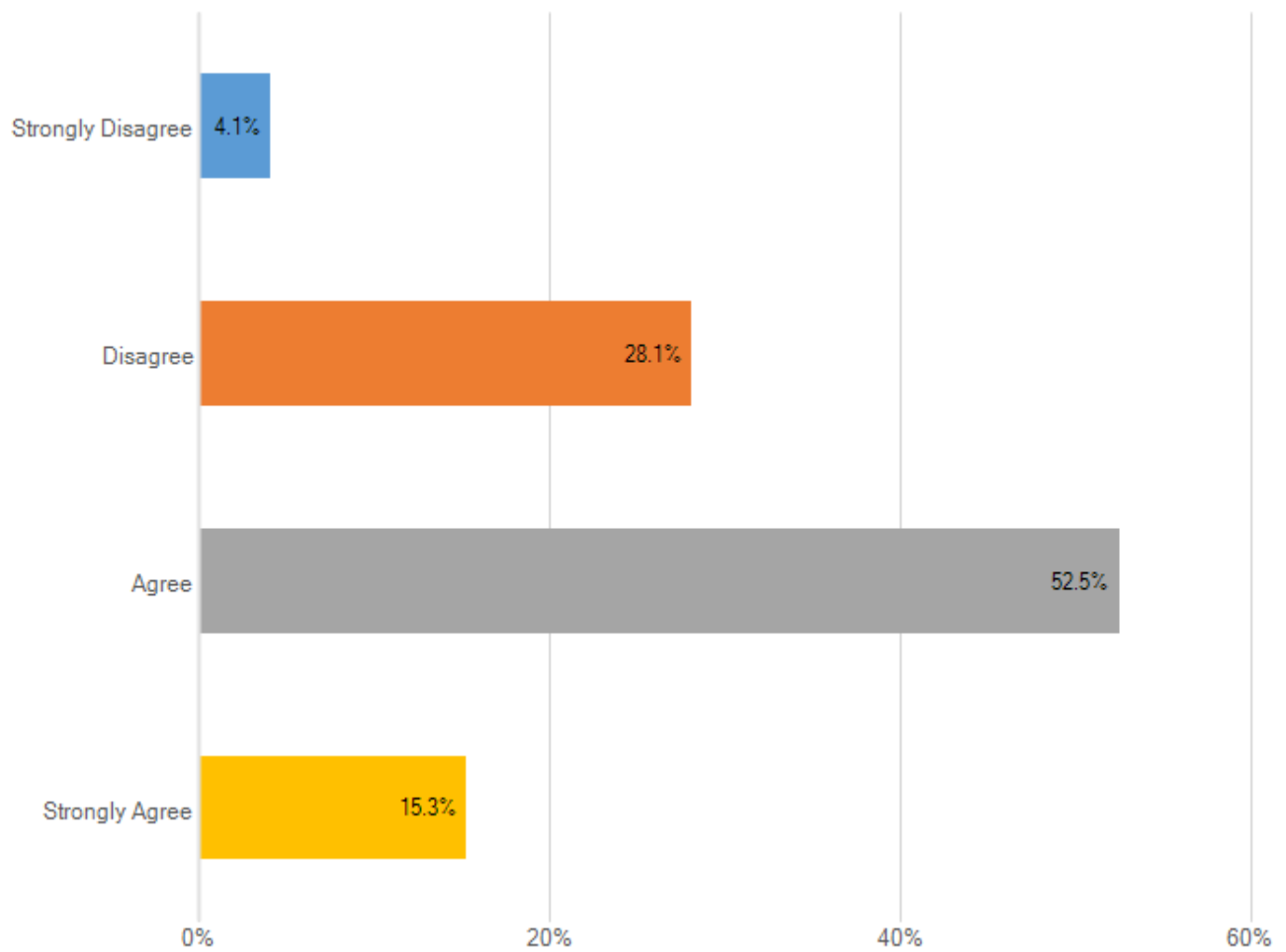
My team operates professionally



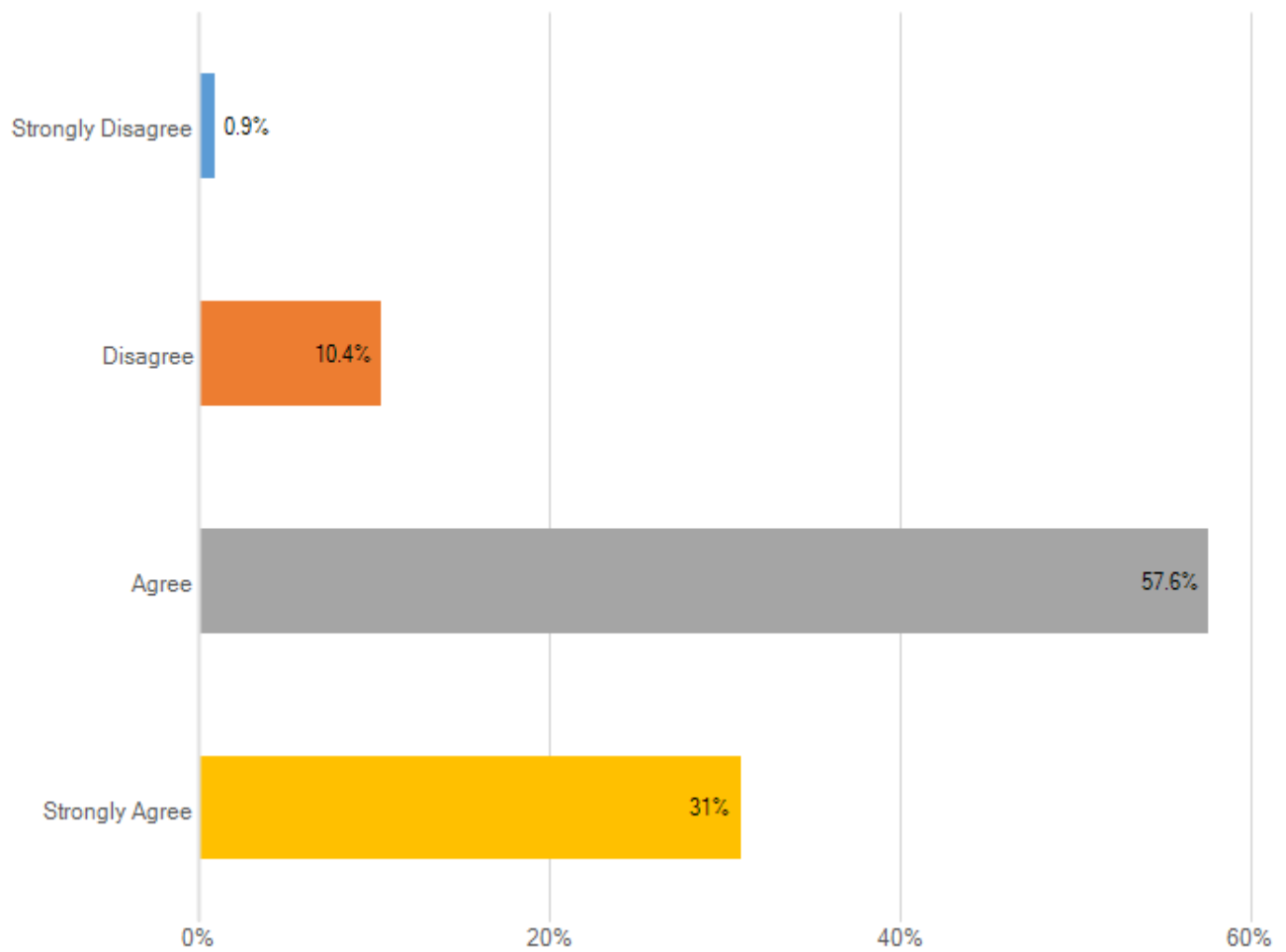
In my team, we work well with our colleagues



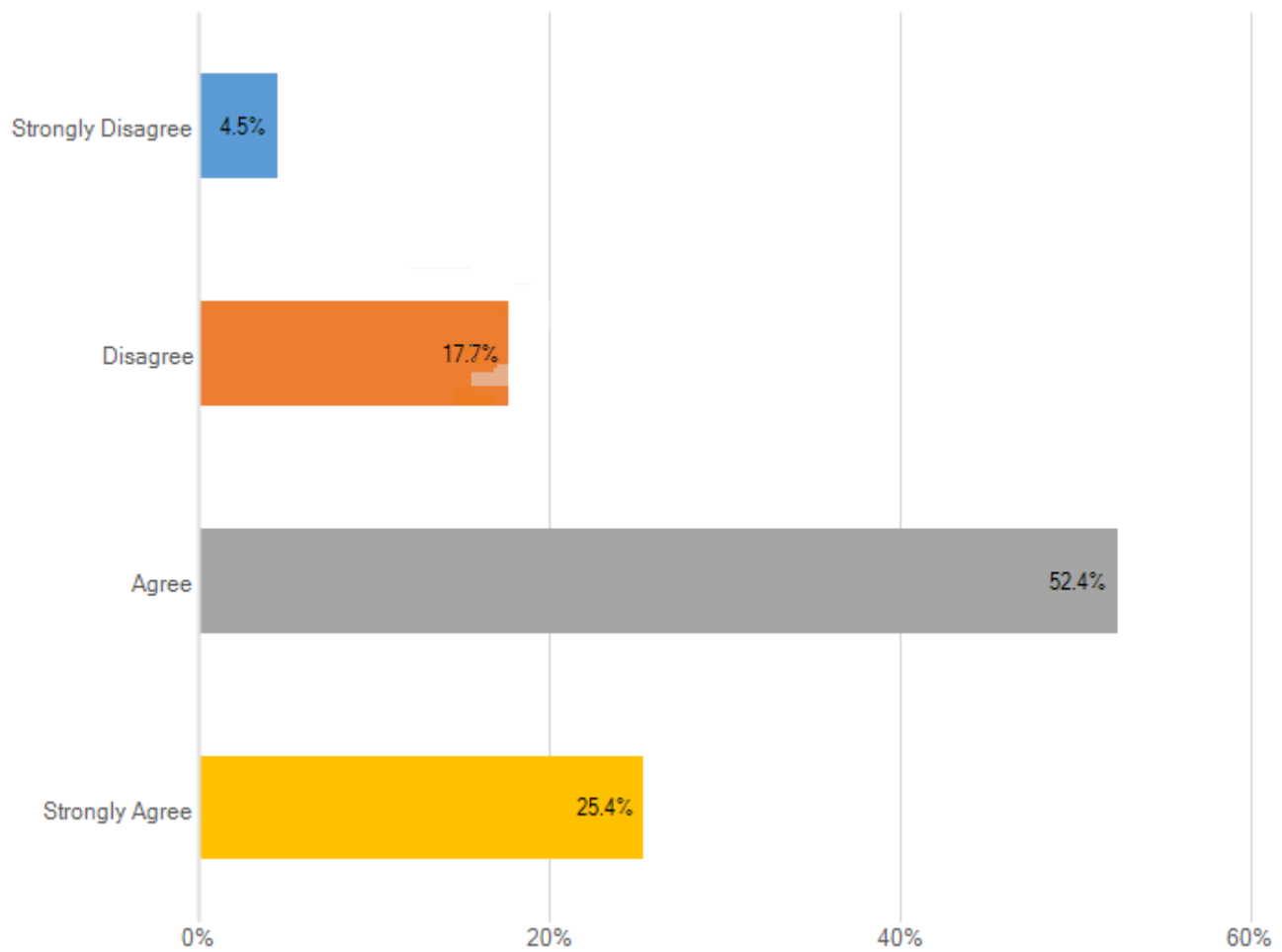
My team takes time to celebrate our successes



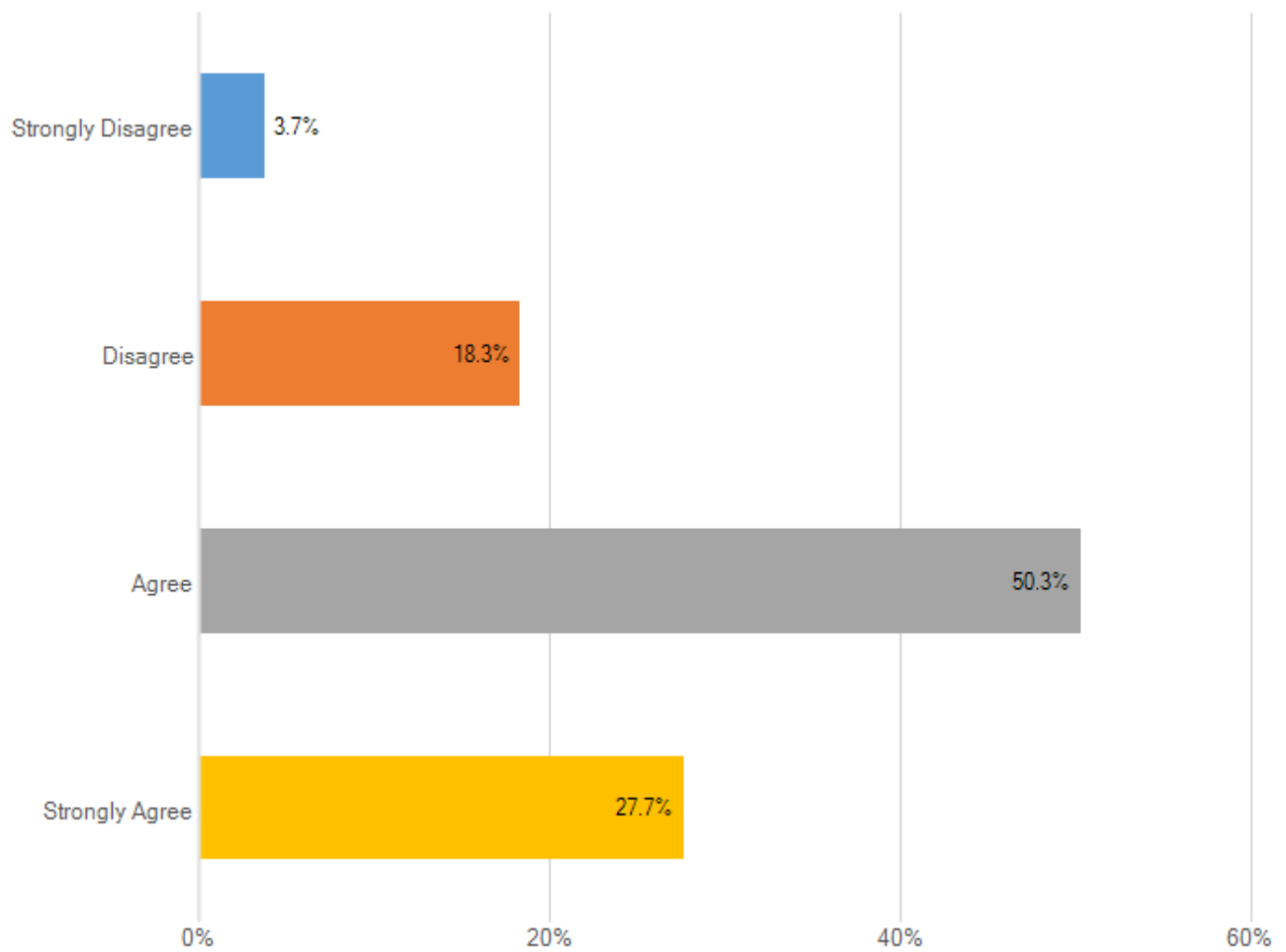
My team always tries to improve its performance



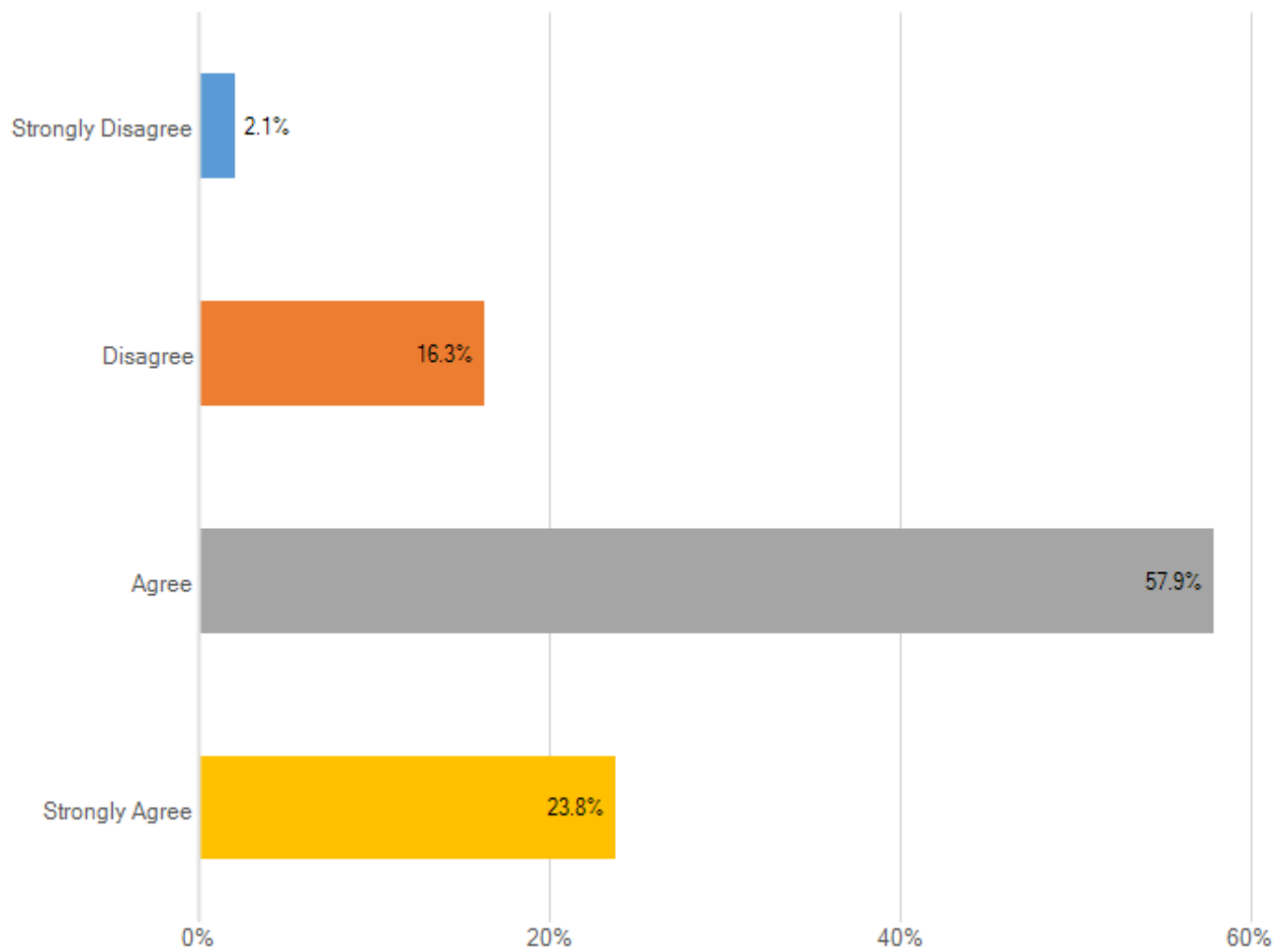
There is open and honest two-way communication on my team



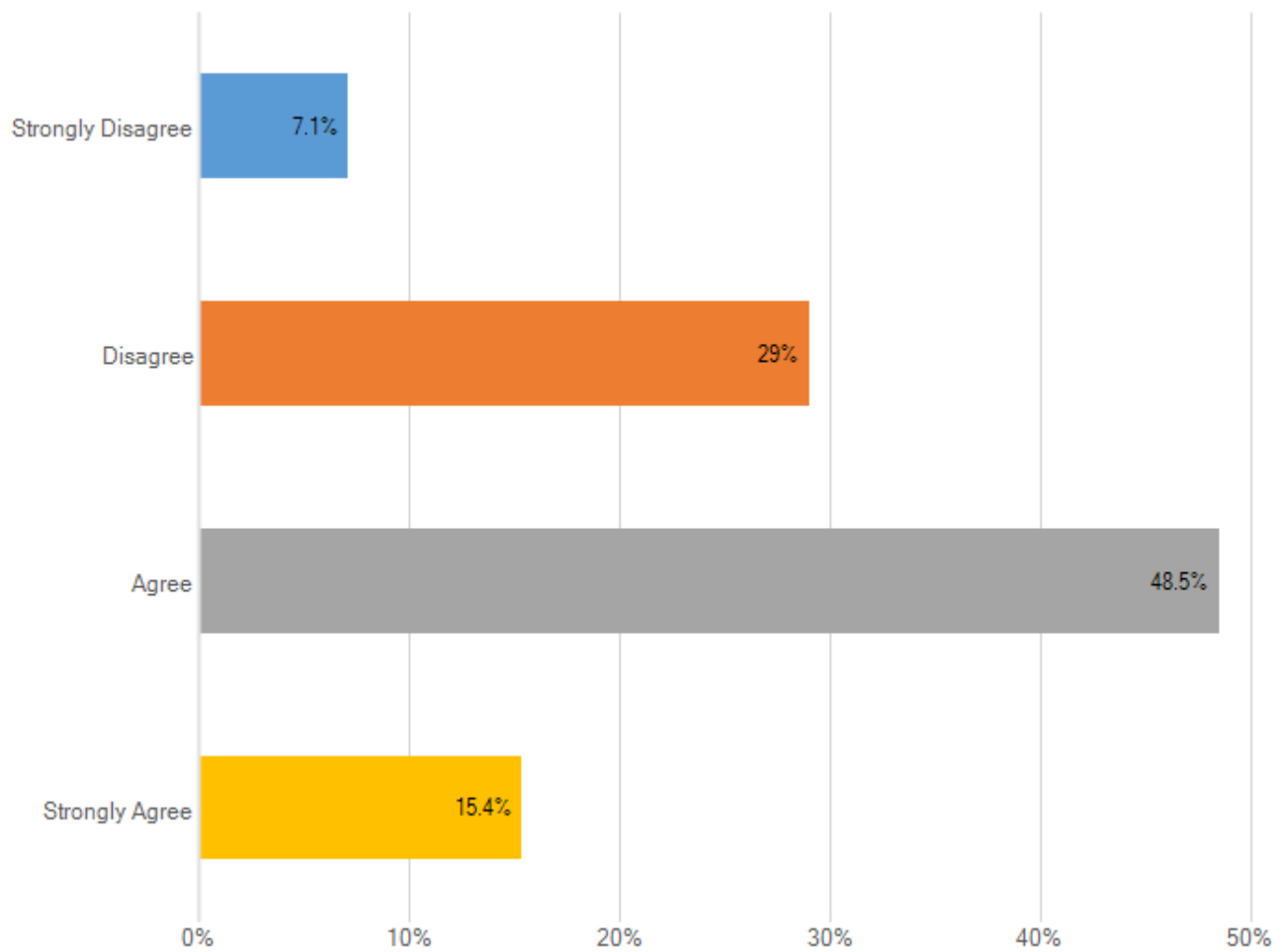
In my team, we are highly effective in anticipating and meeting changing customer needs



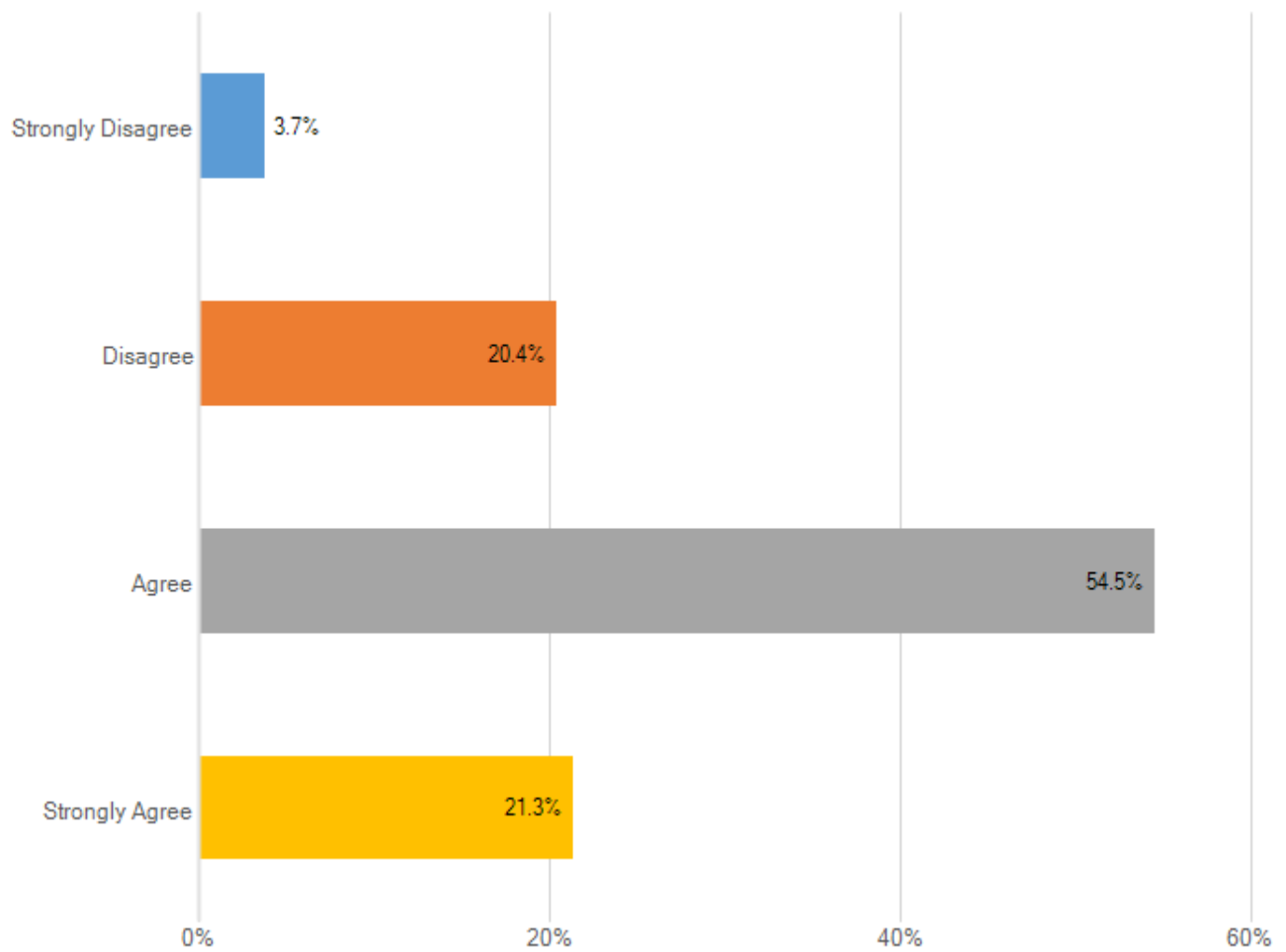
My team monitors our customer satisfaction levels and seeks ways to improve them



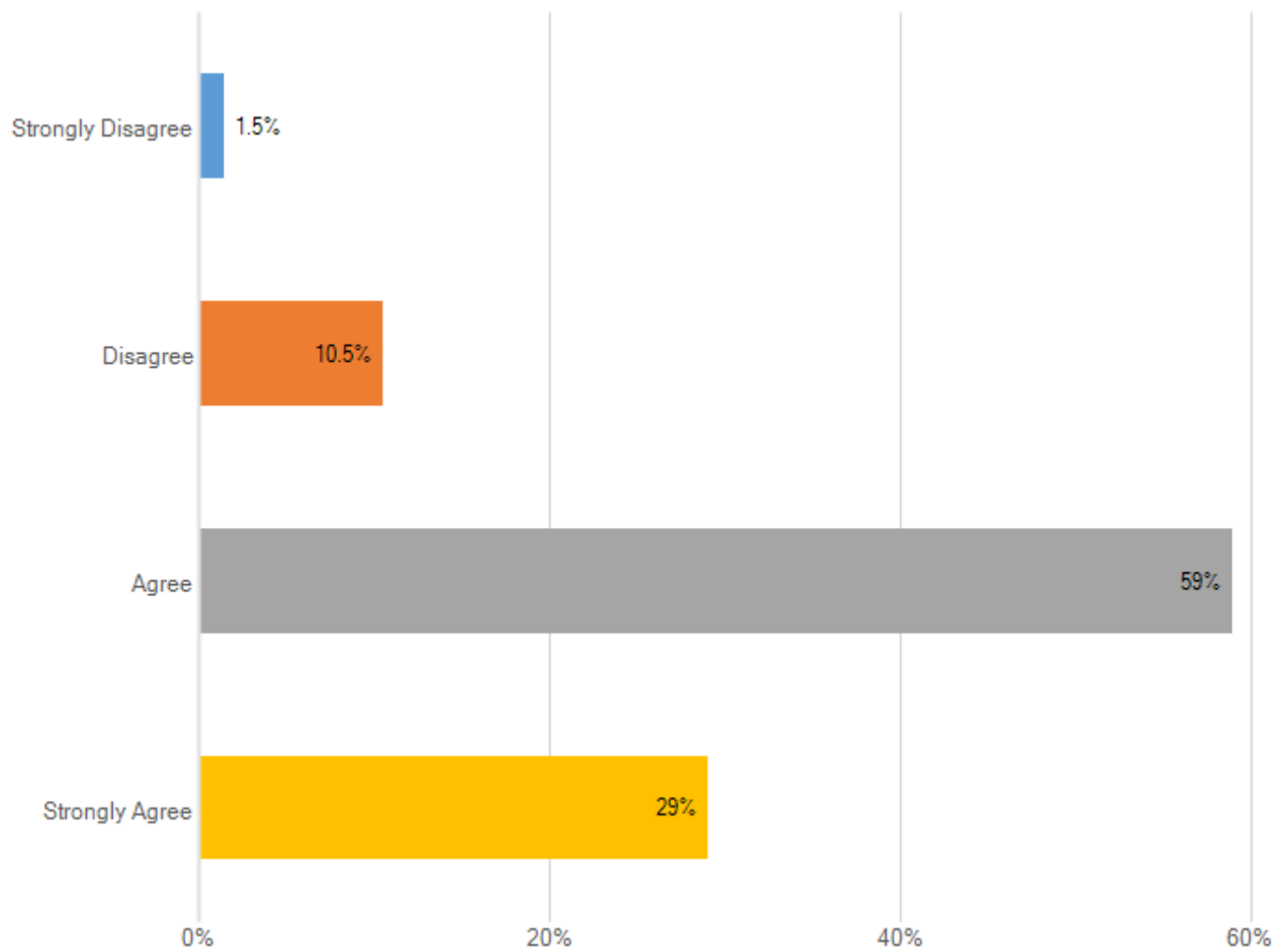
People are recognised when they go above and beyond for customers on my team



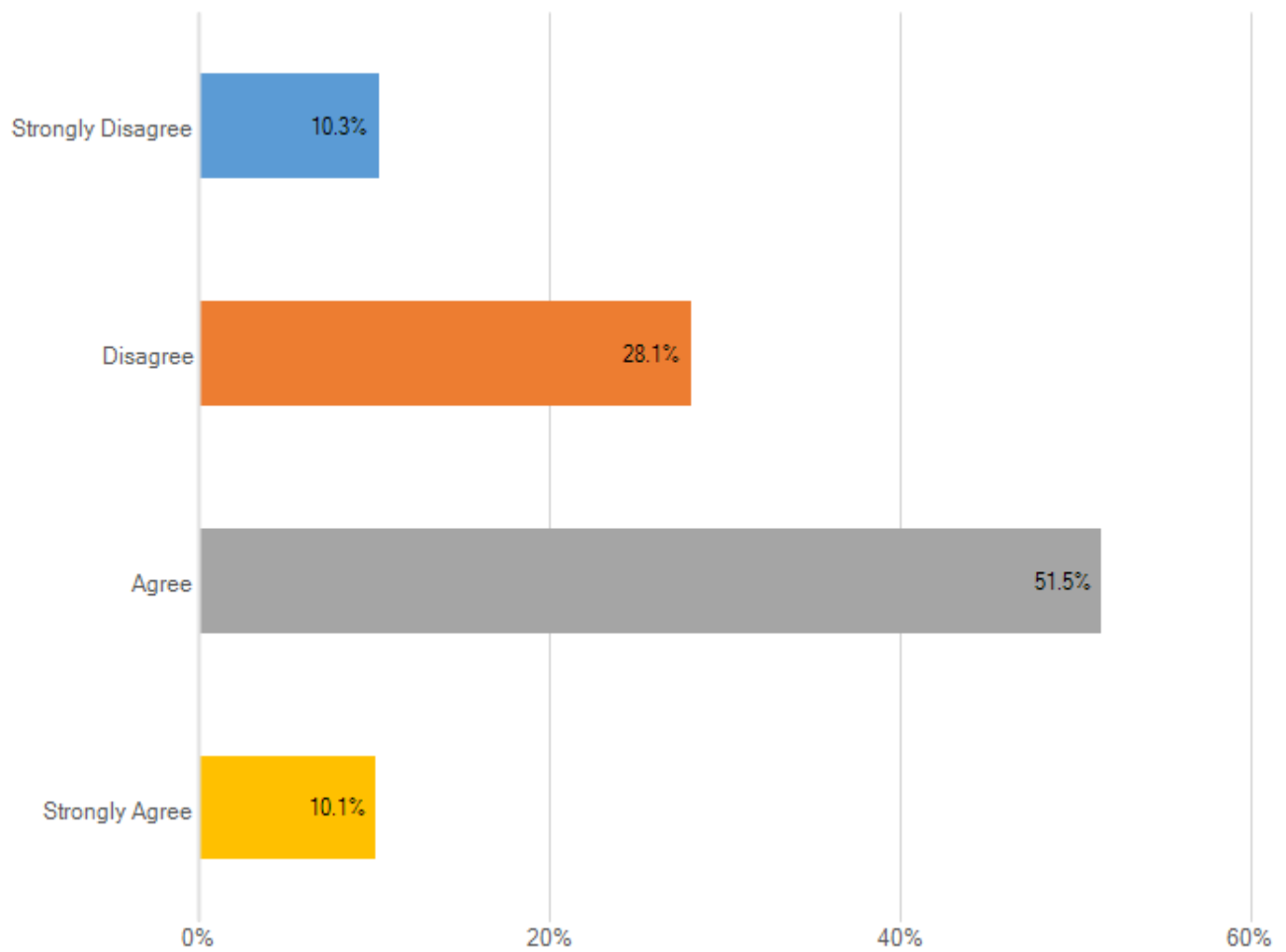
In my team, we manage change effectively



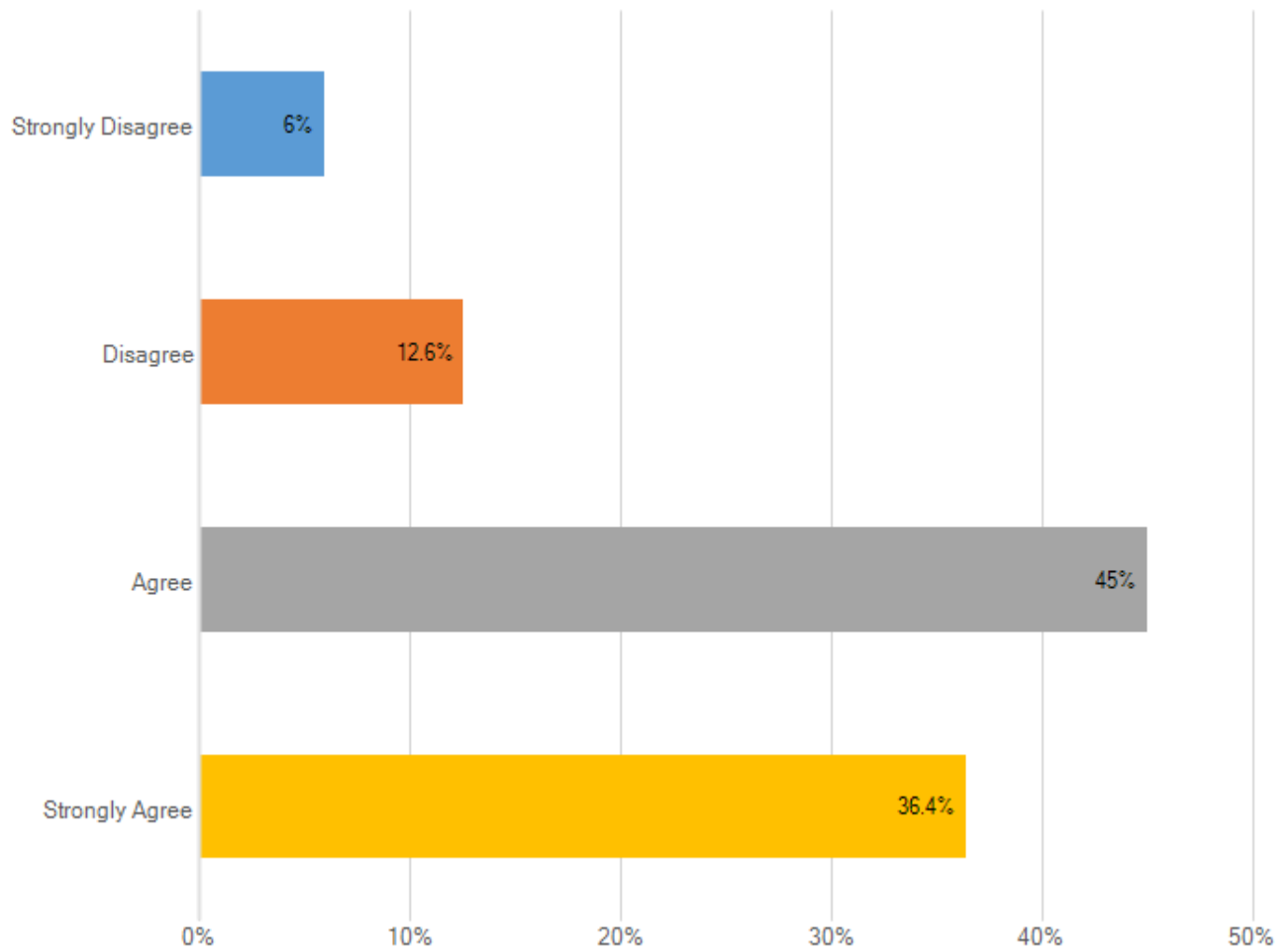
My team demonstrates CITs Cultural Traits



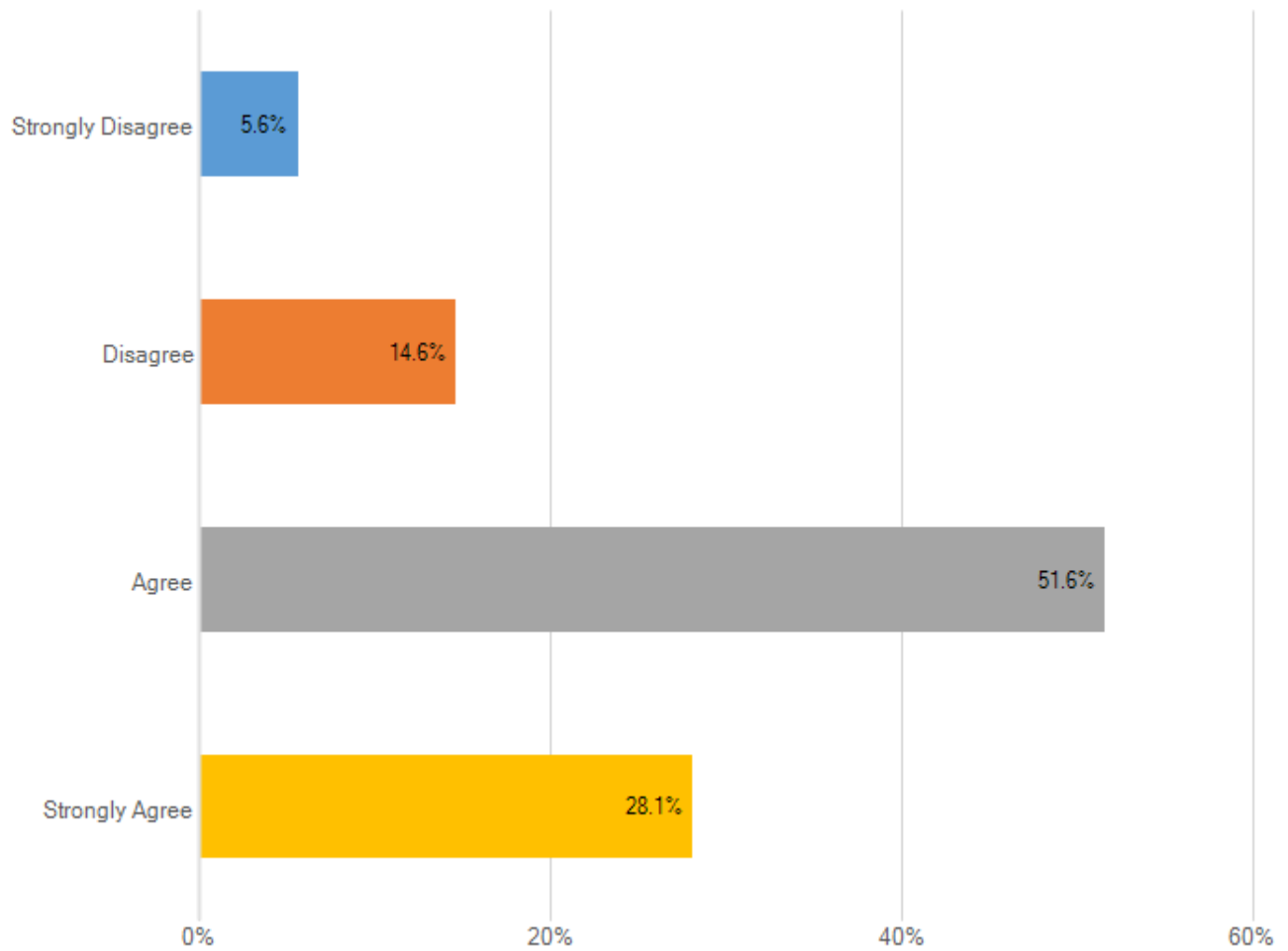
Poor performance is dealt with effectively in my team



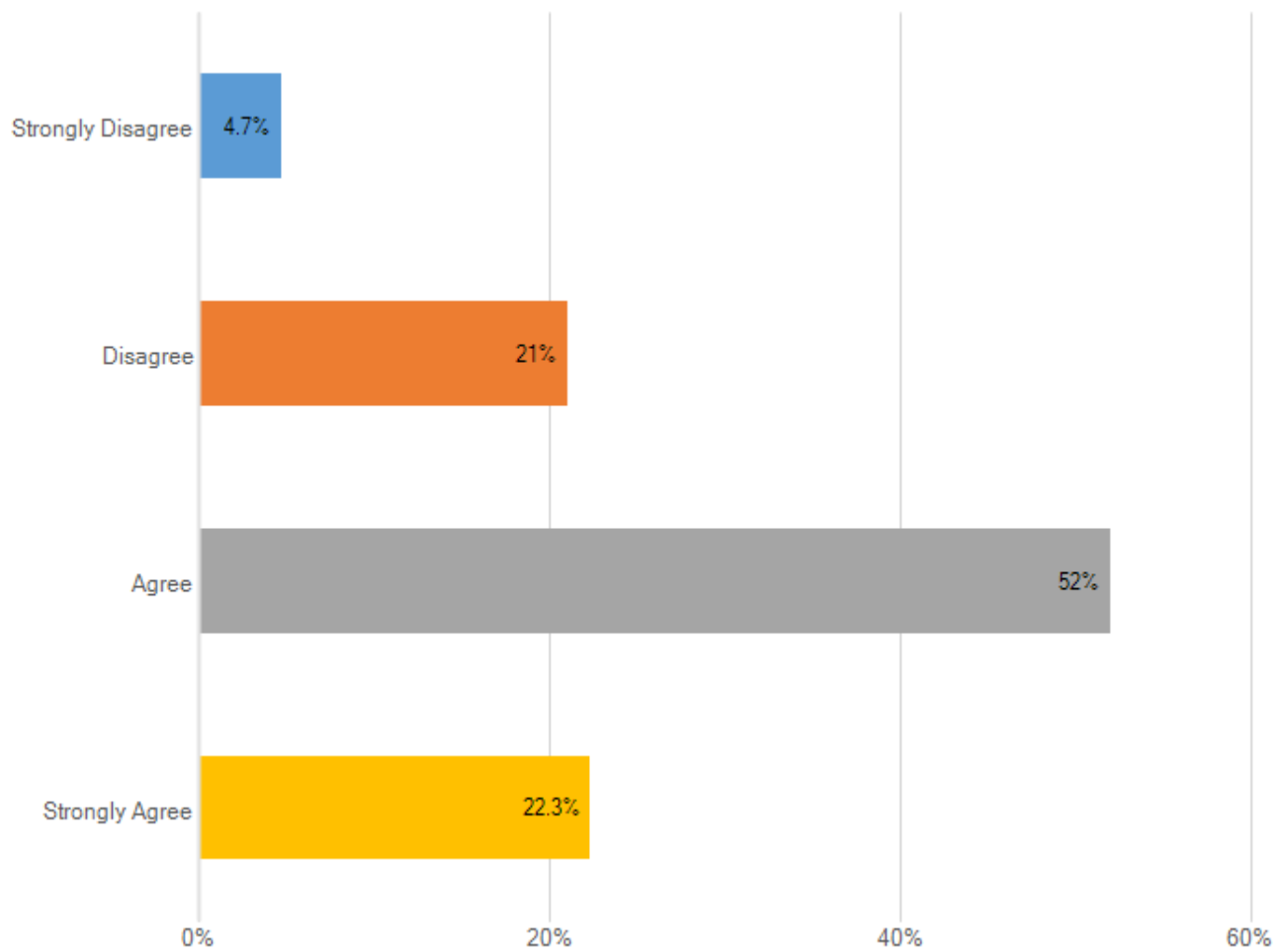
I feel valued and respected by my Manager



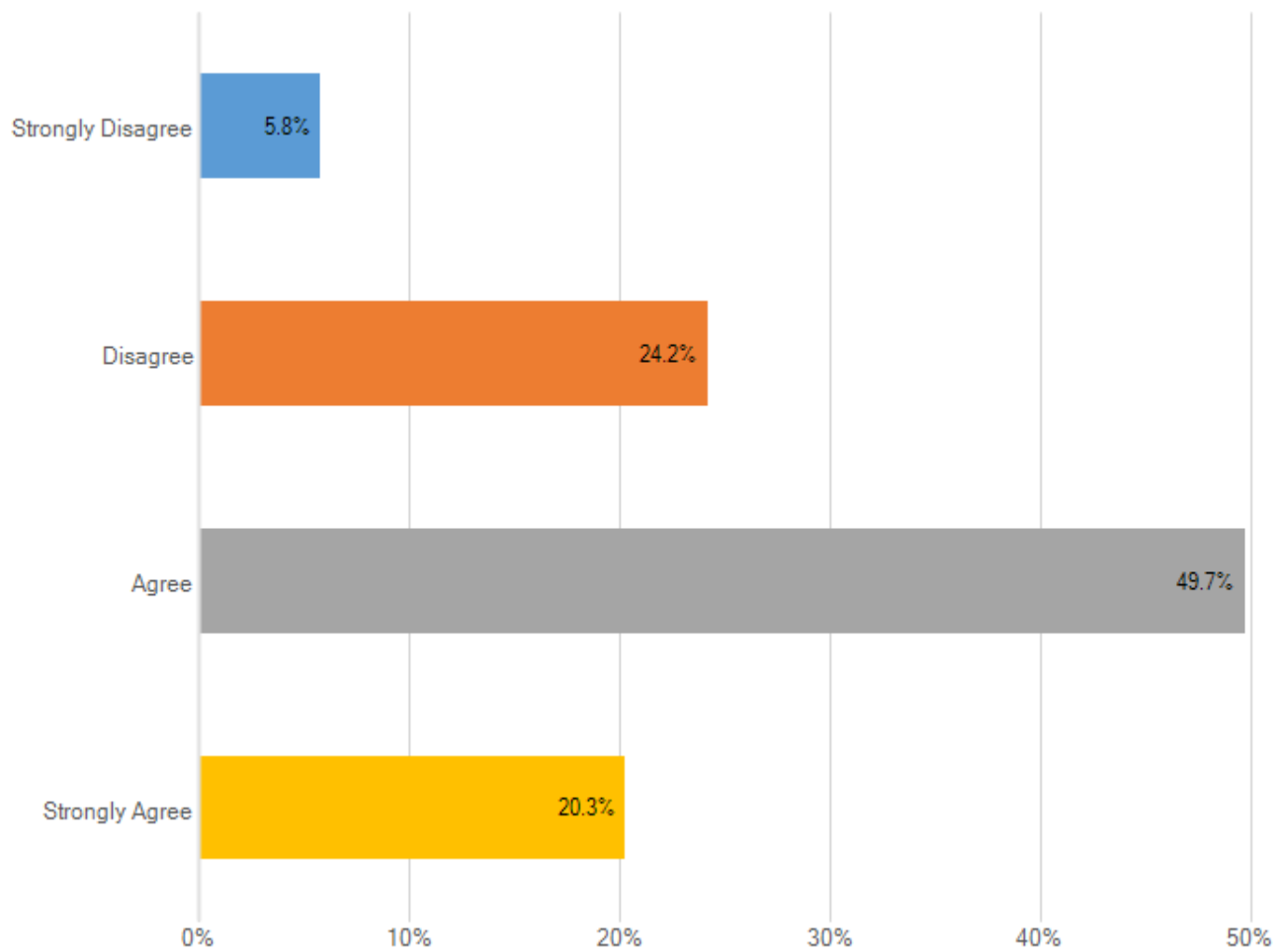
My manager listens to and acts on my ideas



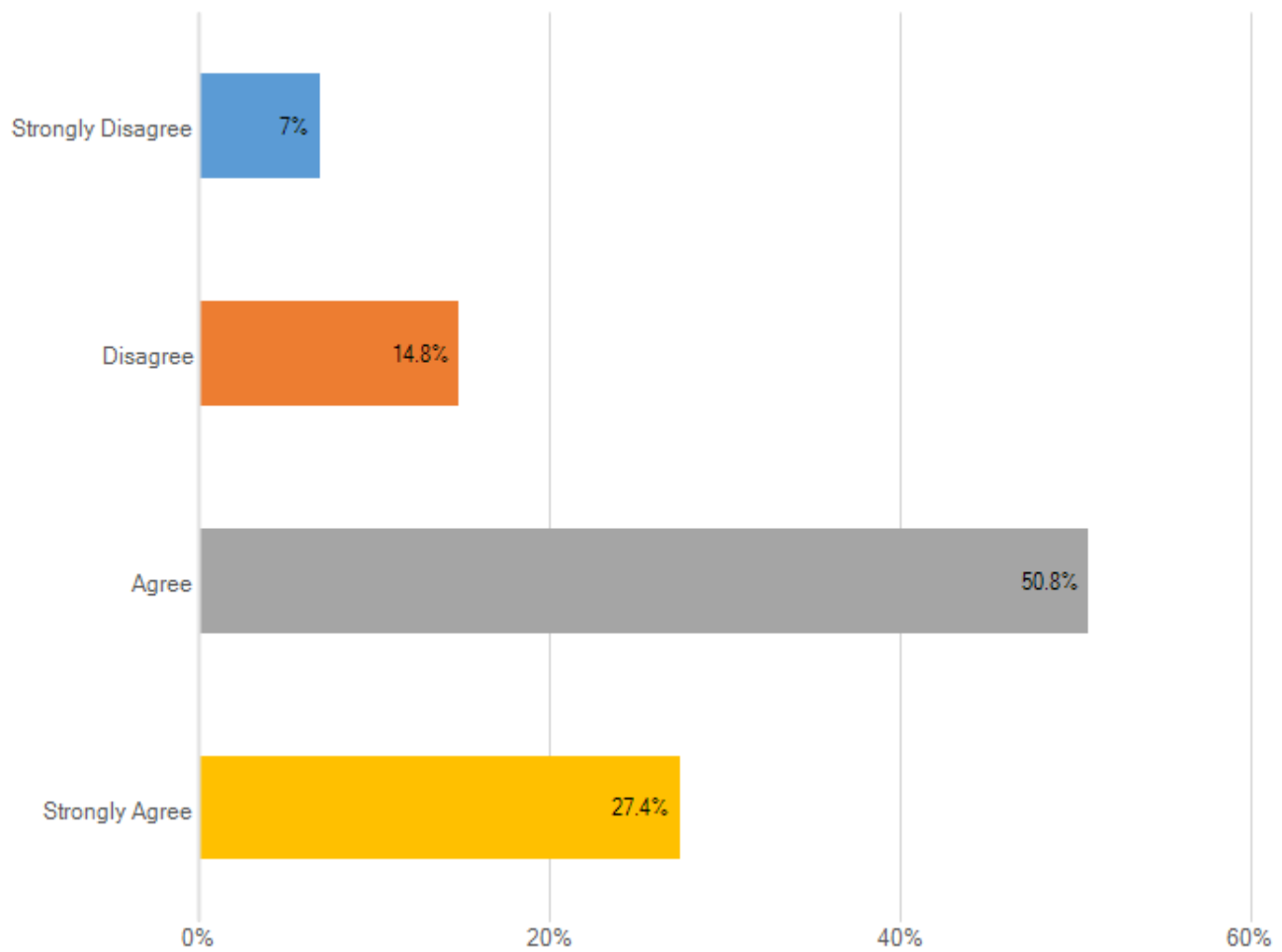
My manager provides me with ongoing feedback about how I am going



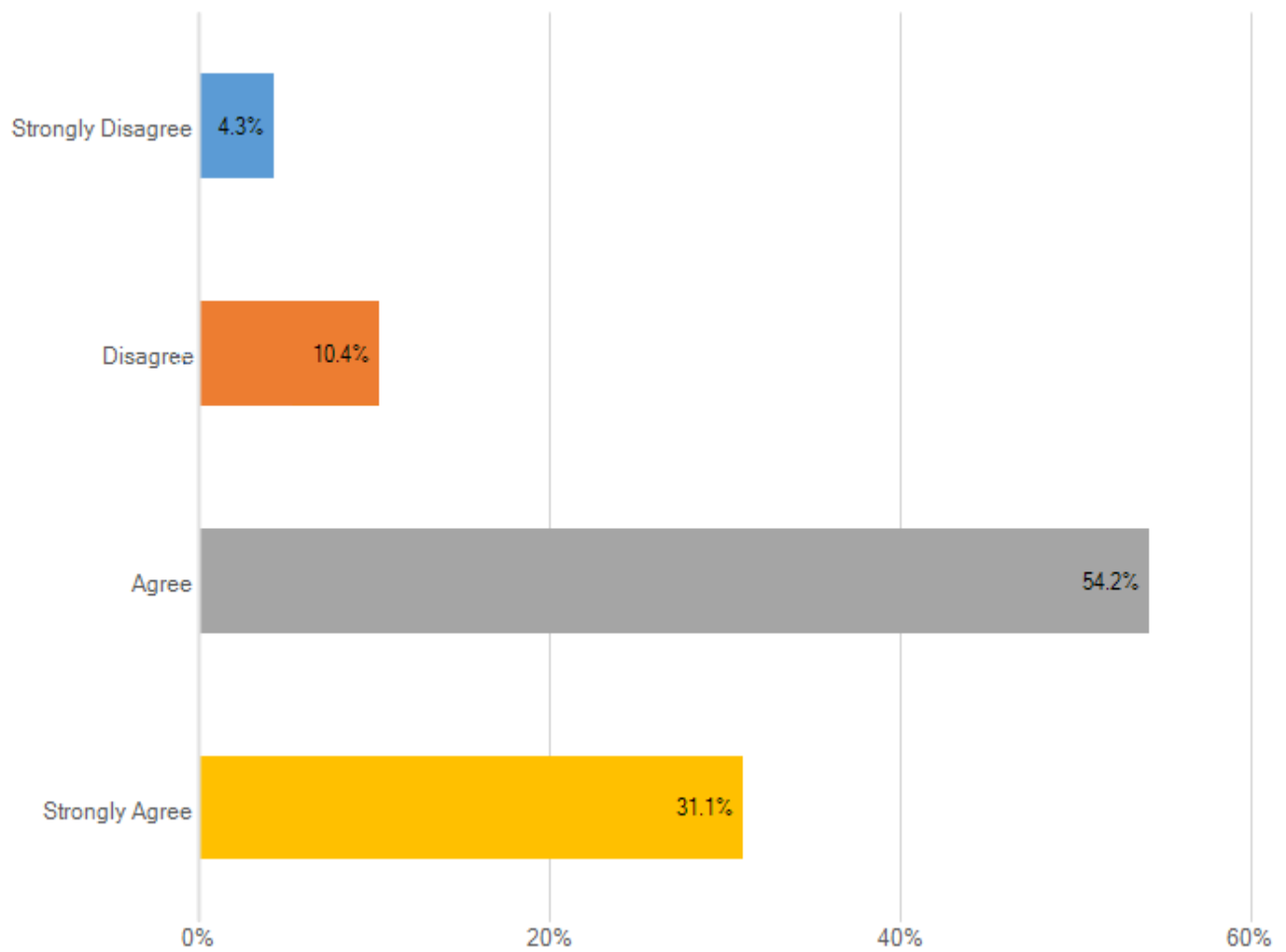
My manager helps me understand my strengths and areas for development



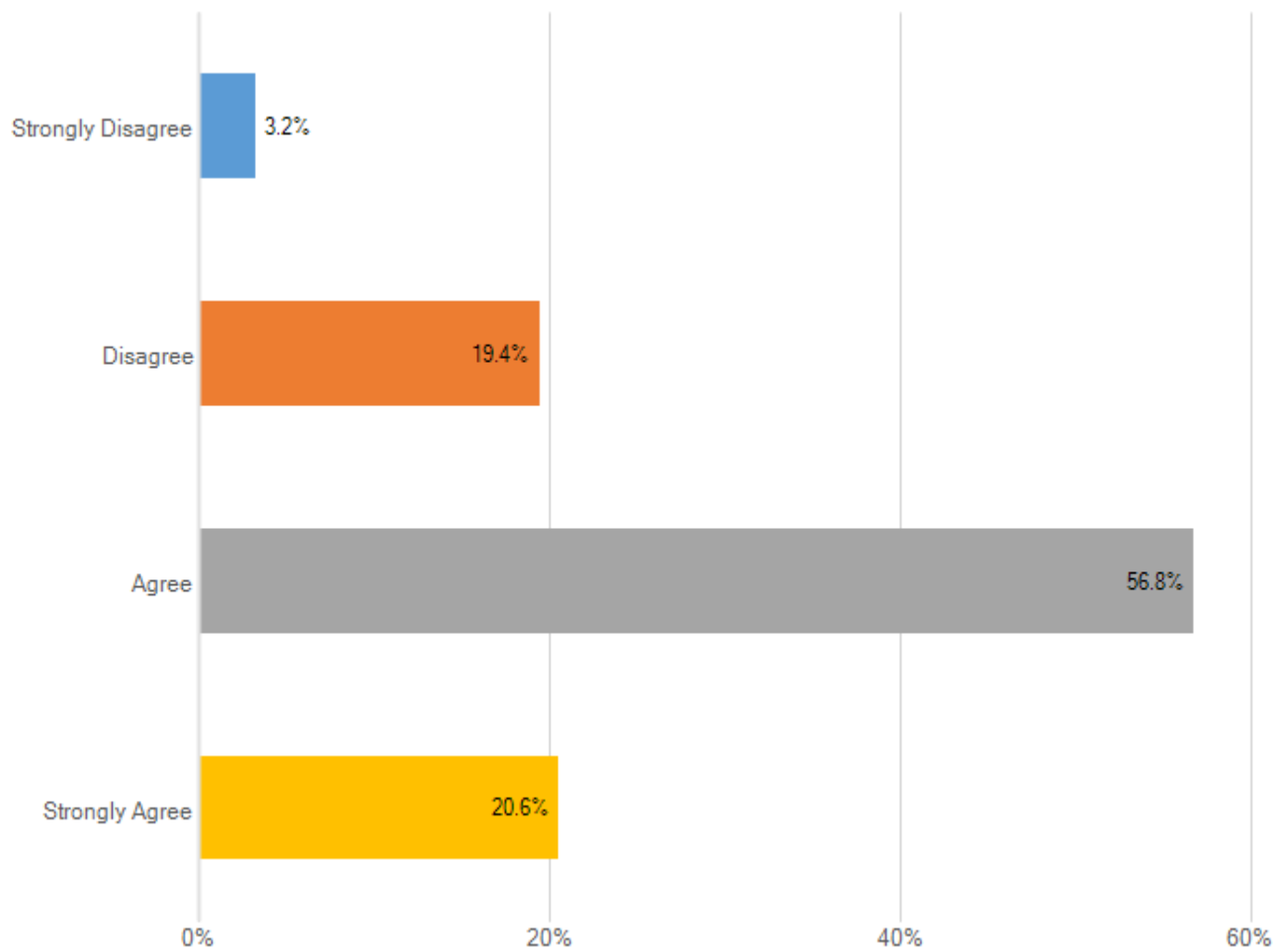
I am able to communicate freely up the line, even when I am communicating bad news



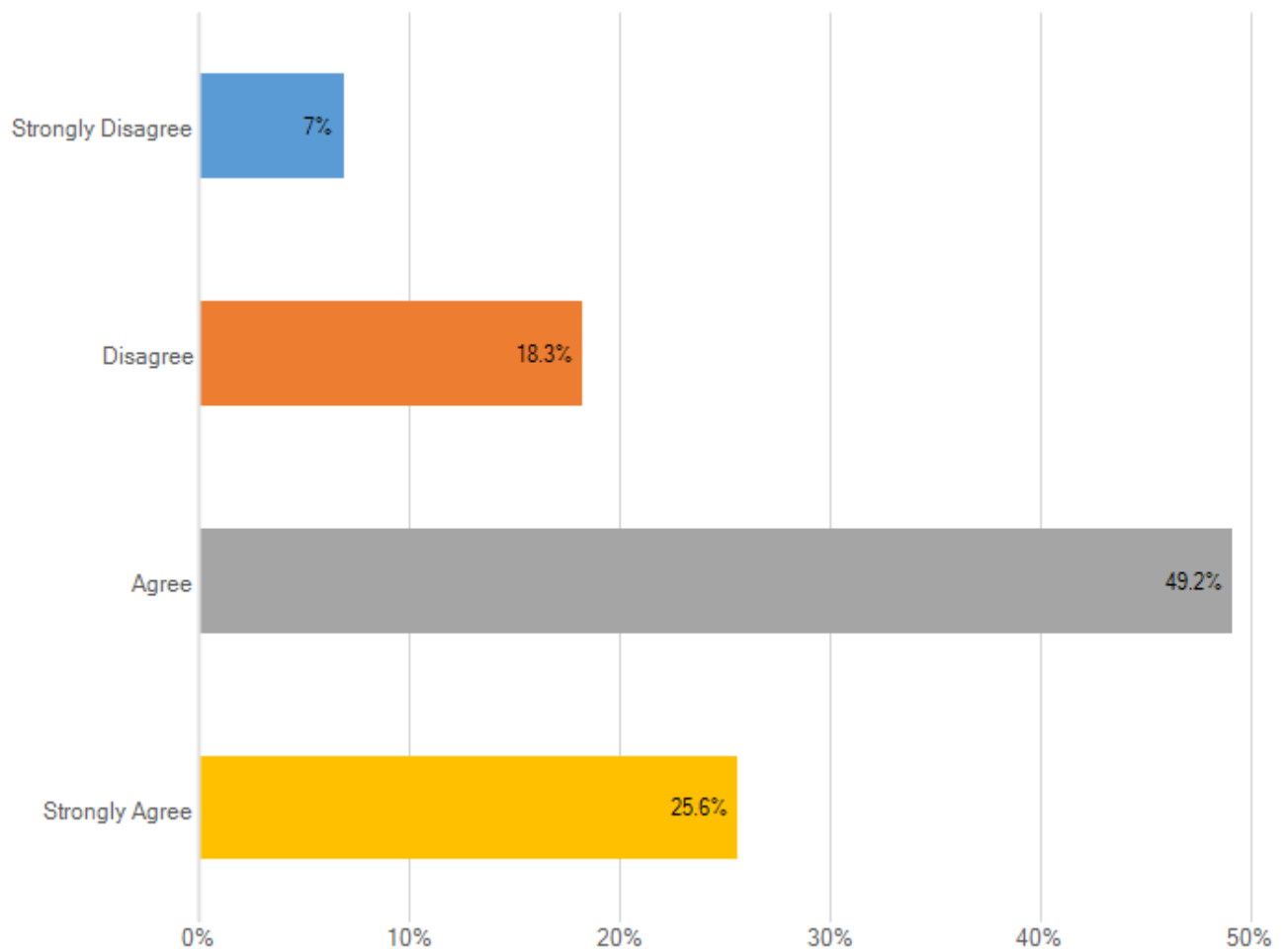
My manager encourages collaboration on my team



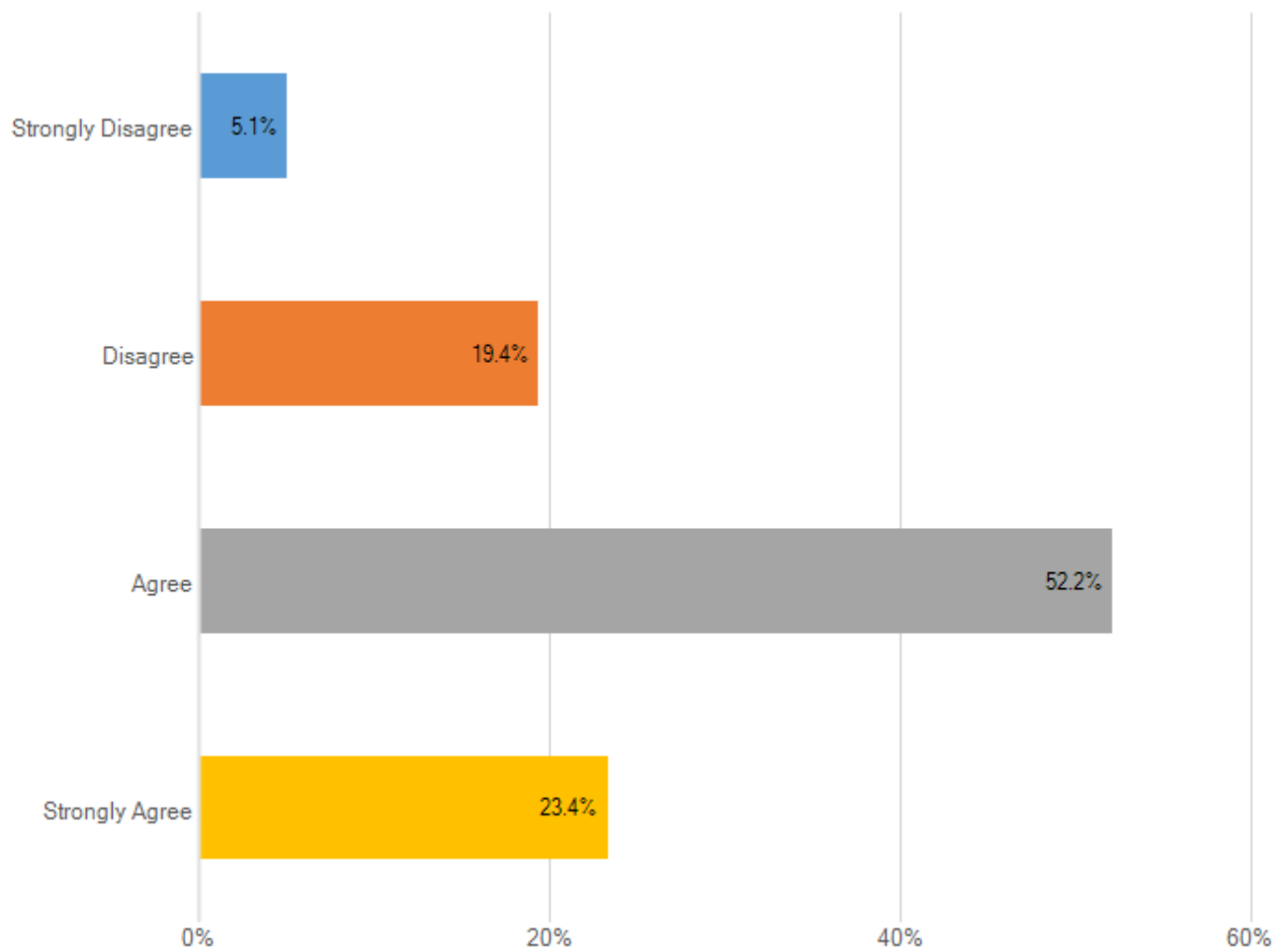
My manager holds team members accountable for achieving their objectives



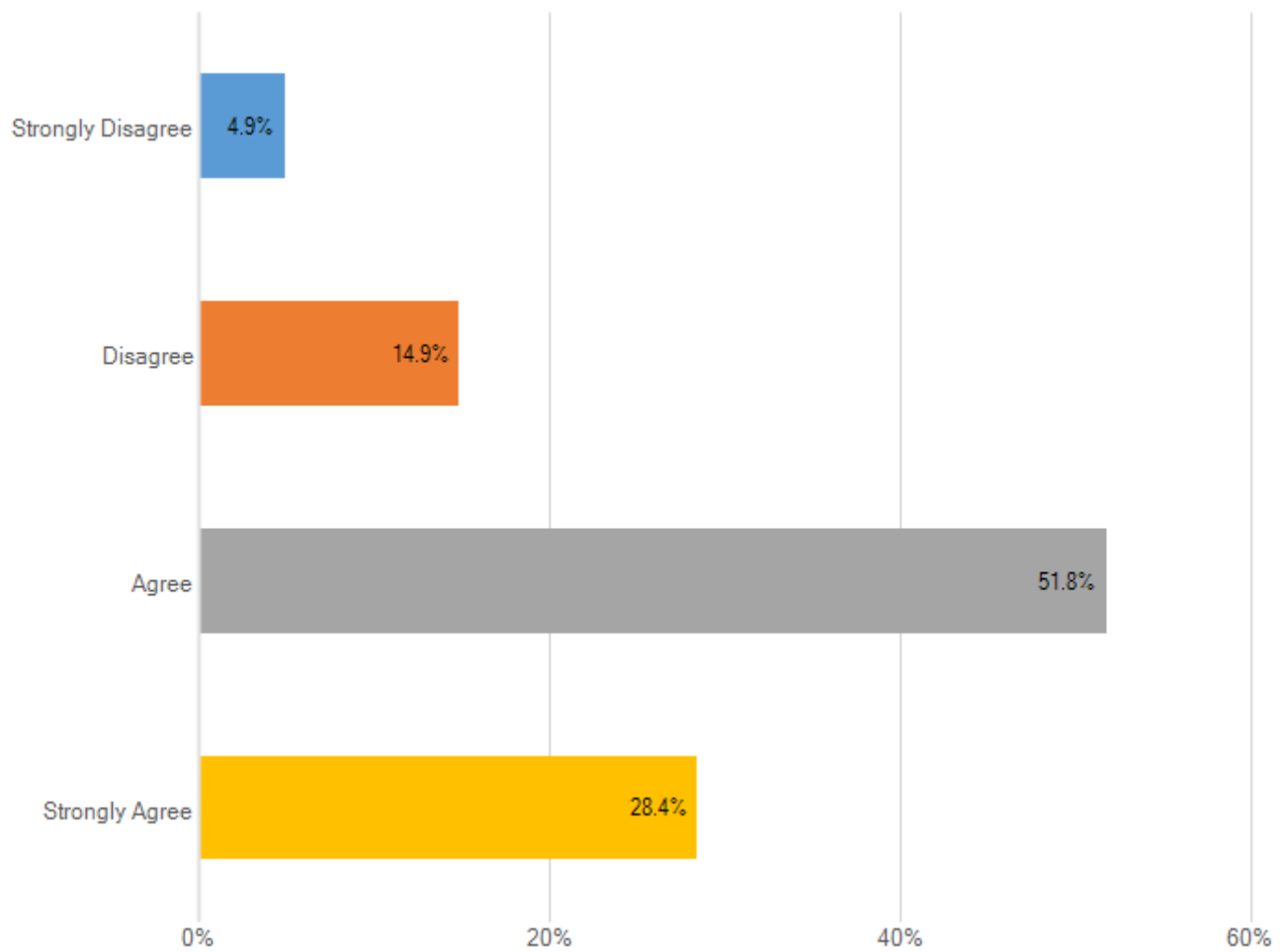
My manager's actions are consistent with their words—they practice what they preach



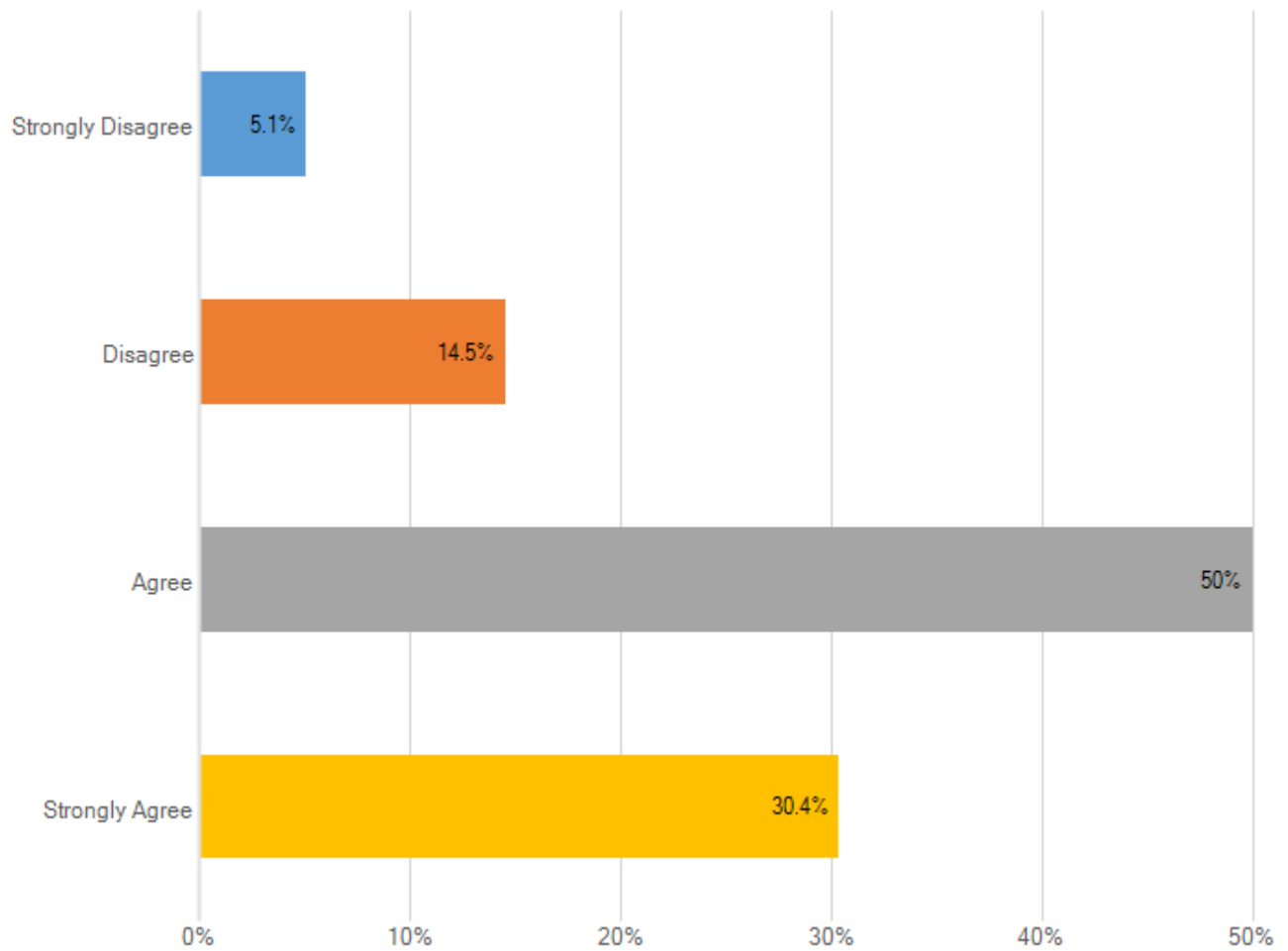
I receive regular communication from my manager about what is happening at CIT



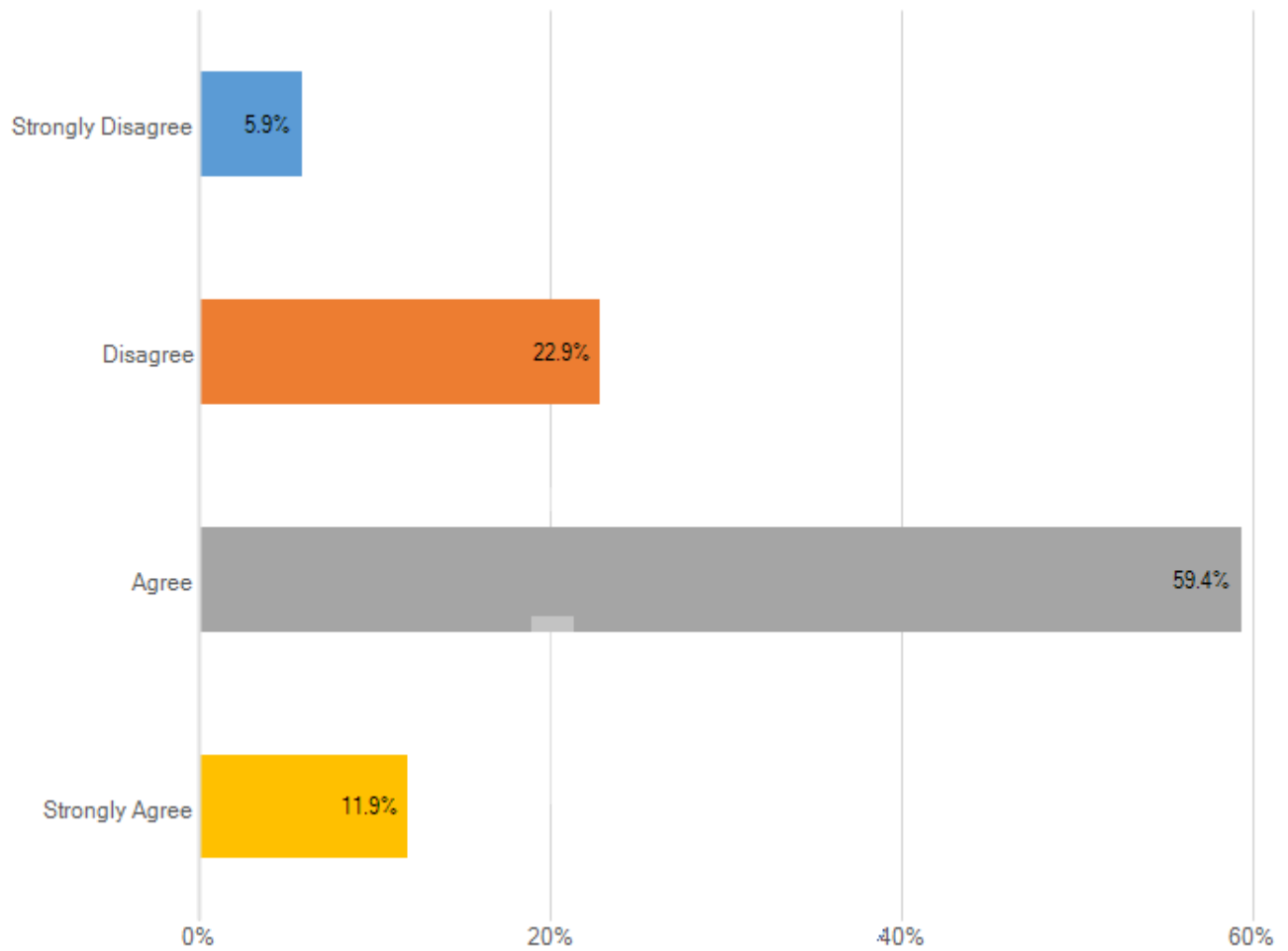
My manager has effectively communicated the Cultural Traits



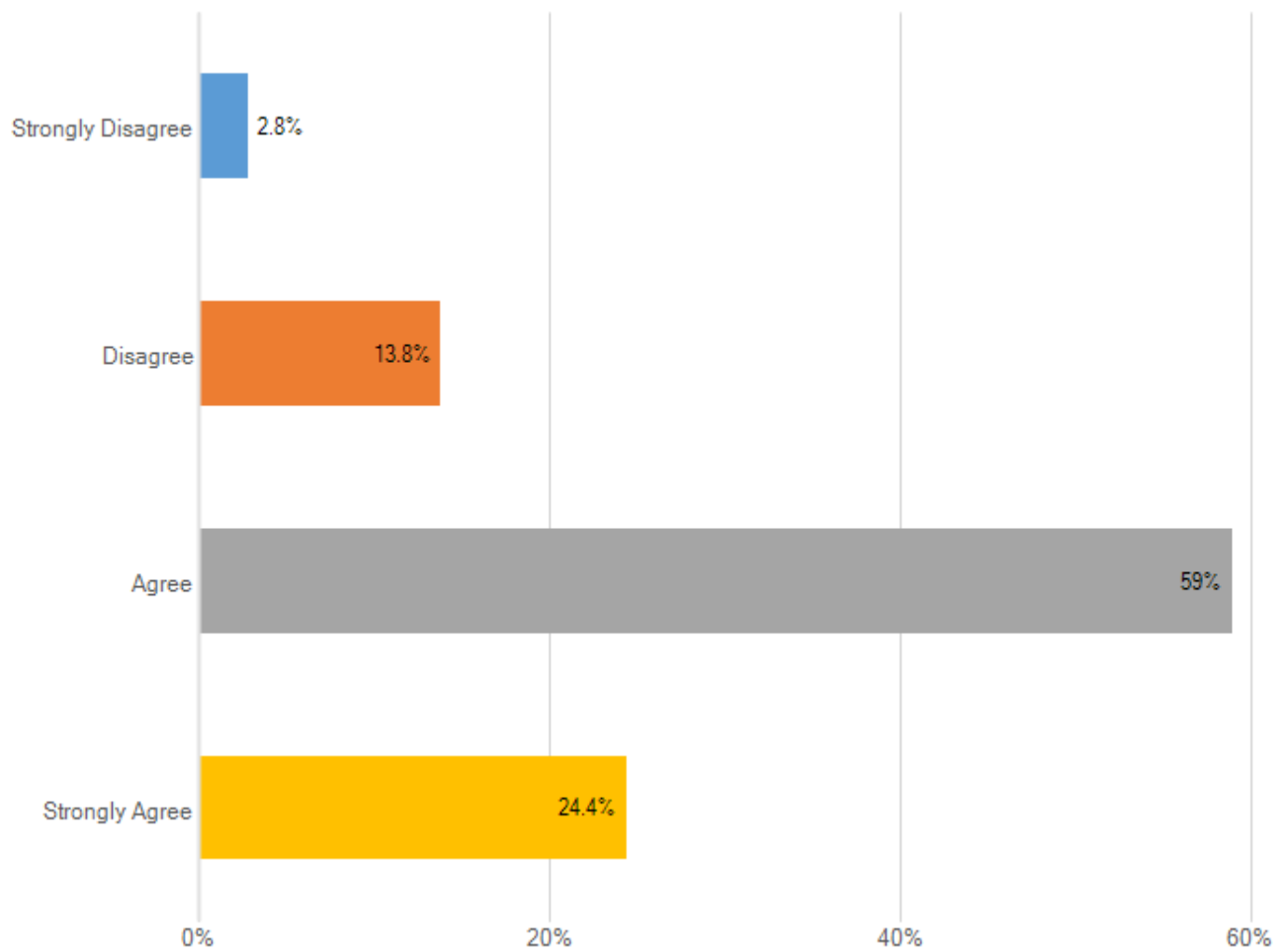
My manager models CITs Cultural Traits



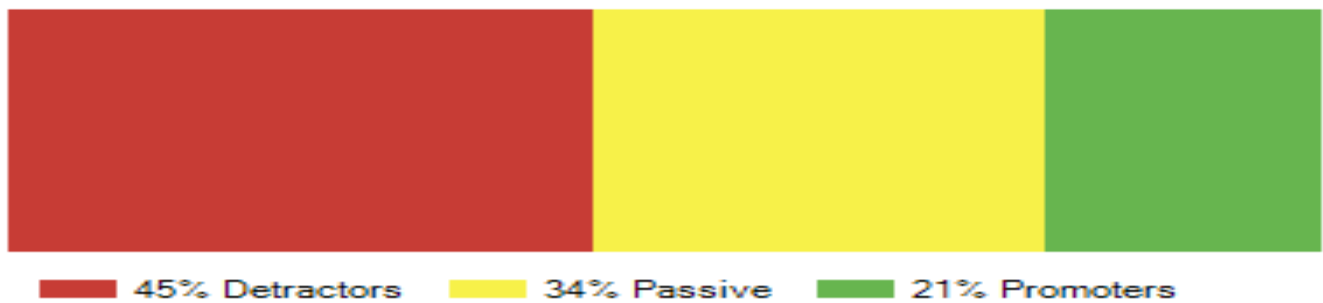
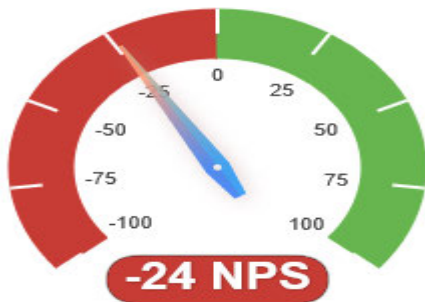
CIT is a very professional organisation



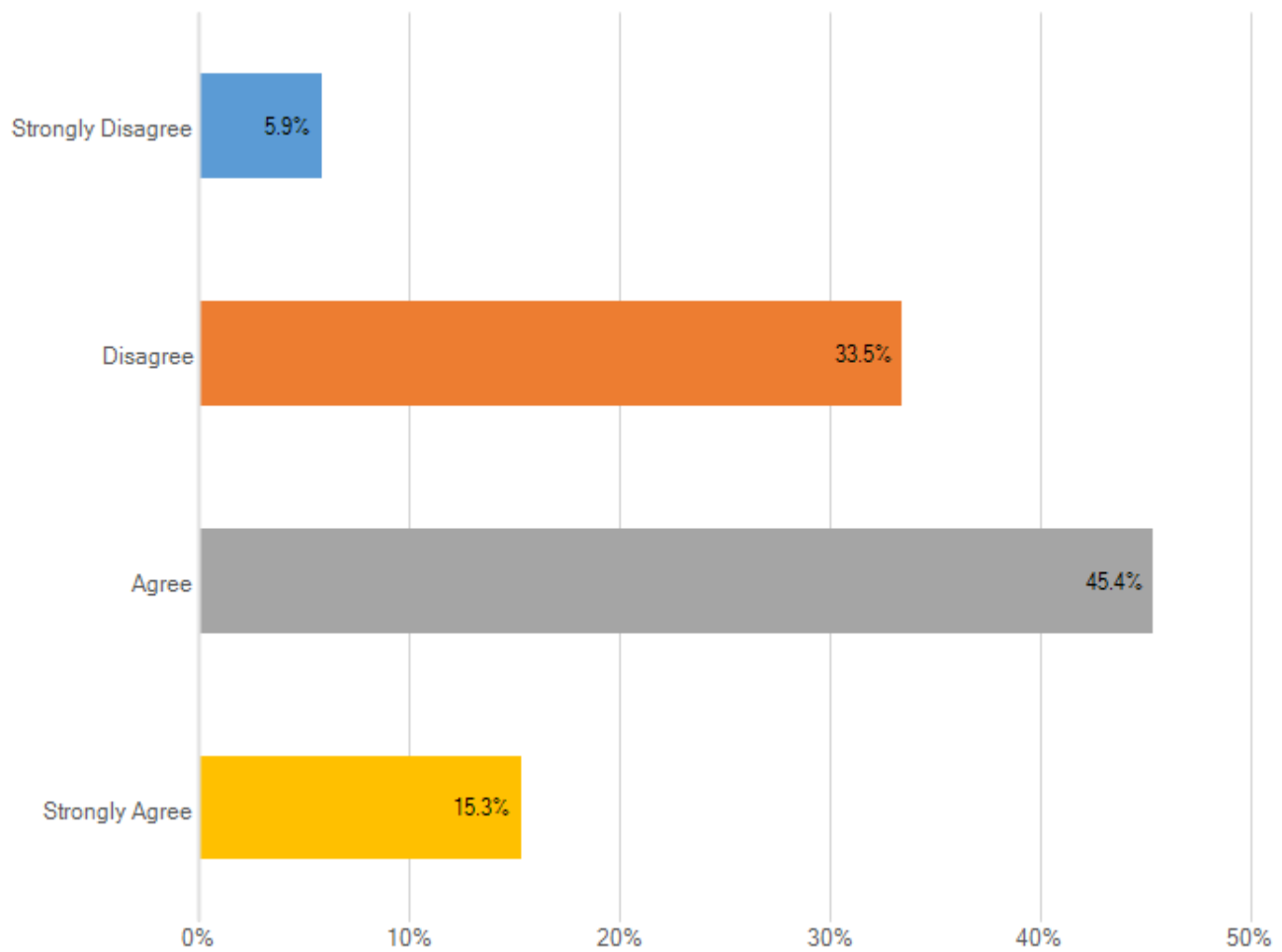
I feel proud to tell people where I work



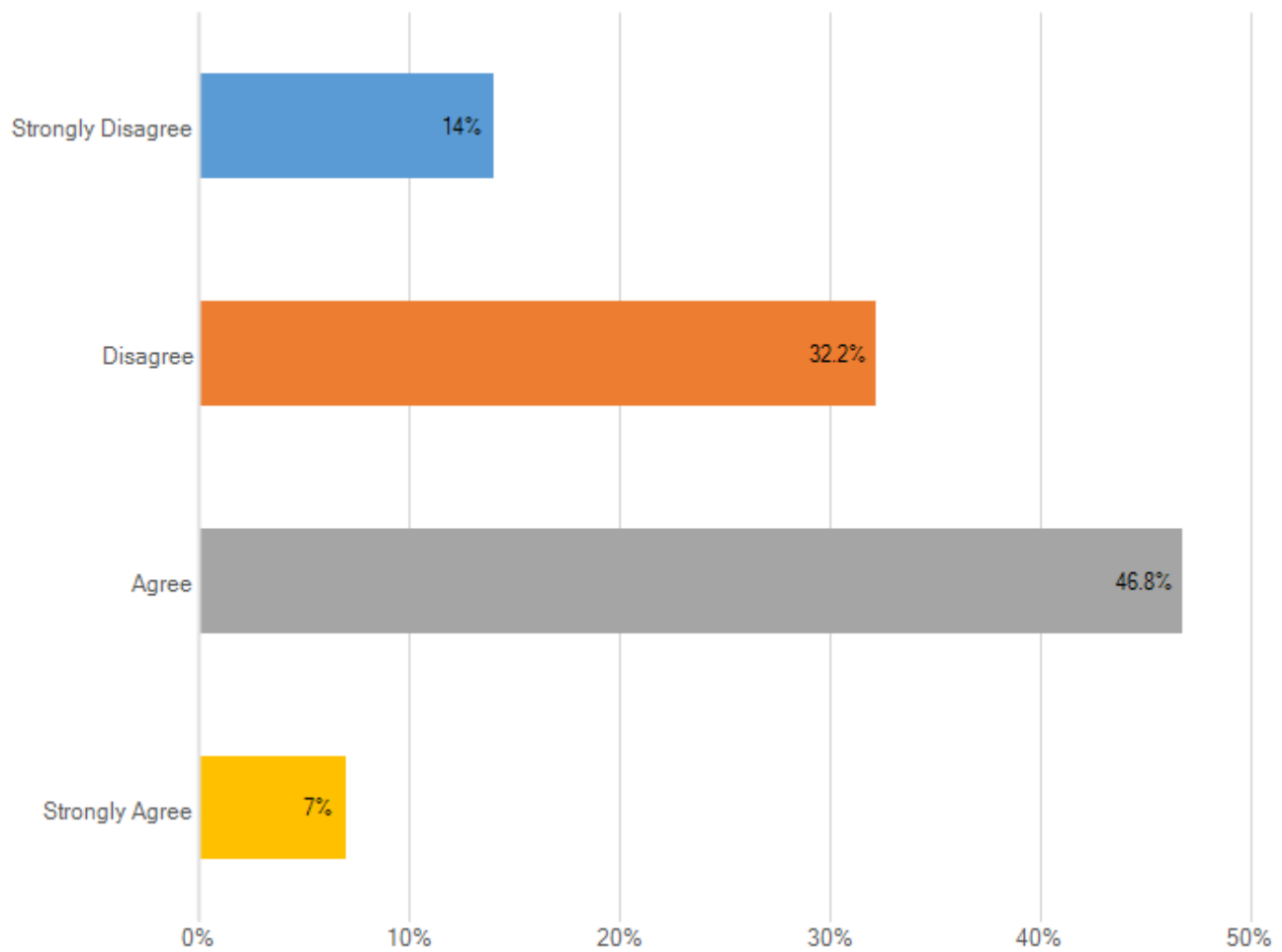
I would recommend this company to family or friends as a great place to work



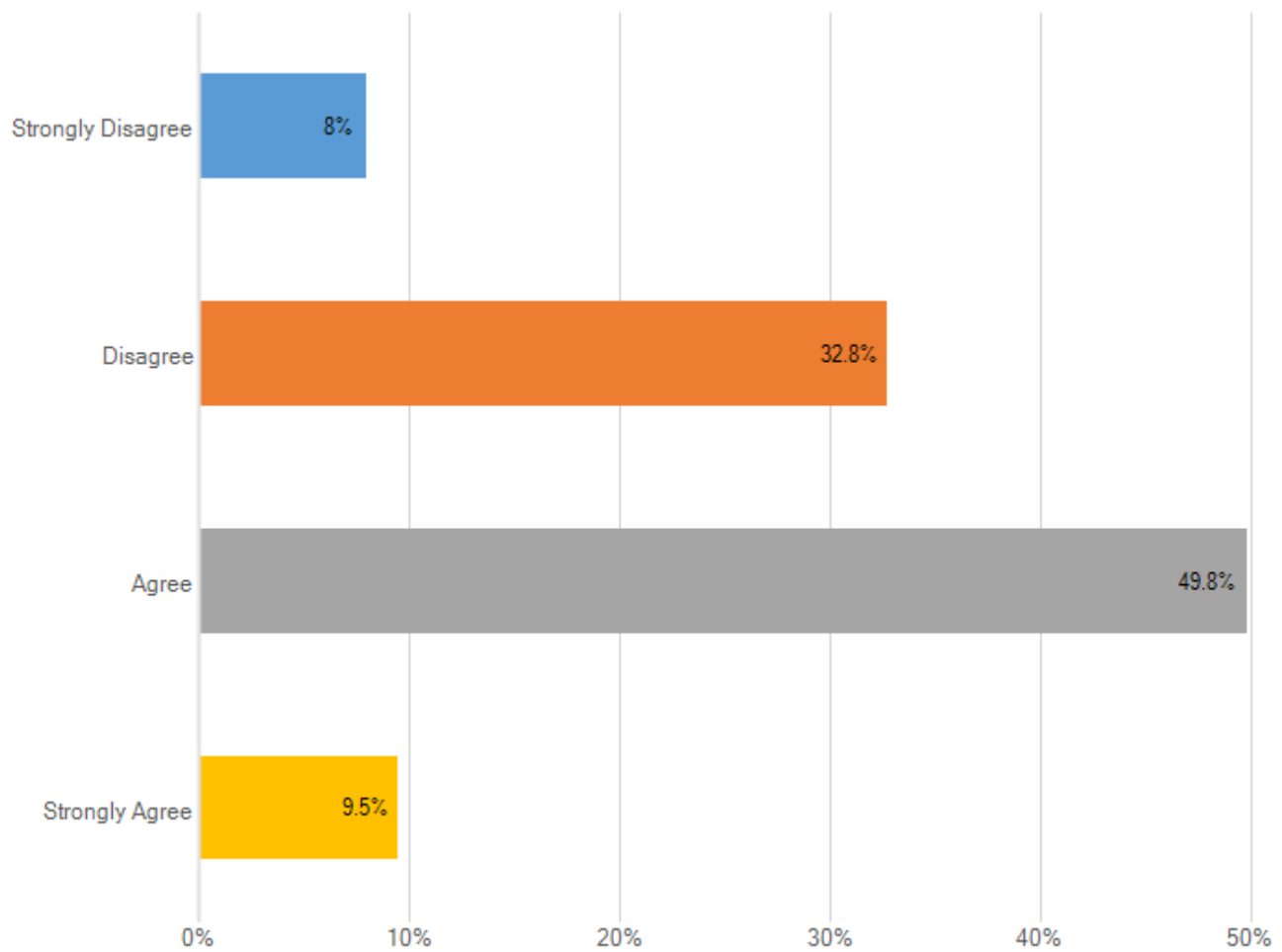
CIT motivates me to go above and beyond in my role



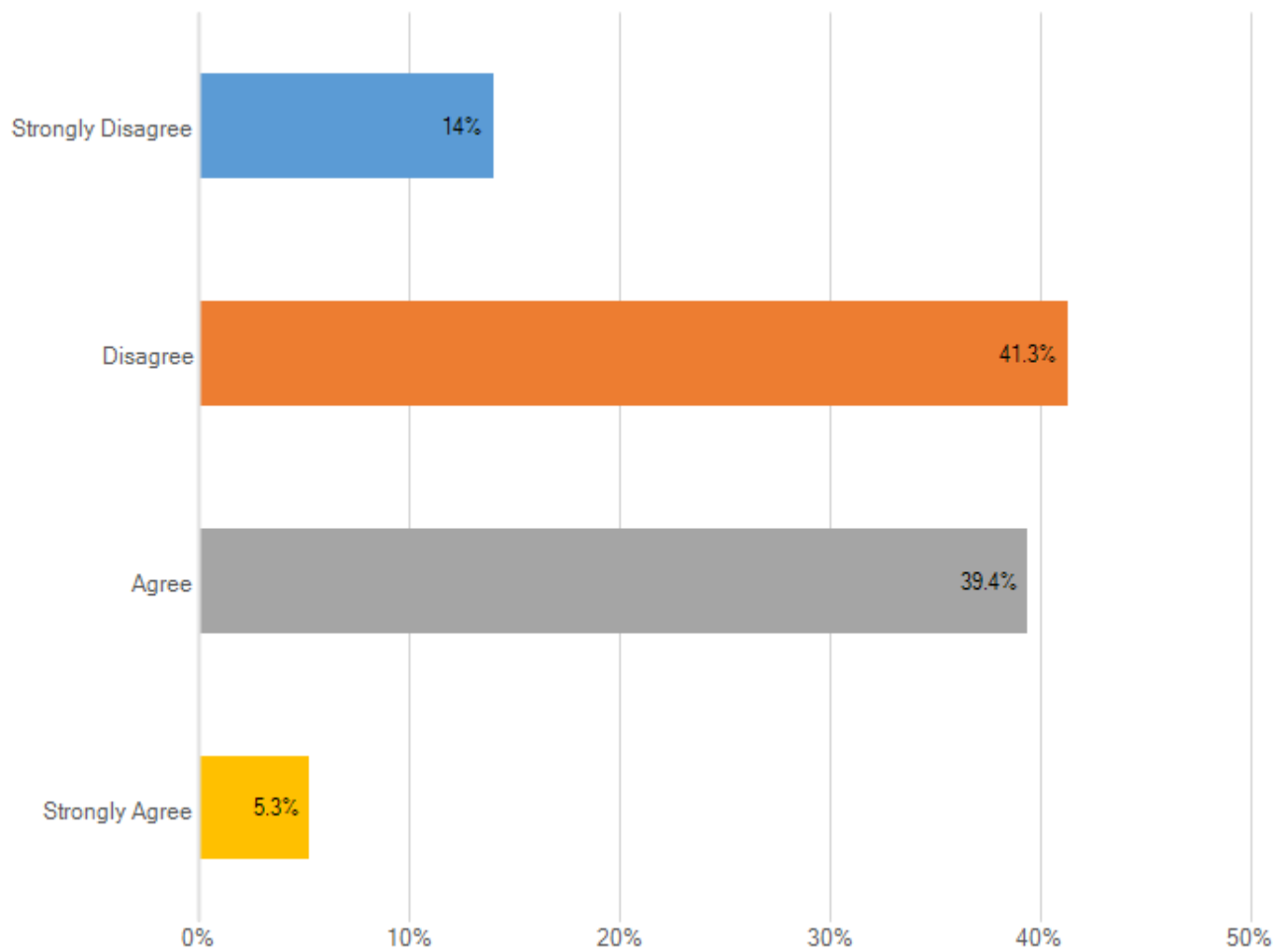
CIT's processes and procedures allow me to effectively meet our customers' needs



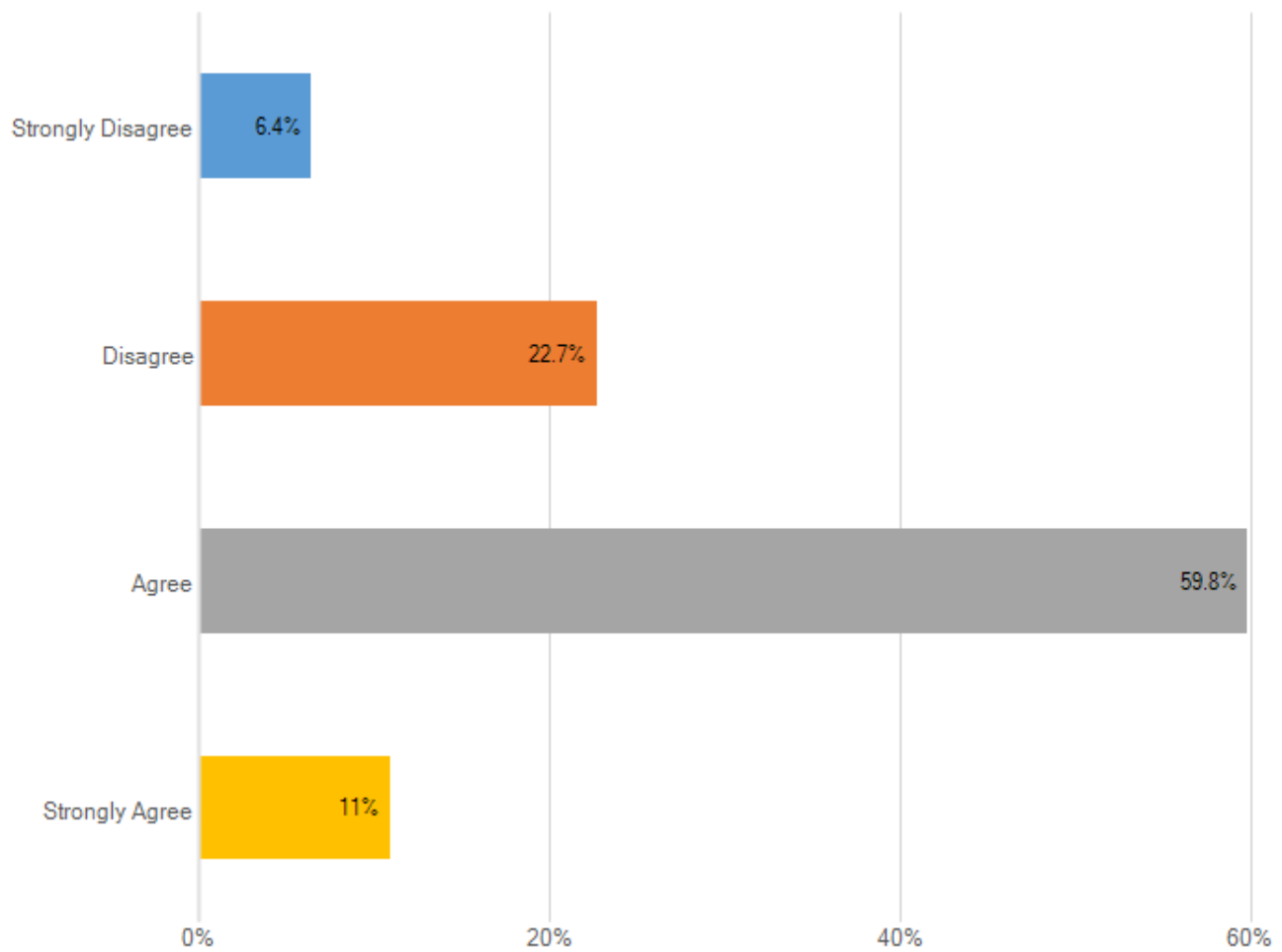
It is easy to collaborate with other teams within CIT



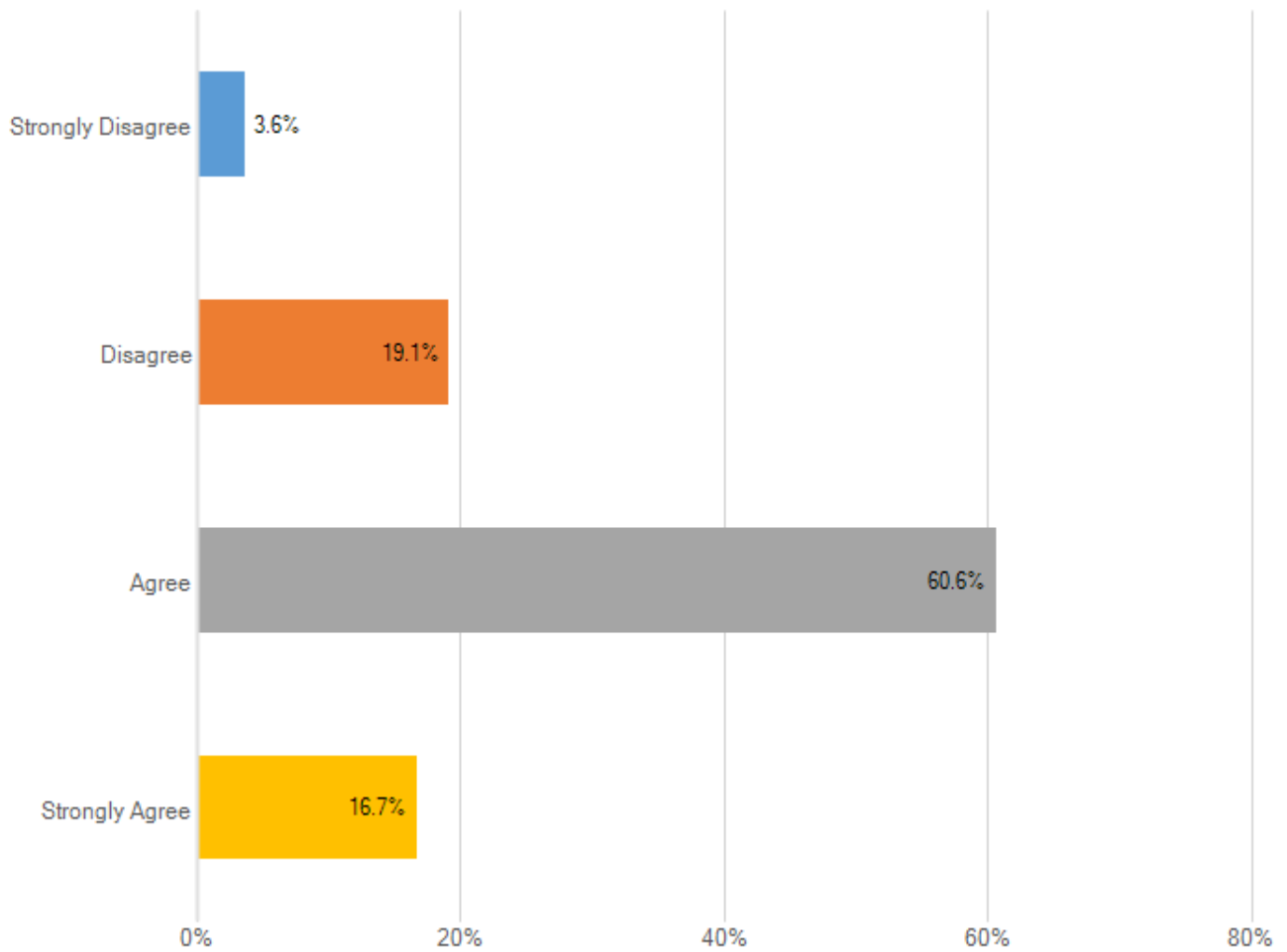
There is a clear communication process when change in CIT is proposed



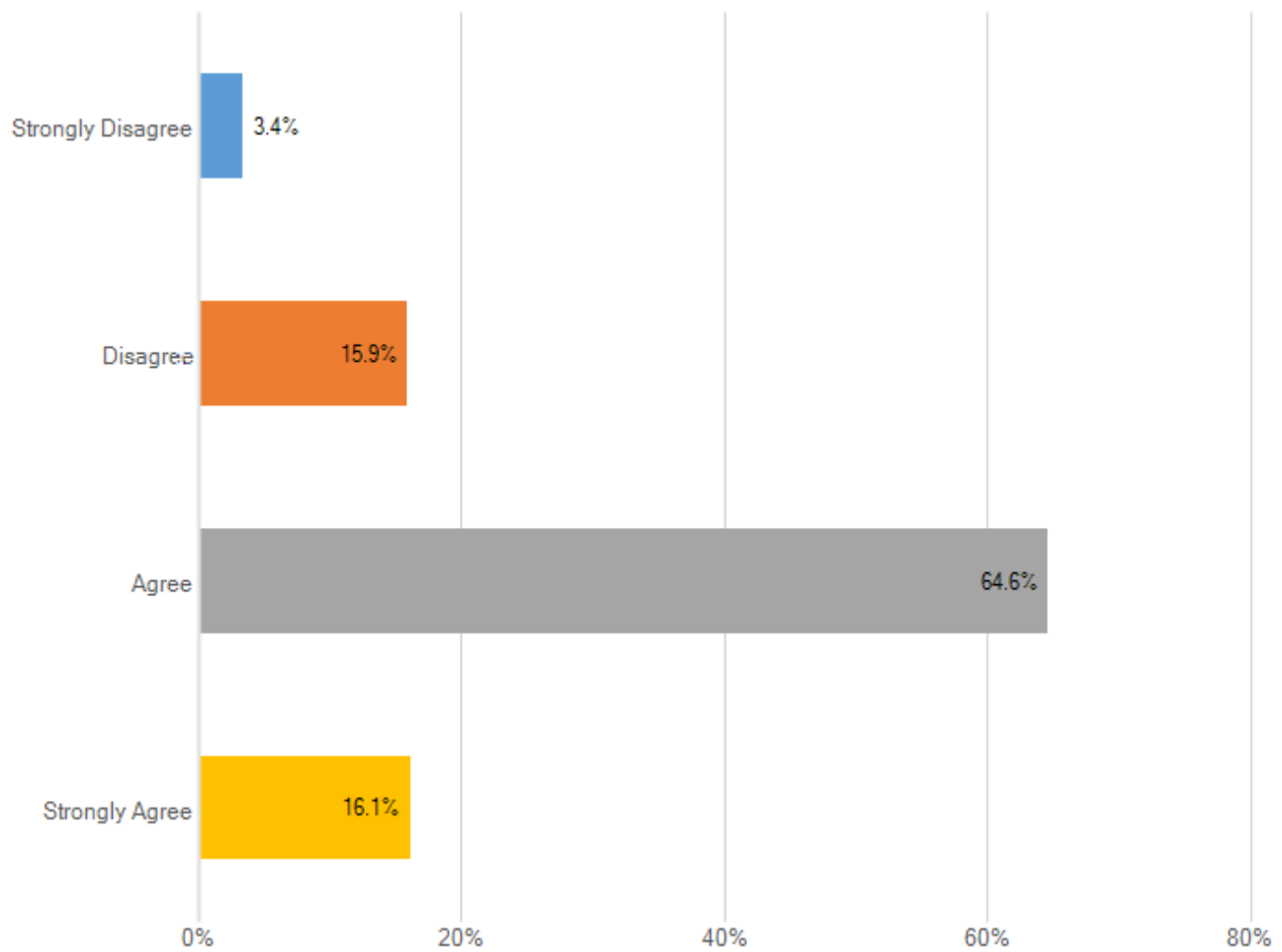
In times of change, we help each other understand and adapt to the new ways of working



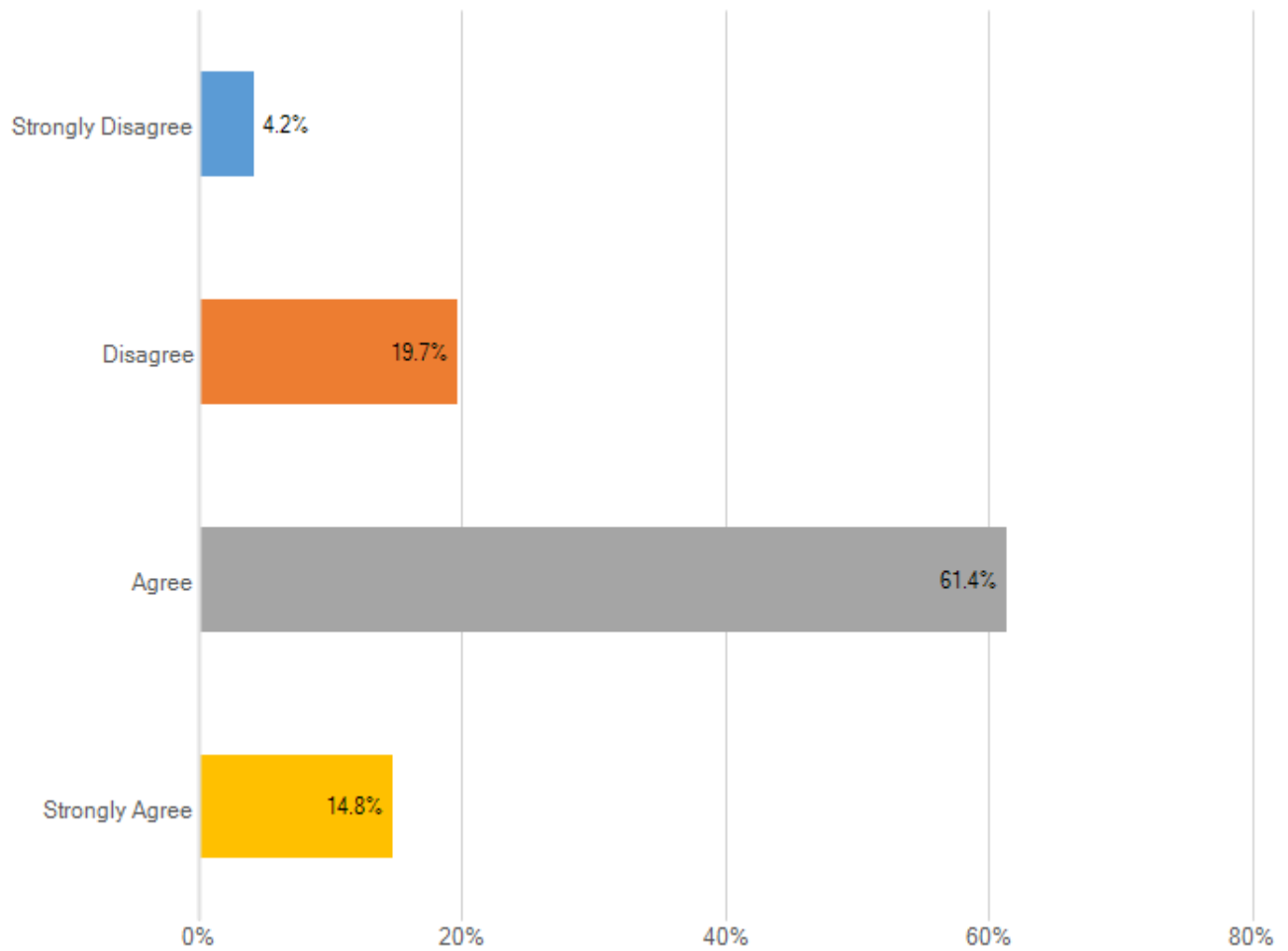
I have a good understanding of CIT's Strategic Compass



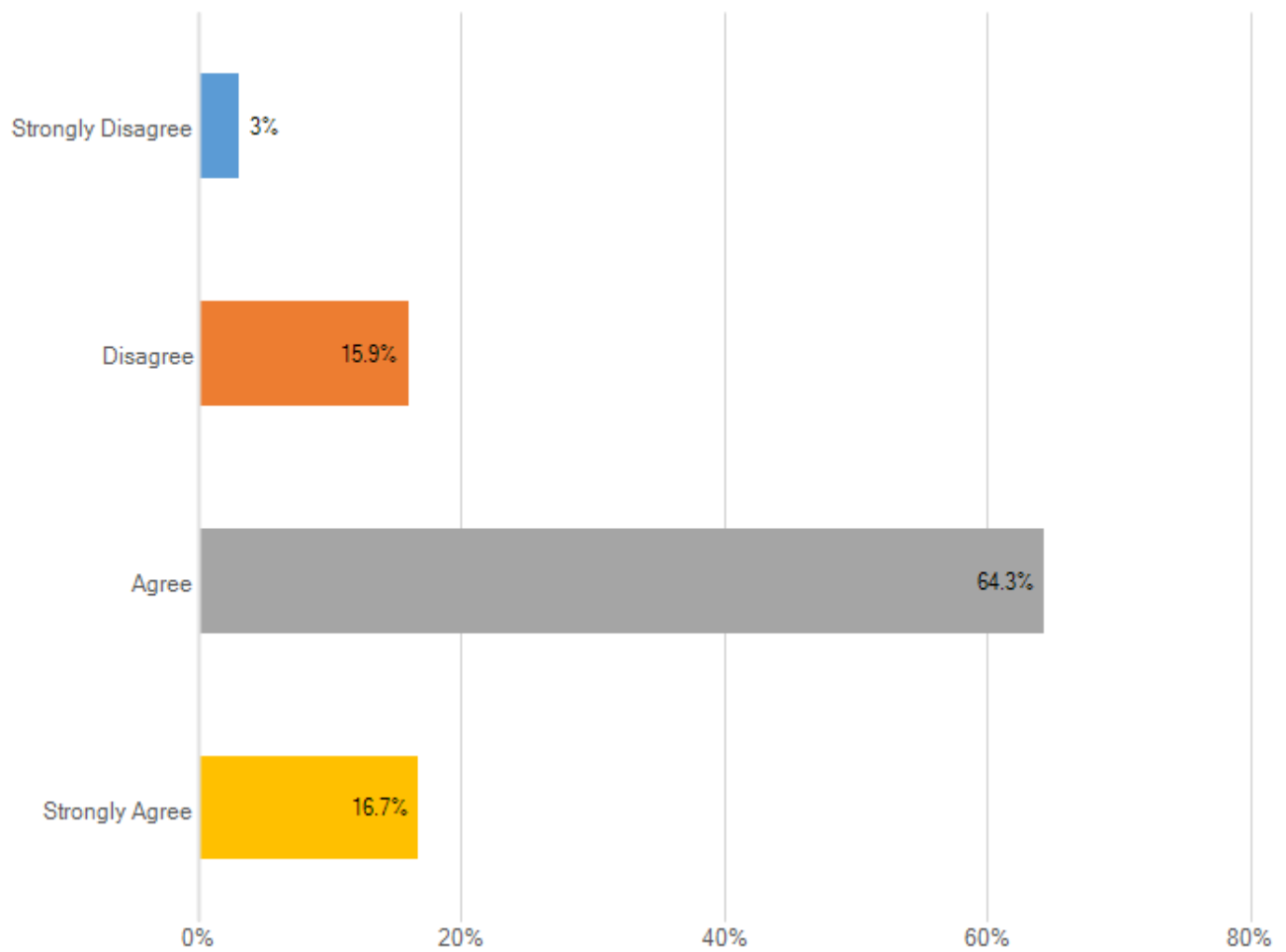
I understand the need for the changes and directions outlined in the Strategic Compass



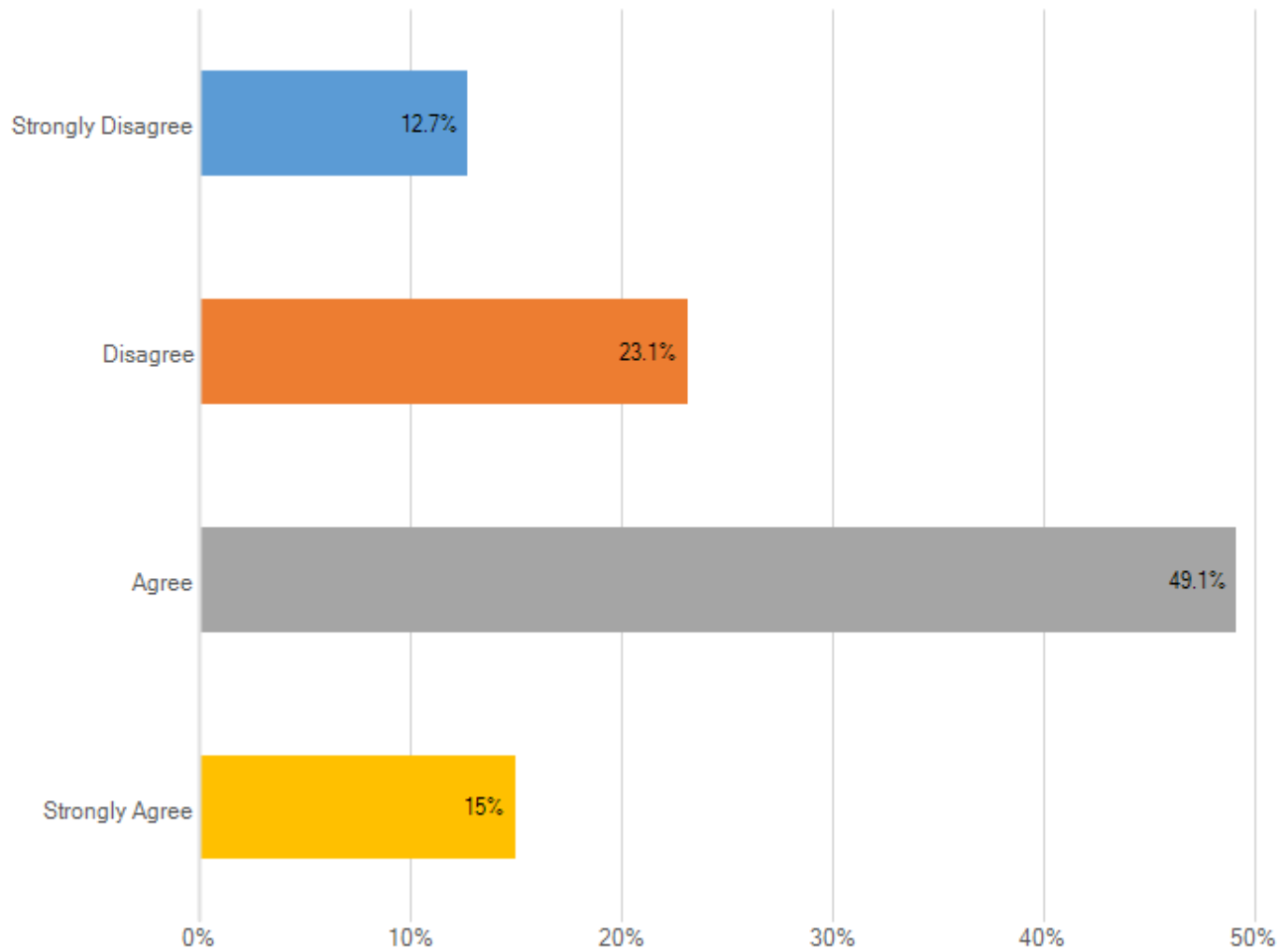
I understand how my role contributes to CIT's Strategic Compass



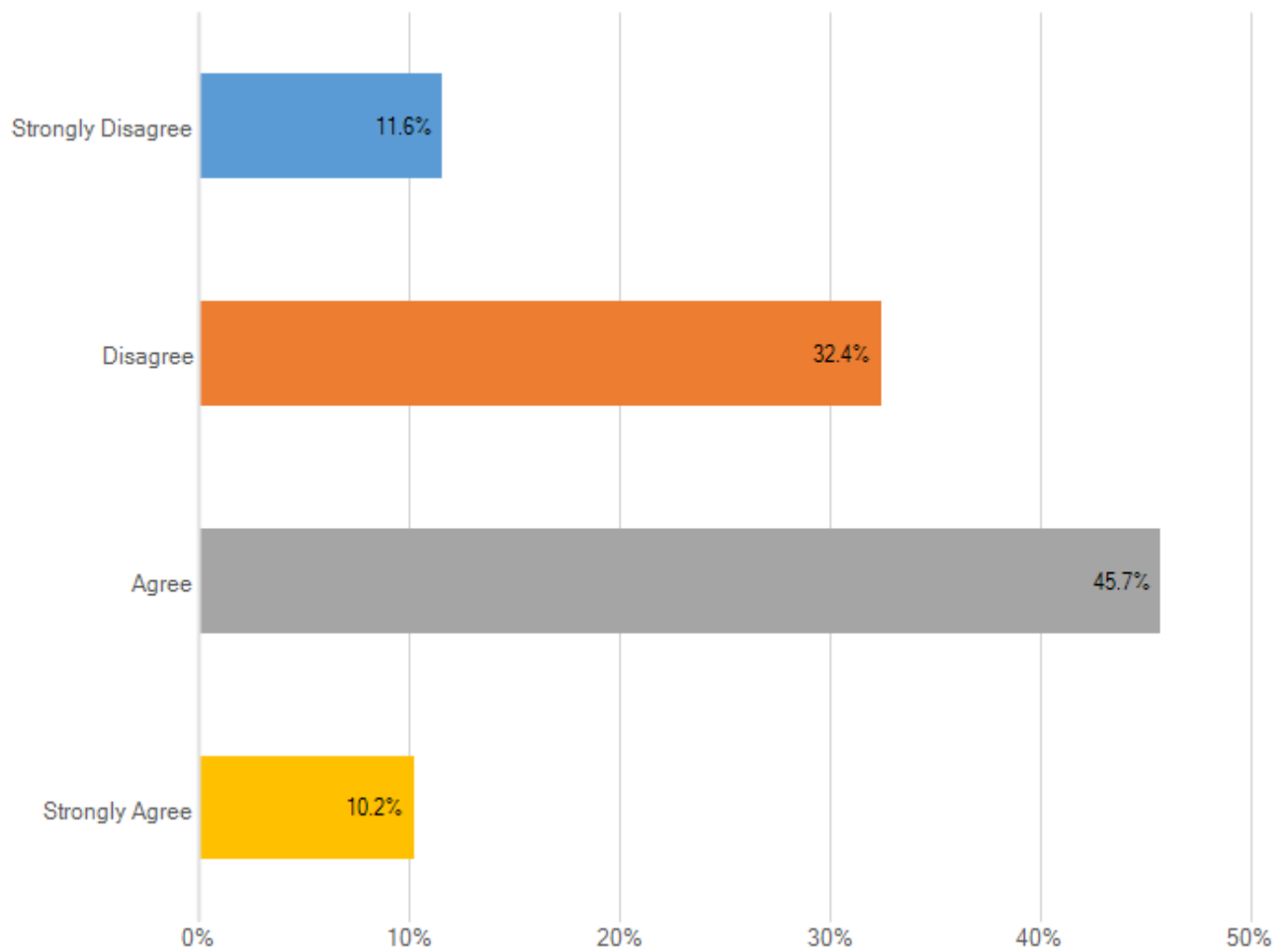
My team's objectives are aligned with CIT's Strategic Compass



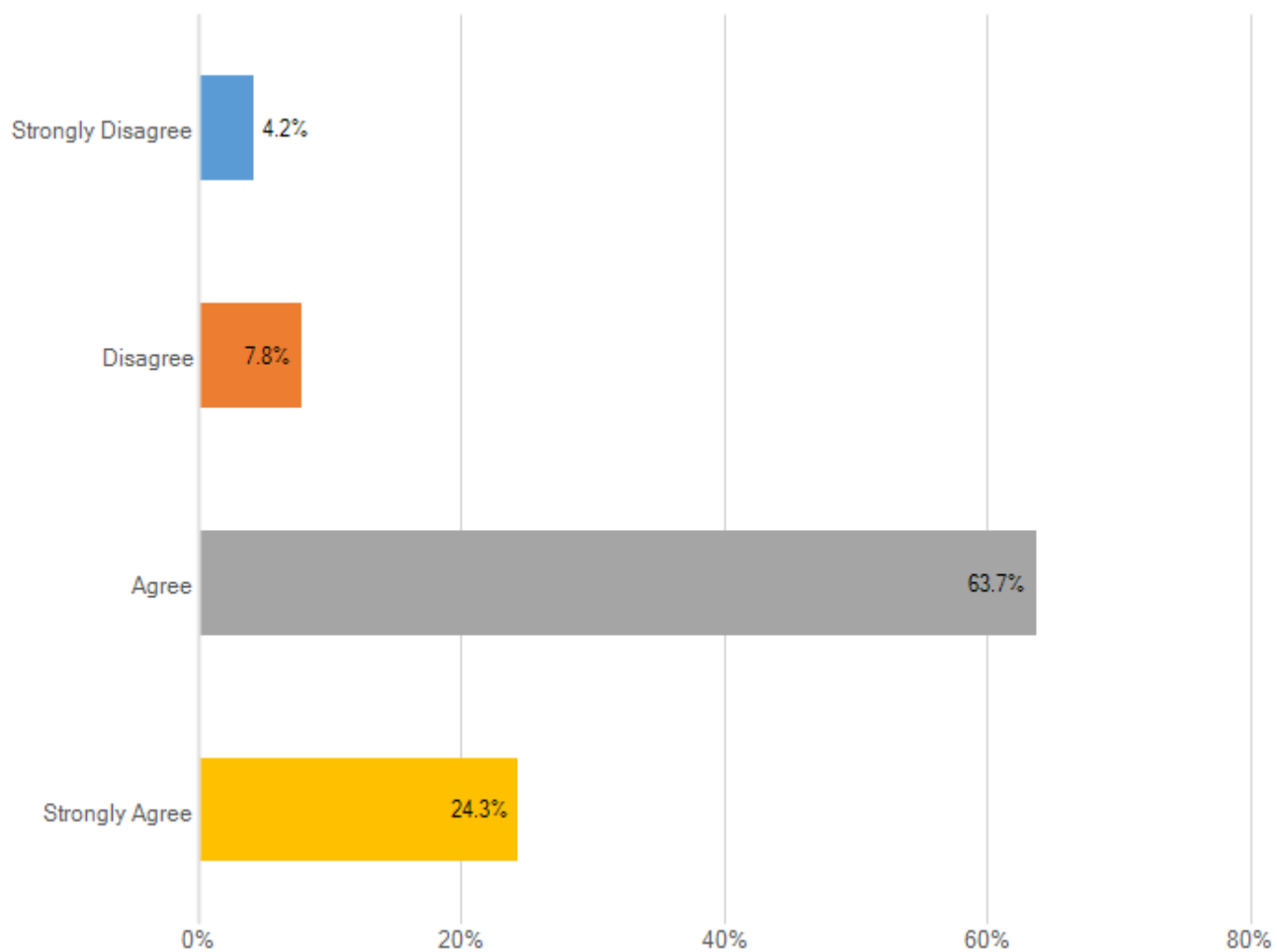
I believe that CIT would take appropriate action if I was being treated unfairly in the workplace



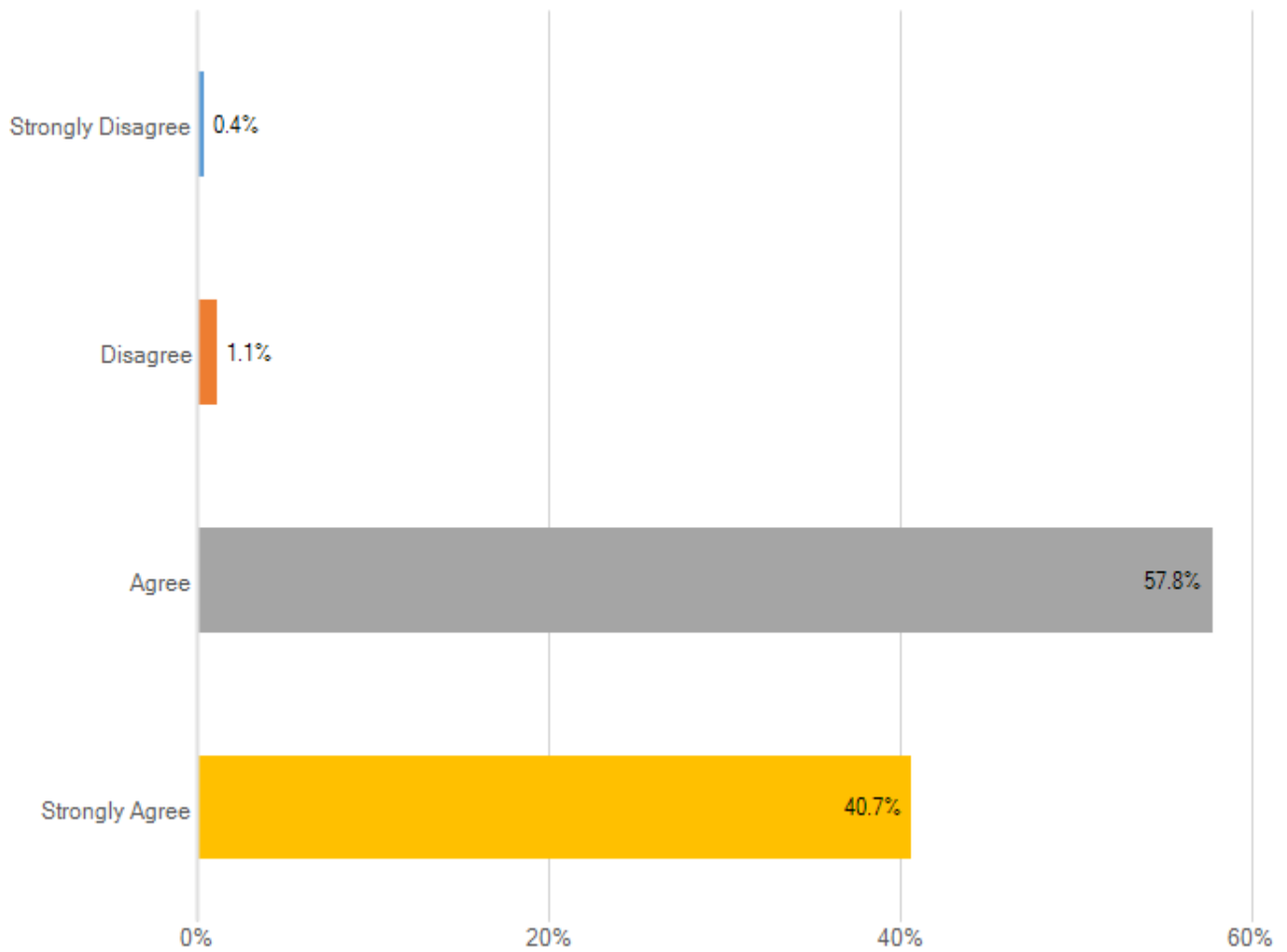
I feel confident to challenge the way things are done at CIT



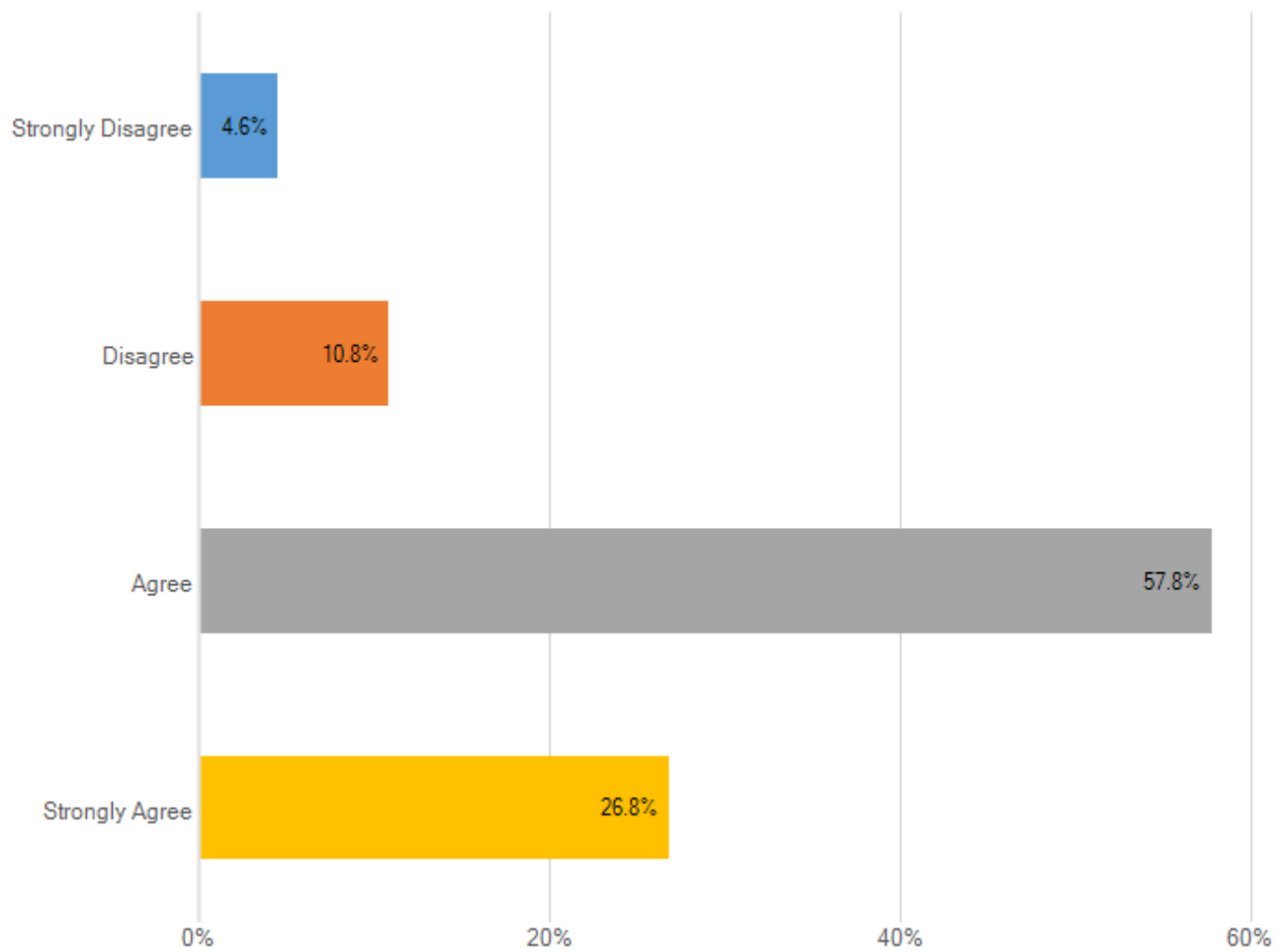
I think CIT respects individual cultures / backgrounds



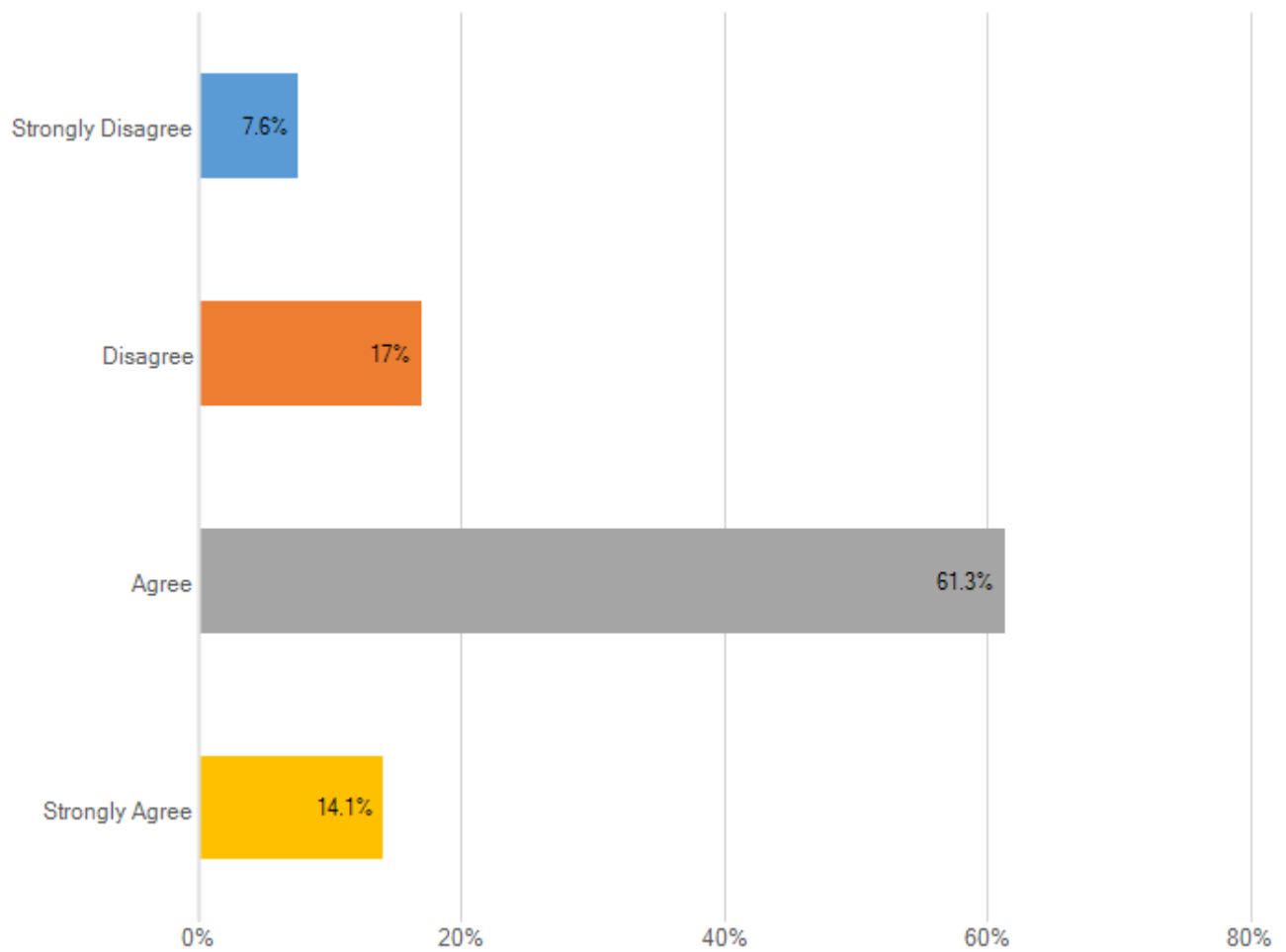
I understand why diversity and inclusion are important for CIT



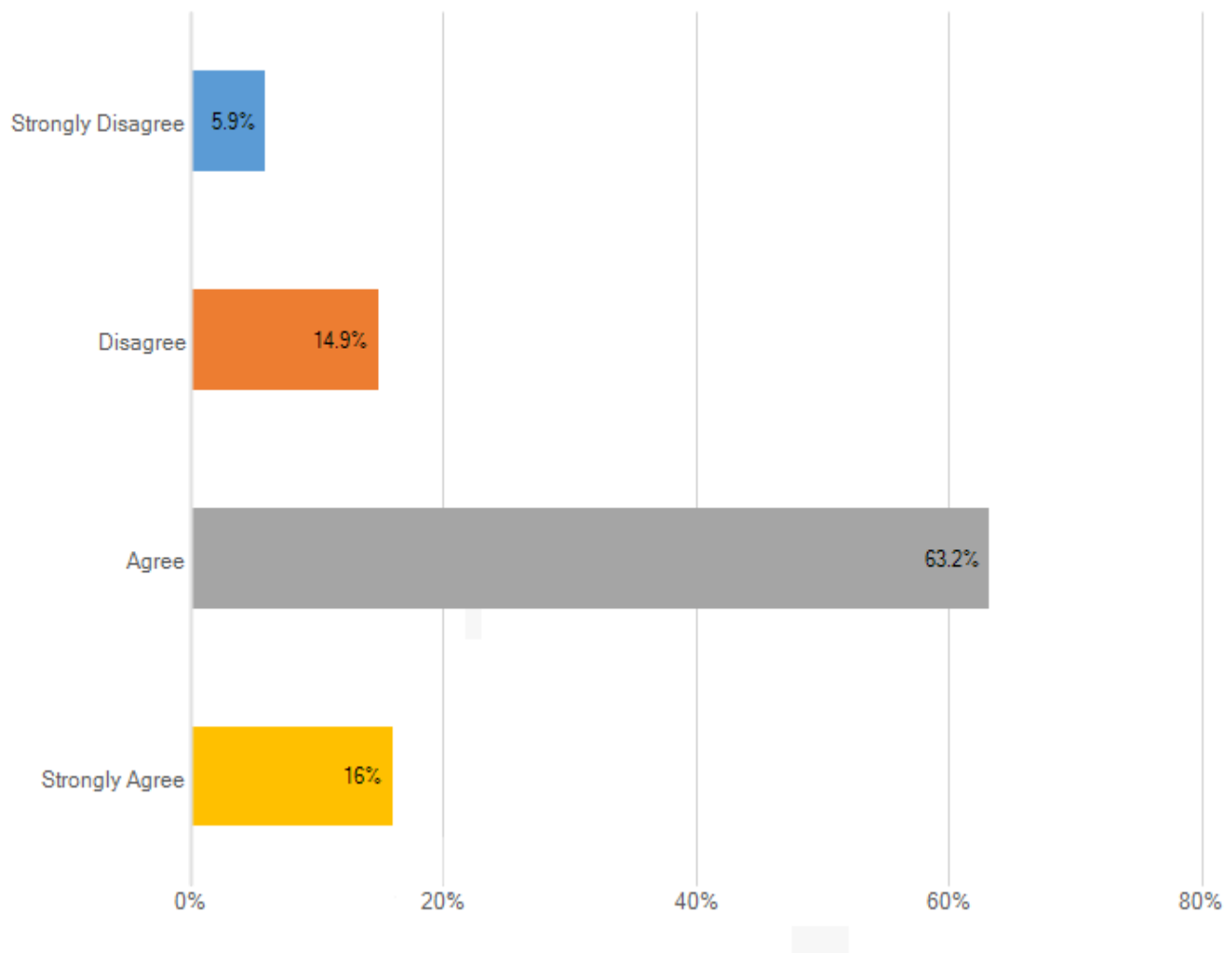
I believe Health and Safety is taken seriously at CIT



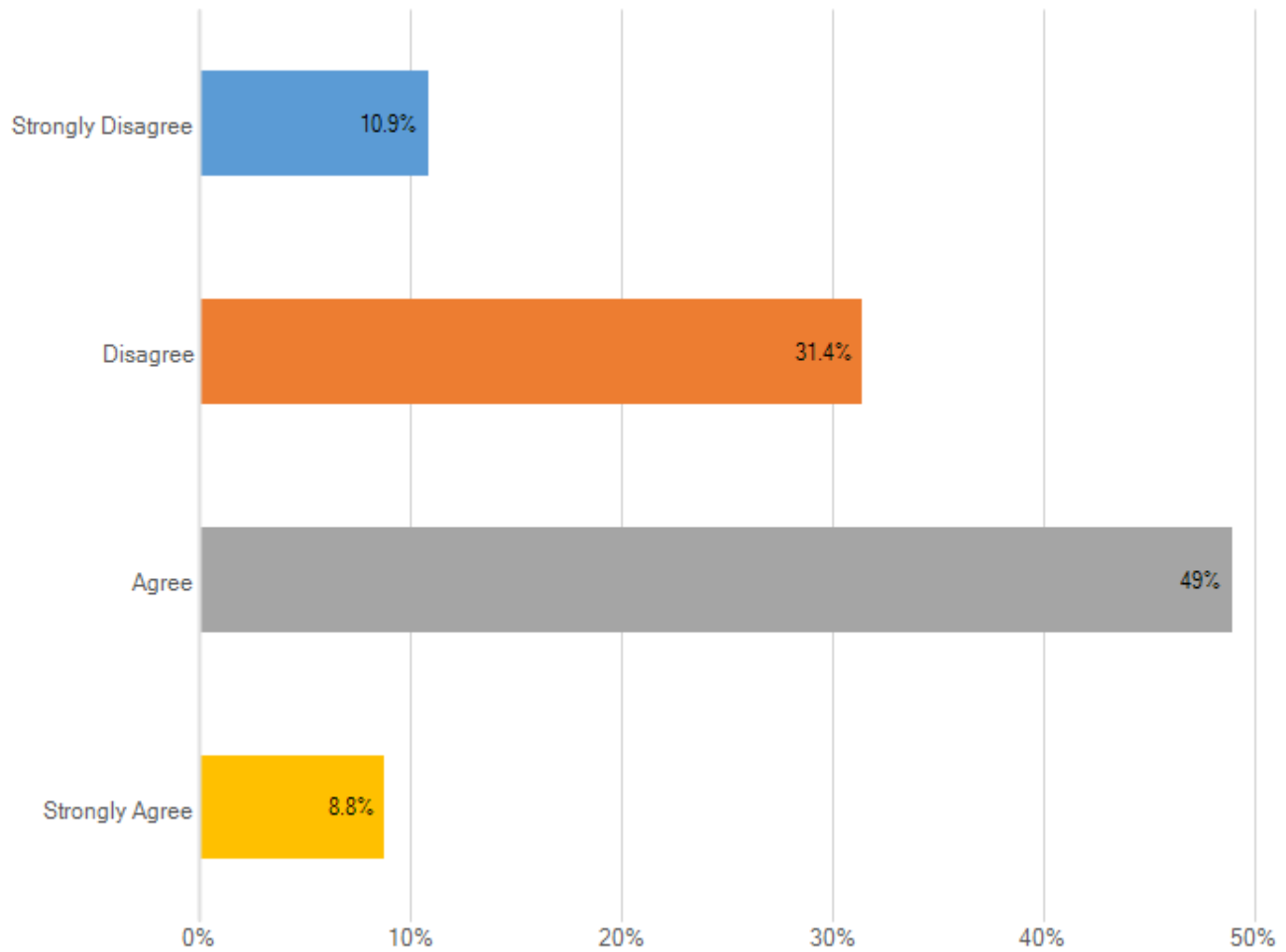
The senior leadership team have communicated a vision for CIT



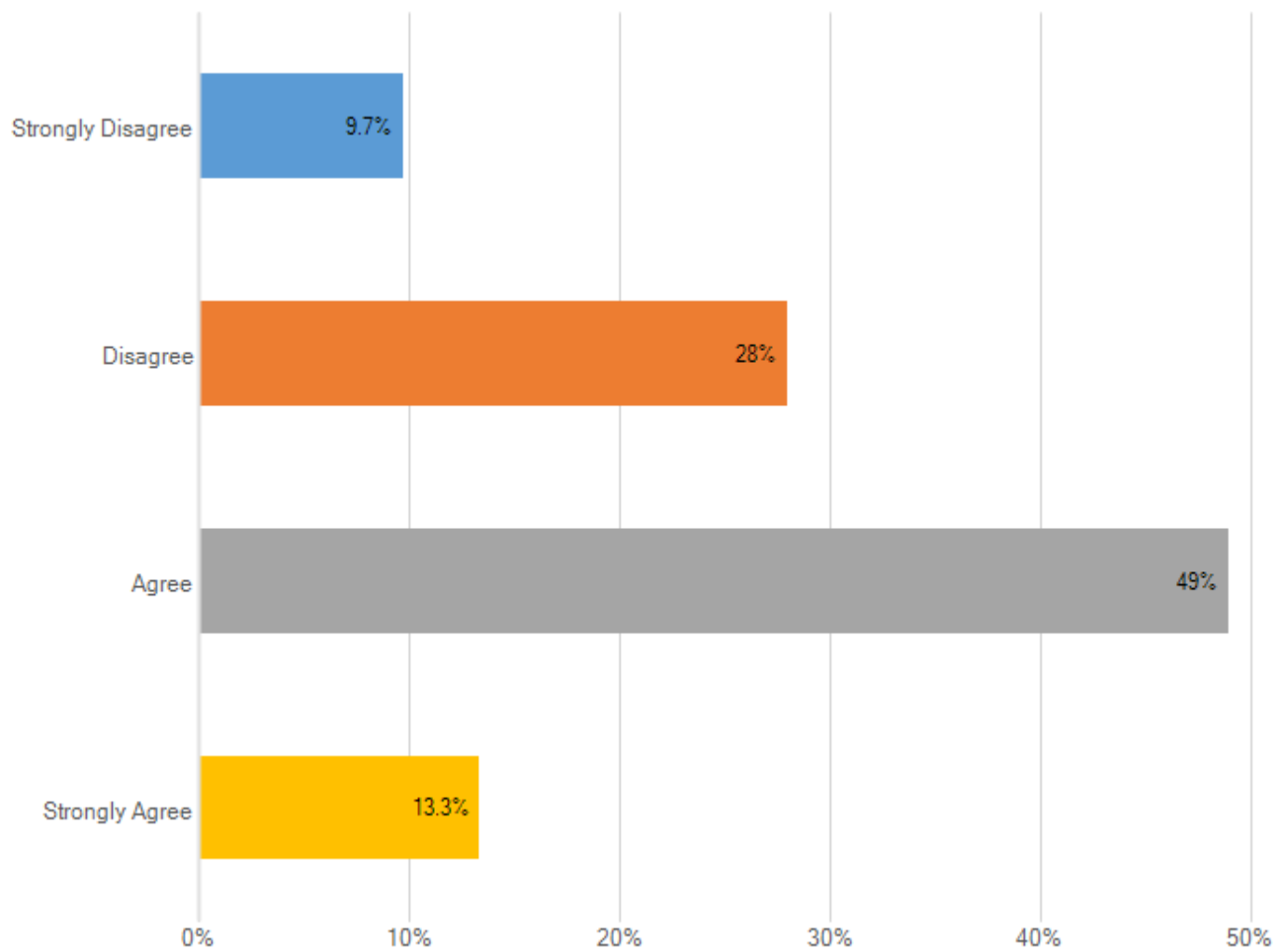
The senior leadership team have communicated a vision for the Cultural Traits at CIT



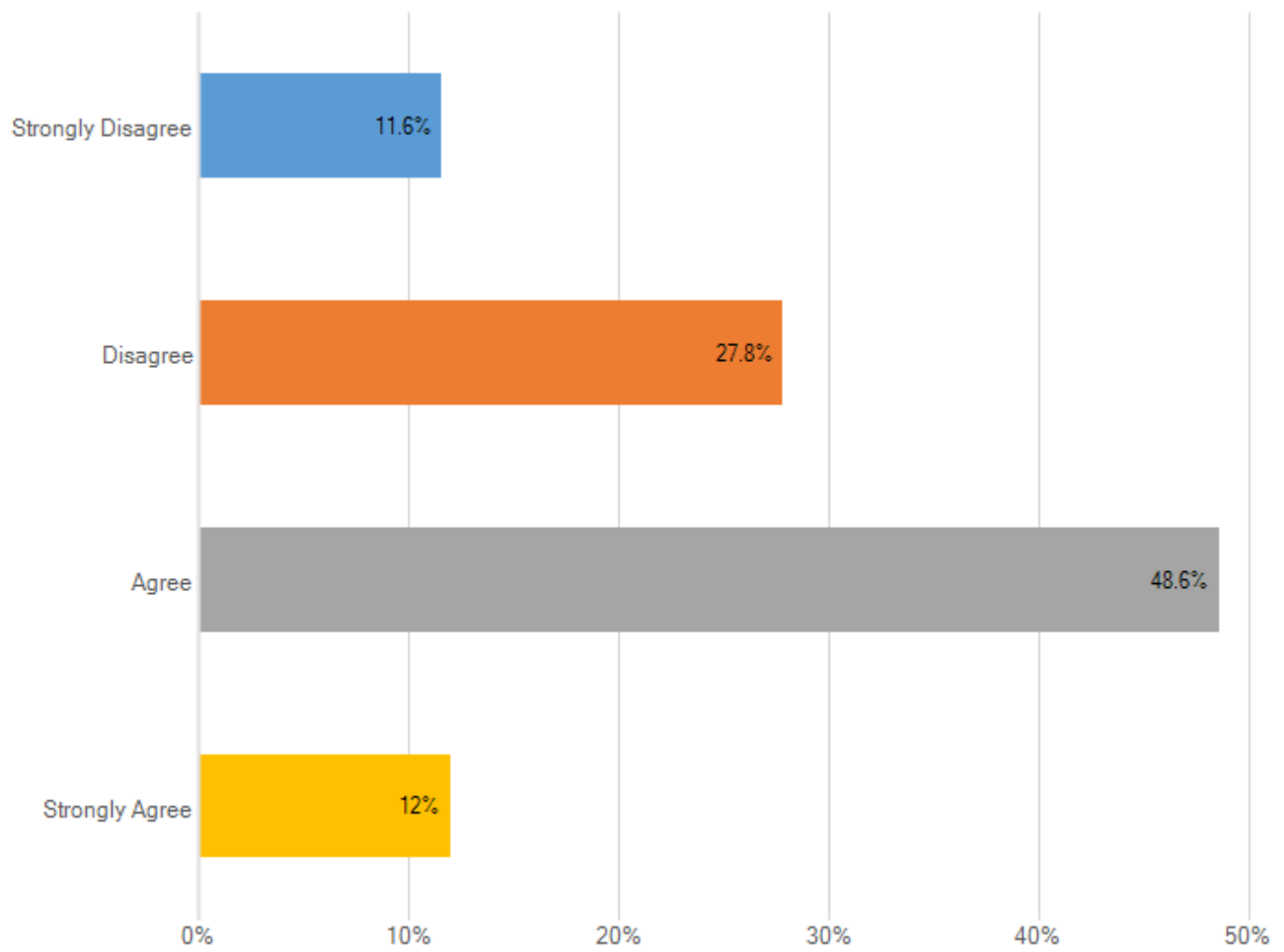
In times of change, senior managers provide sufficient information about the purpose of the changes



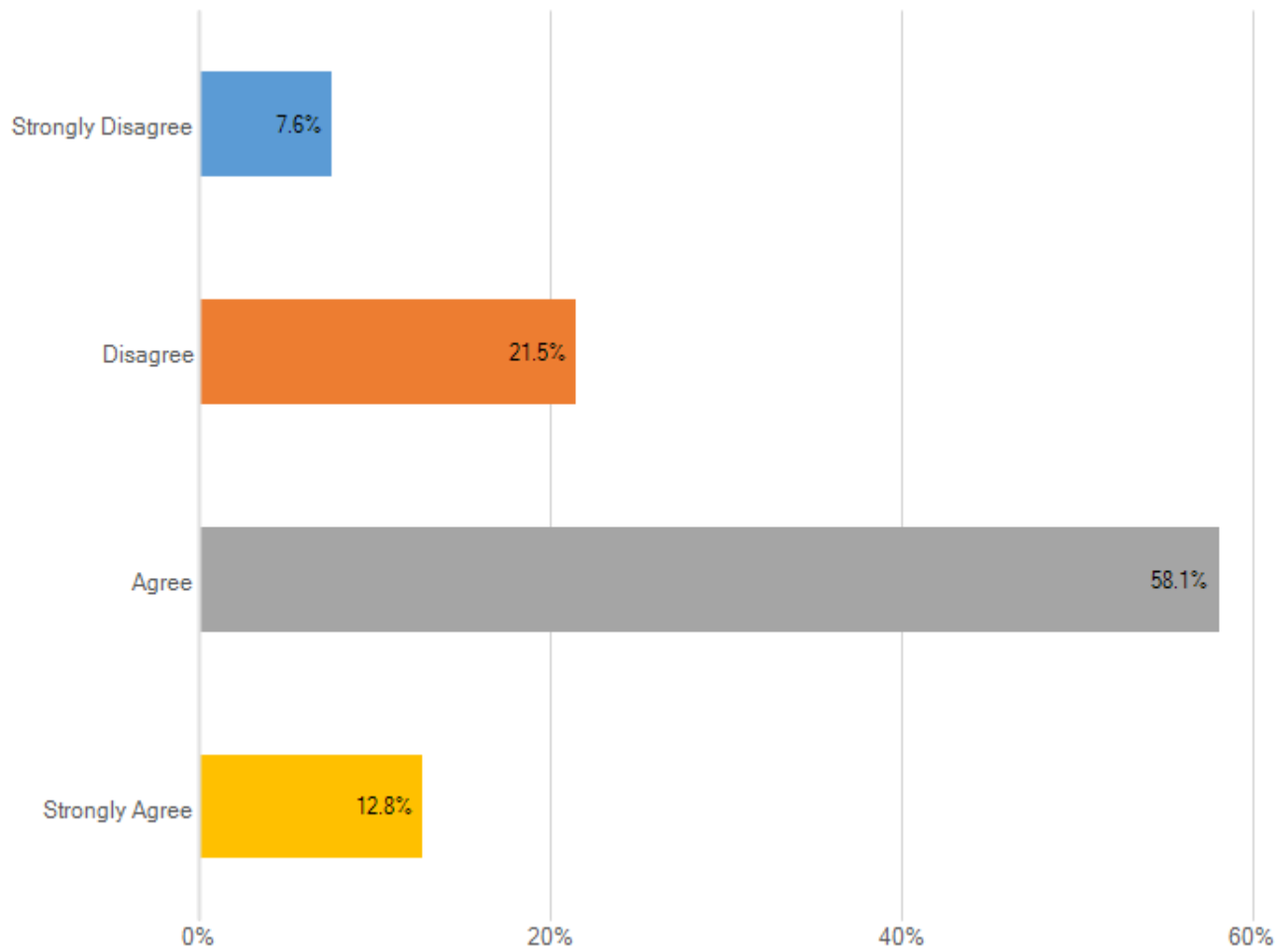
I can ask management any reasonable question and get an honest answer



Senior leaders are visible at CIT



CIT Executives model CITs Cultural Traits



What keeps you working at CIT?

work(158) students(156) team(79)
working(77) enjoy(70) people(65) teaching(56) love(55)

Responses (records 1 - 10 only) (Total number of comments = 432)	
[REDACTED]	
[REDACTED]	
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[REDACTED]	
[REDACTED]	

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

staff(141) work(61) teachers(56) students(52)

Responses (records 1 - 10 only) (Total number of comments = 414)	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Do you have any other comments or questions?

staff(106)

Responses (records 1 - 10 only) (Total number of comments = 341)	



Details Respondents Distribution **Reports** Results

Response reports Dashboards **New!** Survey metrics Geo-location

Standard reports

[Comprehensive](#)



[Verbatim](#)



[Crosstab banner](#)



[Comparison](#)



Saved reports



	Name	Date updated	Author	Shared		
Edit	2019 CIT Staff Survey (Comprehensive)	07/02/2020 03:30 PM		No	Delete	Share
Edit	2019 CIT Staff Survey - WordCloud	09/10/2019 04:54 PM		No	Delete	Share
Edit	BL - Basic Report	03/12/2019 12:03 PM		No	Delete	Share

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Page size: 10 ▼


11 items in 2 pages


- Details
- Respondents
- Distribution
- Reports
- Results

ACTIONS


-  Survey designer
-  Preview survey
-  Test survey


Information





Survey ID: **148**  Audit log


Questions: 74 Time taken: 18 mins, 16 secs

 Name: 2019 Staff Survey (Original)


 Type: Invitational - Invitational

 Render modes: Hybrid


 Multilingual

 Landing page editor: Application default


Closed




Structural changes have been disabled in the designer.

 Rollback survey to draft

Survey has been closed for 322 days.

 Start date: 1/10/2019 12:00:00 AM

 End date: 1/11/2019 9:45:54 AM

Open survey for 30 days

Published




Survey has already been published.





There are no pending changes.

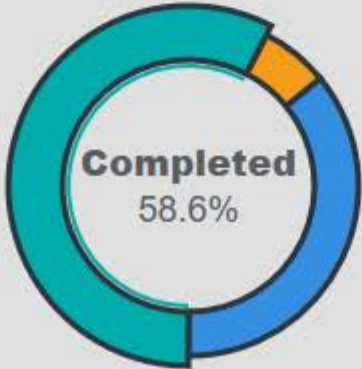
Survey last modified: on 3/10/2019

 Publish log Survey version: 9.3


Progress

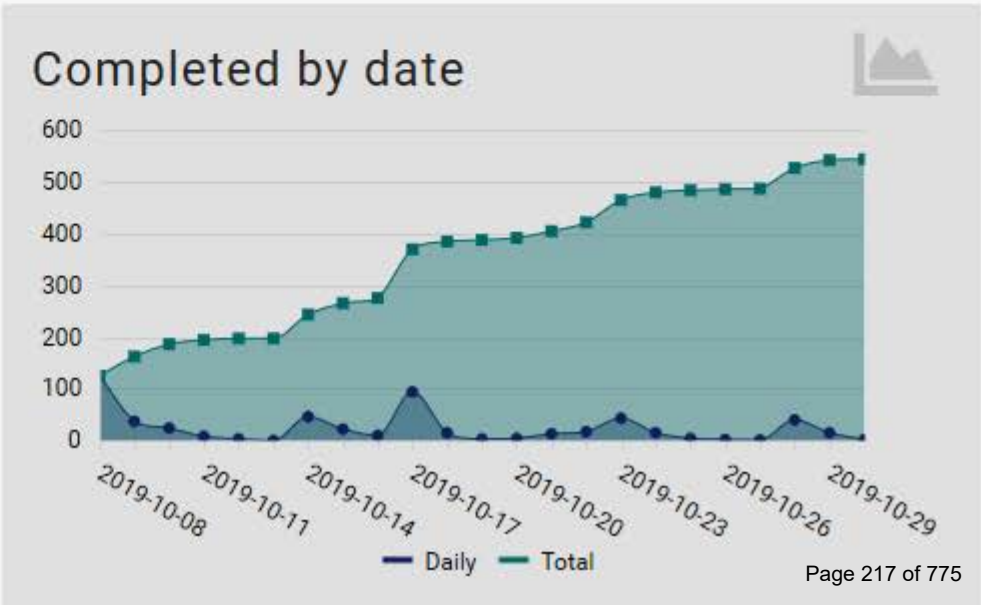


Status	Total	Today
 Invited	334	
 Read	50	
 Started	0	
 Completed	543	
Total	927	



Completed 58.6%





Text Response

NPS Group

Passive

Passive
Detractor

Promoter
Promoter
Promoter
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Promoter

Detractor
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[illegible]

[REDACTED]

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NPS Group

Passive
Passive
Detractor

Promoter
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[REDACTED]

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[REDACTED]

NPS Group

Passive
Passive
Detractor
Promoter
Passive

Detractor
Promoter
Promoter
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Question (group) 2
Cultural Trait Factor

Accountable

Adaptable

Collaborative

Customer Centric

Inspirational

Professional

Trusted

Question

I demonstrate the Cultural Traits

I understand CIT's Cultural Traits

My manager has effectively communicated the Cultural Traits

My manager models the Cultural Traits

My team demonstrates the Cultural Traits

I have a good understanding of CIT's Strategic Compass

I understand how my role contributes to CIT's Strategic Compass

I understand the need for the changes and directions outlined in the Strategic Compass

My manager holds team members accountable for achieving their objectives

My manager's actions are consistent with their words they practice what they preach

My team's objectives are aligned CIT's Strategic Compass

I seek opportunities to continuously improve and grow my capability

In my team, we are highly effective in anticipating and meeting changing customer needs

In my team, we manage change effectively

In times of change, senior managers provide sufficient information about the purpose of the changes

In times of change, we help each other understand and adapt to the new ways of working

I work with others to achieve things I cannot achieve on my own

In my team, we work well with our colleagues

It is easy to collaborate with other teams within CIT

My manager encourages collaboration on my team

My team always tries to improve its performance

My team takes time to celebrate our successes

CIT's processes and procedures allow me to effectively meet our customers' needs

I feel I have the necessary skills to provide good customer service

I have the authority to take action to meet our customers' needs

My team monitors our customer satisfaction levels and seeks ways to improve them

People are recognized when they go above and beyond for customers on my team

CIT motivates me to go above and beyond in my role

I feel proud to tell people where I work

The senior leadership team have communicated a vision for CIT

The senior leadership team have communicated a vision for the Cultural Traits at CIT

There is a clear communication process when change in CIT is proposed

CIT is a very professional organisation

I actively seek feedback about my performance at work

I have a clear understanding of my job responsibilities and what is expected of me

I have the resources I need to be most effective in my role

I have the training I need to be successful in my role

I receive regular communication from my manager about what is happening at CIT

My job makes good use of my skills and abilities

My manager helps me understand my strengths and areas for development

My manager provides me with ongoing feedback about how I am going

My team operates professionally

have the authority I need to do my job effectively

I am able to communicate freely up the line, even when I am communicating bad news

I am allowed to make mistakes and to learn from them

I am encouraged to come up with new ways of doing things in my role

I can ask management any reasonable question and get an honest answer

I feel valued and respected by my Manager

My manager listens to and acts on my ideas

There is open and honest two-way communication on my team

Response (group) 3					
Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
50.6%	36.2%	11.7%	0.8%	0.8%	
49.2%	32.7%	11.3%	4.2%	2.5%	
40.4%	31.3%	15.8%	7.5%	5.0%	
40.0%	33.1%	17.3%	5.2%	4.4%	
37.7%	36.7%	17.5%	5.6%	2.5%	
26.3%	43.8%	20.6%	6.0%	3.3%	
27.3%	41.9%	22.9%	5.6%	2.3%	
38.1%	38.1%	18.8%	3.3%	1.7%	
31.2%	40.8%	15.4%	8.1%	4.6%	
36.9%	34.2%	13.5%	8.5%	6.9%	
32.1%	38.3%	24.8%	2.7%	2.1%	
51.5%	39.8%	6.9%	1.7%		
27.5%	41.2%	15.0%	11.2%	5.2%	
29.8%	43.7%	13.1%	8.8%	4.6%	
13.3%	36.5%	21.5%	18.7%	10.0%	
30.4%	43.3%	14.4%	9.2%	2.7%	
45.8%	39.0%	11.0%	3.1%	1.2%	
46.7%	35.6%	8.8%	6.5%	2.3%	
10.0%	39.4%	21.5%	21.3%	7.7%	
45.2%	31.7%	12.1%	6.0%	5.0%	
41.5%	39.4%	10.2%	7.5%	1.3%	
17.7%	38.7%	22.9%	15.0%	5.8%	
11.0%	42.3%	15.0%	21.0%	10.8%	
64.6%	31.3%	2.9%	1.2%		
22.3%	45.4%	16.0%	12.9%	3.5%	
31.3%	37.9%	16.5%	10.8%	3.5%	
20.8%	33.5%	22.3%	16.0%	7.5%	
22.5%	38.7%	20.4%	11.7%	6.7%	
41.9%	39.4%	11.0%	6.3%	1.3%	
31.7%	41.2%	16.5%	6.7%	3.8%	
38.3%	36.9%	15.6%	6.5%	2.7%	
14.2%	39.2%	18.3%	18.7%	9.6%	
17.7%	44.6%	19.6%	15.0%	3.1%	
27.7%	41.9%	20.2%	8.1%	2.1%	
47.7%	37.3%	6.0%	6.7%	2.3%	
15.0%	43.3%	12.7%	20.0%	9.0%	
41.0%	43.8%	7.9%	5.8%	1.5%	
38.1%	33.8%	11.7%	11.2%	5.2%	
45.0%	38.8%	6.0%	7.5%	2.7%	
29.6%	35.2%	20.4%	9.4%	5.4%	
27.7%	34.8%	18.3%	13.1%	6.2%	
43.7%	39.2%	9.0%	6.2%	1.9%	
25.4%	46.7%	11.5%	11.7%	4.6%	
33.7%	36.5%	12.7%	10.6%	6.5%	
30.4%	45.2%	15.6%	6.5%	2.3%	
38.5%	36.0%	12.3%	9.6%	3.7%	
31.5%	37.5%	13.5%	11.0%	6.5%	
45.0%	32.7%	10.6%	5.0%	6.7%	

37.3%	39.6%	10.4%	8.3%	4.4%
32.1%	42.1%	11.2%	9.6%	5.0%

Sum of agree	Average
86.7%	78%
81.9%	
71.7%	
73.1%	
74.4%	
70.2%	72%
69.2%	
76.2%	
71.9%	
71.2%	
70.4%	71%
91.3%	
68.7%	
73.5%	
49.8%	
73.7%	72%
84.8%	
82.3%	
49.4%	
76.9%	
81.0%	68%
56.3%	
53.3%	
96.0%	
67.7%	
69.2%	69%
54.2%	
61.2%	
81.3%	
72.9%	
75.2%	73%
53.5%	
62.3%	
69.6%	
85.0%	
58.3%	74%
84.8%	
71.9%	
83.8%	
64.8%	
62.5%	74%
82.9%	
72.1%	
70.2%	
75.6%	
74.4%	
69.0%	
77.7%	

76.9%
74.2%

Breakout by Categories



Break out by One level below

	2017 Hierarchy	CIT Brand & Business Development	CIT Business, Tourism & Accounting	CIT Corporate Services	CIT Health, Community & Science	CIT Pathways College	CIT Student & Academic Services	CIT Technology & Design	CIT Trade Skills & Vocational Learning
Autonomy and Empowerment	74.6%	87.2%	83.3%	79.9%	66.7%	84.4%	79.0%	70.1%	61.3%
Collaborative	72.1%	84.6%	73.7%	79.5%	62.7%	66.7%	81.7%	64.0%	62.2%
Communication	72.1%	87.2%	74.6%	73.5%	58.6%	76.7%	81.1%	66.7%	67.2%
Company Leadership	62.7%	84.6%	67.8%	75.3%	50.9%	58.3%	72.2%	53.7%	49.6%
Cultural Traits	77.7%	96.9%	78.4%	81.9%	67.8%	86.0%	87.4%	68.4%	62.4%
Customer Focus	68.3%	80.8%	66.2%	78.5%	61.3%	62.8%	79.0%	59.0%	55.1%
Engagement – Organisational Commitment	71.2%	73.1%	71.1%	82.2%	64.4%	75.0%	76.5%	67.2%	58.1%
Professionalism	71.6%	84.6%	76.3%	78.5%	67.8%	66.7%	81.1%	64.7%	54.9%
Strategic Alignment	71.6%	98.1%	69.1%	83.2%	58.9%	52.5%	86.4%	57.8%	55.9%
Supportive Management	71.0%	88.5%	70.5%	79.7%	64.1%	71.0%	82.1%	61.6%	61.0%
Training and Development	86.5%	84.6%	93.9%	88.6%	83.5%	93.3%	88.1%	82.6%	80.4%

Breakout by Questions



Break out by One level below

	2017 Hierarchy	CIT Brand & Business Development	CIT Business, Tourism & Accounting	CIT Corporate Services	CIT Health, Community & Science	CIT Pathways College	CIT Student & Academic Services	CIT Technology & Design	CIT Trade Skills & Vocational Learning
I have the authority I need to do my job effectively	72.2%	84.6%	84.2%	79.5%	59.8%	83.3%	79.0%	68.7%	57.4%
In times of change, we help each other understand and adapt to the new ways of working	73.8%	76.9%	71.1%	75.3%	65.5%	80.0%	81.5%	64.2%	66.2%
There is a clear communication process when change in CIT is proposed	53.3%	76.9%	60.5%	68.5%	41.4%	46.7%	67.9%	40.3%	41.2%
In times of change, senior managers provide sufficient information about the purpose of the changes	49.6%	69.2%	55.3%	61.6%	39.1%	40.0%	58.0%	41.8%	41.2%
My manager has effectively communicated the Cultural Traits	71.8%	100.0%	73.7%	78.1%	62.1%	83.3%	82.7%	61.2%	54.4%
I understand CIT's Cultural Traits	82.0%	100.0%	84.2%	84.9%	71.3%	90.0%	90.1%	74.6%	67.6%
My team demonstrates the Cultural Traits	74.5%	84.6%	71.1%	78.1%	63.2%	80.0%	86.4%	67.2%	58.8%
My manager models the Cultural Traits	73.2%	100.0%	73.7%	80.8%	63.2%	83.3%	82.7%	59.7%	57.4%
I demonstrate the Cultural Traits	86.8%	100.0%	89.5%	87.7%	79.3%	93.3%	95.1%	79.1%	73.5%
People are recognized when they go above and beyond for customers on my team	54.4%	69.2%	57.9%	60.3%	44.8%	50.0%	64.2%	38.8%	44.1%
I have the authority to take action to meet our customers' needs	67.8%	84.6%	65.8%	72.6%	66.7%	50.0%	75.3%	59.7%	55.9%
In my team, we work well with our colleagues	82.4%	84.6%	81.6%	89.0%	69.0%	80.0%	87.7%	83.6%	75.0%
CIT's processes and procedures allow me to effectively meet our customers' needs	53.4%	69.2%	55.3%	74.0%	43.7%	43.3%	72.8%	41.8%	35.3%
In my team, we are highly effective in anticipating and meeting changing customer needs	68.8%	76.9%	50.0%	90.4%	59.8%	56.7%	87.7%	56.7%	47.1%
I feel I have the necessary skills to provide good customer service	96.0%	100.0%	100.0%	100.0%	93.1%	96.7%	96.3%	94.0%	89.7%

My team monitors our customer satisfaction levels and seeks ways to improve them	69.3%	84.6%	68.4%	74.0%	59.8%	80.0%	77.8%	62.7%	58.8%
I feel proud to tell people where I work	81.2%	69.2%	81.6%	90.4%	78.2%	86.7%	85.2%	82.1%	67.6%
CIT motivates me to go above and beyond in my role	61.1%	76.9%	60.5%	74.0%	50.6%	63.3%	67.9%	52.2%	48.5%
My manager listens to and acts on my ideas	77.0%	92.3%	81.6%	83.6%	71.3%	90.0%	82.7%	73.1%	63.2%
CIT is a very professional organisation	62.3%	76.9%	68.4%	75.3%	57.5%	56.7%	72.8%	50.7%	42.6%
My team operates professionally	83.0%	84.6%	81.6%	91.8%	77.0%	83.3%	86.4%	80.6%	70.6%
I actively seek feedback about my performance at work	69.5%	92.3%	78.9%	68.5%	69.0%	60.0%	84.0%	62.7%	51.5%
My manager encourages collaboration on my team	77.0%	100.0%	86.8%	82.2%	69.0%	83.3%	85.2%	68.7%	66.2%
I understand the need for the changes and directions outlined in the Strategic Compass	76.2%	100.0%	73.7%	89.0%	69.0%	53.3%	87.7%	58.2%	67.6%
My team's objectives are aligned CIT's Strategic Compass	70.5%	92.3%	65.8%	80.8%	57.5%	53.3%	86.4%	56.7%	58.8%
I have a good understanding of CIT's Strategic Compass	70.3%	100.0%	68.4%	80.8%	54.0%	53.3%	86.4%	58.2%	50.0%
I understand how my role contributes to CIT's Strategic Compass	69.3%	100.0%	68.4%	82.2%	55.2%	50.0%	85.2%	58.2%	47.1%
I have the resources I need to be most effective in my role	58.4%	76.9%	63.2%	76.7%	54.0%	53.3%	77.8%	40.3%	36.8%
My managers actions are consistent with their words&they practice what	71.3%	92.3%	73.7%	76.7%	65.5%	76.7%	86.4%	64.2%	58.8%
My manager holds team members accountable for achieving their objectives	72.0%	92.3%	60.5%	78.1%	69.0%	83.3%	84.0%	65.7%	58.8%
I am encouraged to come up with new ways of doing things in my role	74.5%	84.6%	84.2%	76.7%	69.0%	80.0%	75.3%	68.7%	63.2%
My manager helps me understand my strengths and areas for development	64.9%	84.6%	65.8%	71.2%	56.3%	53.3%	76.5%	61.2%	55.9%
My manager provides me with ongoing feedback about how I am going	62.6%	92.3%	65.8%	71.2%	56.3%	50.0%	70.4%	56.7%	52.9%
It is easy to collaborate with other teams within CIT	49.6%	69.2%	42.1%	68.5%	34.5%	26.7%	74.1%	35.8%	36.8%
I am allowed to make mistakes and to learn from them	75.7%	84.6%	76.3%	80.8%	72.4%	73.3%	84.0%	71.6%	60.3%
In my team, we manage change effectively	73.6%	84.6%	68.4%	87.7%	55.2%	70.0%	85.2%	59.7%	70.6%
I can ask management any reasonable question and get an honest answer	69.0%	84.6%	65.8%	78.1%	63.2%	76.7%	75.3%	53.7%	64.7%
I have a clear understanding of my job responsibilities and what is expected of me	85.1%	100.0%	84.2%	90.4%	78.2%	90.0%	95.1%	74.6%	80.9%
I feel valued and respected by my Manager	77.8%	92.3%	81.6%	86.3%	71.3%	83.3%	86.4%	68.7%	70.6%
I have the training I need to be successful in my role	84.7%	76.9%	89.5%	87.7%	81.6%	90.0%	88.9%	82.1%	79.4%
I seek opportunities to continuously improve and grow my capability	91.2%	100.0%	100.0%	90.4%	93.1%	96.7%	88.9%	85.1%	83.8%
My job makes good use of my skills and abilities	83.7%	76.9%	92.1%	87.7%	75.9%	93.3%	86.4%	80.6%	77.9%
I receive regular communication from my manager about what is happening at CIT	71.8%	92.3%	78.9%	72.6%	58.6%	83.3%	85.2%	61.2%	64.7%
My team takes time to celebrate our successes	56.3%	69.2%	68.4%	64.4%	49.4%	50.0%	65.4%	47.8%	35.3%
There is open and honest two-way communication on my team	74.3%	76.9%	73.7%	80.8%	56.3%	76.7%	82.7%	74.6%	67.6%
My team always tries to improve its performance	81.0%	100.0%	78.9%	84.9%	72.4%	73.3%	85.2%	76.1%	76.5%
I am able to communicate freely up the line, even when I am communicating bad news	70.1%	92.3%	71.1%	67.1%	60.9%	70.0%	75.3%	64.2%	69.1%

The senior leadership team have communicated a vision for CIT	72.6%	92.3%	71.1%	87.7%	62.1%	66.7%	79.0%	62.7%	61.8%
The senior leadership team have communicated a vision for the Cultural Traits at CIT	75.3%	100.0%	84.2%	83.6%	60.9%	80.0%	84.0%	70.1%	54.4%
I work with others to achieve things I cannot achieve on my	84.7%	92.3%	86.8%	91.8%	79.3%	73.3%	92.6%	71.6%	79.4%

College/Division Response Rates

	Invited	Responded	Participation Rate
Overall	931	544	58.4%
CIT Business and Leadership			48.3%
CIT Corporate Services			68.7%
CIT Education and Training Services			82.8%
CIT Health, Community and Science			50.4%
CIT Ind Engagement and Strat Relations			89.8%
CIT Pathways College			61.3%
CIT Technology and Design			48.6%
CIT Trade Skills			50.3%
CIT Yurauna Centre			Unable to report

As at 5pm 29 October 2019.

	Invited	Responded
Overall	881	522
CIT Brand & Business Development	19	13
CIT Business, Tourism & Accounting	74	38
CIT Corporate Services	95	73
CIT Health, Community & Science	178	87
CIT Pathways College	57	30
CIT Student & Academic Services	103	81
CIT Technology & Design	142	67
CIT Trade Skills & Vocational Learning	127	68

Participation Rate

- 59%
- 68%
- 51%
- 77%
- 49%
- 53%
- 79%
- 47%
- 54%

2019 CIT Staff Survey – Key Findings

KEY FINDINGS

2019 results with high levels of satisfaction or increased satisfaction levels compared to 2017 include:

- > I understand CIT's Cultural Traits*
- > I demonstrate CIT's Cultural Traits*
- > I seek opportunities to continuously improve and grow my capability
- > I feel I have the necessary skills to provide good customer service
- > I work with others to achieve things I cannot achieve on my own
- > In my team, we work well with our colleagues
- > I understand why diversity and inclusion are important for CIT

'I have the necessary skills to provide good customer service' and asterisked items (above) are 1 or more standard deviations above the mean.

2019 results with low levels of satisfaction include:

- > There is a clear communication process when change in CIT is proposed
- > I can ask management any reasonable question and get an honest answer
- > CIT motivates me to go above and beyond in my role
- > In times of change, senior managers provide sufficient information about the purpose of the change
- > CIT's processes and procedures allow me to effectively meet our customers' needs
- > It is easy to collaborate with other teams within CIT
- > I have the resources I need to be most effective in my role
- > I feel confident to challenge the way things are done at CIT
- > Poor performance is dealt with effectively in my team

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

The final part of the survey poses three questions to respondents for which they can comment using free text. Comments to the final 3 questions show that staff satisfaction is highest regarding the individual's own passion for teaching students and altruistic desires for public education, the effectiveness of working relationships with immediate peers and specific benefits derived from basic working conditions at CIT.

There is variability in how proud respondents are about working at CIT. Areas of significant dissatisfaction include:

- > Many report satisfactory working relationships with their immediate teams but feel disengaged from the executive and management with repeated calls for improved participation in decision making and better communication particularly during times of change
- > The passion for teaching and altruistic goals and community goodwill are shared broadly amongst staff in stark contrast with a lack of organisational cohesion
- > There is disagreement with local budget cuts particularly in the face of executive [REDACTED]
[REDACTED] [REDACTED] [REDACTED]
- > Increased scarcity of opportunities of collaboration and organisational ascension could be the cause of increasing horizontal competition and tension manifested by appropriate acknowledgement and respect and marginalisation of individuals
- > Resourcing is raised including equity of professional development for teachers and general staff, adequacy of staffing, systems, equipment and facilities
- > Motivation levels are low with many citing employment conditions such as permanency and flexibility as a key reason for remaining at CIT. the need for tenure is features strongly from other staff.

BACKGROUND

The features and structure of the survey tool e.g. number and types of questions are at **Appendix A**.

SURVEY DETAILS

A total of 544 respondents participated (i.e. response rate of 59%) in the survey. This is double the minimum sample size required for statistical significance at an organisational level and reflects a 3% margin of error. Comparatively, this is a 4.2% increase from 2017 (n=522); additional survey metrics are provided at **Appendix B**.

Details of different groups represented in the survey that determine statistical significance are at **Appendix C**.

The proportion of responses per College/Division and campus is at **Appendix D**.

ANALYSIS

Net Promoter Score

The Net Promoter Score uses a set formula to calculate a final NPS value (Appendix E). The results to the question "I would recommend this company to family or friends as a great place to work" are displayed using the NPS formula.

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

A comparison of 2019 and 2017 results (Table 4, Appendix F) indicates that:

- > More detractors in 2019 (44.4%) compared to 2017 (36.9%).
- > Fewer neutrals in 2019 (34.4%) compared to 2017 (37.4%).
- > Fewer promoters in 2019 (21.2%) compared to 2017 (27.2%).

Details of an alternative and widely accepted format of the Net Promoter Score is provided in Appendix E and this allows potential comparison with similar market sectors.

Thematic Analysis

The highest level of agreement (top three) are provided below.

Training and Development (71.4) | Cultural Traits (68.9) | Collaborative (66.9)

Two of the top themes in 2017 (Communication and Autonomy and Empowerment) have dropped significantly in 2019.

Lowest levels of satisfaction (bottom three) according to themes are:

Company Leadership (55.3) | Engagement (60.8) | Autonomy and Empowerment (62.5)

Statement Analysis – High and Increasing Satisfaction

Staff satisfaction can be inferred from high satisfaction levels and (positive) relative change (i.e. percent difference) from the present survey results to those seen in 2017.

High satisfaction levels (i.e. top 10% or above 90%) generally mirror 2017 results and relate to factors within the individual's control (i.e. personal attributes).

Statement	2017	2019	% diff
I understand CIT's Cultural Traits	92.4	94.4	+2.2
I demonstrate CITs Cultural Traits	98.3	96.7	-1.6

I seek opportunities to continuously improve and grow my capability	97.9	96.7	-1.3
I feel I have the necessary skills to provide good customer service	98.8	97.8	-1.0
I work with others to achieve things I cannot achieve on my own	95.3	95.0	-0.3
In my team, we work well with our colleagues	90.3	90.0	-0.3
I understand why diversity and inclusion are important for CIT	n/a	98.4	n/a

'I have the necessary skills to provide good customer service' and 'I demonstrate the Cultural Traits' were 2 standard deviations above the mean. Satisfaction levels for 'I understand CIT's Cultural Traits' is the only incidence with positive relative change since 2017.

The phrasing of the above two statements focus on behaviours within an individual's control or personal attributes and may contribute to (false) high satisfaction levels. It is strongly recommended to amend the wording in future surveys to link the cultural traits to organisational outcomes rather than individual assessment.

High satisfaction levels in 'In my team, we work well with our colleagues' and 'I work with others to achieve things I cannot achieve on my own' are also reflected in comments in the final 3 questions which show many teams are working harmoniously. However, high satisfaction levels in 'I seek opportunities to continuously improve and grow my capability' conflict with comments that show angst with the disparity in opportunities to engage in CIT cross-functional teams and lack of professional development opportunities at CIT.

Statement Analysis – Low and Declining Satisfaction

It is important to review areas of increased dissatisfaction particularly low levels of satisfaction and high rates of (negative) relative change (i.e. percent difference). Apart from satisfaction levels for *I understand CIT's Cultural Traits*, all remaining variables show (negative) relative change since 2017.

Low satisfaction levels (i.e. highest percent differences, satisfaction in bottom 10% or below 70%) largely mirror 2017 results and tend to relate to factors outside the individual's control.

Statement	2017	2019	% diff
There is a clear communication process when change in CIT is proposed	65.1	44.9	-31.0
I can ask management any reasonable question and get an honest answer	79.6	61.8	-22.4
CIT motivates me to go above and beyond in my role	76.7	60.6	-20.9
In times of change, senior managers provide sufficient information about the purpose of the changes	86.1	70.9	-17.7
CIT's processes and procedures allow me to effectively meet our customers' needs	62.8	53.3	-15.1
It is easy to collaborate with other teams within CIT	63.2	59.2	-6.3
I have the resources I need to be most effective in my role	66.9	64.7	-3.3
I feel confident to challenge the way things are done at CIT	n/a	55.7	n/a
Poor performance is dealt with effectively in my team	n/a	61.9	n/a

'There is a clear communication process when change in CIT is proposed' and 'CIT's processes and procedures allow me to effectively meet our customers' needs' were 1 standard deviation below the mean.

As was seen in 2017, 2019 levels of dissatisfaction are most pronounced in:

- > permanent part-time (highest)
- > permanent full-time (2nd highest)
- > temporary full-time staff (3rd highest).

Casual staff show the least dissatisfaction compared to the above categories of staff and likely to result from less reliance on CIT for the individual's professional identity and advancement.

Textual Analysis – Key Themes

What keeps you working at CIT?

This non-mandatory question yielded responses from 404 respondents (74.3%). Comments are provided at Appendix F and a breakdown by theme at Appendix I.

Many respondent comments cite the individual's passion for teaching students and altruistic desires as key reasons for staying at CIT, some cite pride working for the organisation.

Respondents typically responded negatively about one or more of the following thematic areas (Appendices G and J):

1. The strong CIT reputation, sense of purpose to equip students and the future workforce, recognition of the role that VET has in responding to industry needs
2. participatory workplace:
 - a. structure, mixed comments some say leadership and management are unresponsive others say they admire their HOD, haphazard communication
 - b. many cite effective relationships with peers and opportunities for collaboration, , culture of bullying
 - c. individual passion for teaching and students and inspiration of colleagues, mutually recognition and respect within discrete teams, some cite recognition for being capable in their specific role
3. organisational capability: opportunities to learn something new including access to professional development and further learning
4. employment conditions: being employed, tenure (permanent secure job), remuneration, benefits incl. flexible work arrangements and free parking

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

This non-mandatory question yielded responses from 375 respondents (68.9%). Details are provided at Appendix G and a breakdown by theme at Appendix I.

Many respondent comments cite the individual's passion for teaching students and altruistic desires as key reasons for staying at CIT, some cite pride working for the organisation.

Respondents typically responded negatively about one or more of the following thematic areas (Appendices H and J):

1. Risks to the CIT brand and reputation, a lack of focus/vision including the need for a more student-centric focus, ineffective responsiveness to industry training needs, a refocus on strategies to save money
2. participatory workplace:
 - a. concerns about a top heavy structure, need for better transparency and engagement of leadership with staff, decision-making, need for more regular and broader communication and consultation with staff, need for upskilling managers particularly for performance management and accountability, lack of support and recognition of staff

- b. staff feeling they cannot comment or question the status quo without reprisals, staff respect, horizontal relationships including collaboration, competition cliques, need for more effective strategies to address bullying in the workplace, opportunities
 - c. individual passion, recognition and respect
- 3. organisational capability: more professional development particularly for general staff
- 4. resourcing: more adequate staffing, more efficient systems, better equipment and facilities
- 5. employment conditions: tenure particularly reduction of casualization of the workforce, better remuneration

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Do you have any other comments or questions?

This non-mandatory question yielded responses from 205 respondents (37.7%). Details are provided at Appendix H and a breakdown by theme at Appendix I.

Some respondents praise and admire the job that the CEO and senior leadership team are doing and state they are looking forward to the future. Other respondents praise the organisation and state that they enjoy working here.

Respondents typically responded negatively about one or more of the following thematic areas (Appendices I and J):

1. Budget cuts risk CITs capability in a rapidly changing VET sector, less financial spending on executive and consultants, need to ramp up CITs brand presence, loss of focus/vision for the organisation, industry responsiveness
2. participatory workplace:
 - a. greater transparency of Board and Executive activity and decisions, need for less bureaucracy, better access and greater collaboration by leadership and management such as HODs, top down decision-making that is non-collaborative, ineffective delays or incomplete communication
 - b. a broken or toxic culture, ineffective or inequitable collaboration, , concerns about nepotism, lack of project accountability or outputs
 - c. need for boost in staff morale and more staff recognition and respect and more appropriate workloads
3. organisational capability: professional development needs for training in induction and eLearn, calls to improve RPL and Cert IV TAE, reduce waste such as CBRIN
4. resourcing: better staffing including tech support, need for better systems, equipment and facilities including BYOD
5. employment conditions: tenure, benefits incl. stand down, more flexible work arrangements and consideration of green policies

There were some comments that indicate a reluctance to speak frankly at work or respond truthfully to these questions due to fear of reprisals.

[REDACTED]

[REDACTED]

[REDACTED]

Specific comments about specific departments were infrequent.

APPENDIX A: SURVEY TOOL

The survey tool comprises 62 items:

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

I have a clear understanding of my job responsibilities and what is expected of me
I have the resources I need to be most effective in my role
I have the training I need to be successful in my role
I feel I have the necessary skills to provide good customer service
I have the authority I need to do my job effectively
I have the authority to take action to meet our customers' needs
I seek opportunities to continuously improve and grow my capability
I am encouraged to come up with new ways of doing things in my role
I am allowed to make mistakes and to learn from them
I work with others to achieve things I cannot achieve on my own
I actively seek feedback about my performance at work
My job makes good use of my skills and abilities
I understand CIT's Cultural Traits
I demonstrate the Cultural Traits
I have the opportunity for personal development at CIT
I am treated fairly and with respect while I am at work
My team operates professionally
In my team, we work well with our colleagues
My team takes time to celebrate our successes
My team always tries to improve its performance
There is open and honest two-way communication on my team
In my team, we are highly effective in anticipating and meeting changing customer needs
My team monitors our customer satisfaction levels and seeks ways to improve them
People are recognised when they go above and beyond for customers on my team
In my team, we manage change effectively
My team demonstrates the Cultural Traits
Poor performance is dealt with effectively in my team
I feel valued and respected by my Manager
My manager listens to and acts on my ideas
My manager provides me with ongoing feedback about how I am going
My manager helps me understand my strengths and areas for development
I am able to communicate freely up the line, even when I am communicating bad news
My manager encourages collaboration on my team
My manager holds team members accountable for achieving their objectives
My manager's actions are consistent with their words—they practice what they preach
I receive regular communication from my manager about what is happening at CIT
My manager has effectively communicated the Cultural Traits
My manager models the Cultural Traits
CIT is a very professional organisation
I feel proud to tell people where I work
I would recommend this company to family or friends as a great place to work
CIT motivates me to go above and beyond in my role
CIT's processes and procedures allow me to effectively meet our customers' needs
It is easy to collaborate with other teams within CIT
There is a clear communication process when change in CIT is proposed
In times of change, we help each other understand and adapt to the new ways of working
I have a good understanding of CIT's Strategic Compass
I understand the need for the changes and directions outlined in the Strategic Compass
I understand how my role contributes to CIT's Strategic Compass
My team's objectives are aligned CIT's Strategic Compass
I believe CIT would take appropriate action if I was being treated unfairly in the workplace
I feel confident to challenge the way things are done at CIT
I think CIT respects individual cultures / backgrounds
I understand why diversity and inclusion are important for CIT
I believe Health and Safety is taken seriously at CIT
The senior leadership team have communicated a vision for CIT
The senior leadership team have communicated a vision for the Cultural Traits at CIT
During change, senior managers provide sufficient information about purposes of changes
I can ask management any reasonable question and get an honest answer
CIT Executives model the Cultural Traits
What keeps you working at CIT?
If you could change one thing about CIT what would it be?
Do you have any other comments or questions?

Table 1: Survey Tool

APPENDIX B SURVEY DETAILS

The survey details are provided in Table 1.

Survey Details	Details
Date opened	8 October 2019
Date closed	29 October 2019
Total Reminders (n)	3
Total Respondents (n)	544
Total Population (n)	930
Minimum sample size (5% Margin of error)	272
Response Rate (n)	59%
Non-completes (%)	7.2%

Table 2 Survey Metrics

APPENDIX C STATISTICAL SIGNIFICANCE

	Pop	Resp	Min ss	shortf all	Stat significance
Business and Leadership	58	29	51	-22	Result not significant; College low response rate does not allow confidence that College summary information is representative. Survey Manager dashboard allows presentation of Department data; for this College these cannot be used for comparative purposes; individual analysis acceptable only.
Health Community & Science	233	119	146	-27	Results are significant and may be accepted as representative of College summary information. Survey Manager dashboard allows presentation of Department data. No department achieved statistical significance: individual analysis acceptable only for departments.
Pathways	91	57	74	-17	Result not significant; College low response rate does not allow confidence that College summary information is representative. Survey Manager dashboard allows presentation of Department data; for this College these cannot be used for comparative purposes; individual analysis acceptable only.
Technology and Design	170	84	119	-35	Results are significant and may be accepted as representative of College summary information. Survey Manager dashboard allows presentation of Department data No department achieved statistical significance: individual analysis acceptable only for departments.
Corporate Services	66	46	57	-11	Result not significant; College low response rate does not allow confidence that College summary information is representative. Survey Manager dashboard allows presentation of Department data; for this College these cannot be used for comparative purposes; individual analysis acceptable only.
Education and Training Services	98	82	79	3	Results are significant and may be accepted as representative of College summary information. Survey Manager dashboard allows presentation of Department data No department achieved statistical significance: individual analysis acceptable only for departments.
Ind Engagement and Strat Relations	49	44	44	0	Results are significant and may be accepted as representative of College summary information. Survey Manager dashboard allows presentation of Department data No department achieved statistical significance: individual analysis acceptable only for departments.
Trade Skills	156	79	112	-33	Result not significant; College low response rate does not allow confidence that College summary information is representative. Survey Manager dashboard allows presentation of Department data; for this College these cannot be used for comparative purposes; individual analysis acceptable only.
Yurauna Centre					Unable to report
TOTAL	931	544	692	-148	Represents a 3% margin of error

APPENDIX D: RESPONDENT CHARACTERISTICS

College/Division	Bruce	Fyshwick	Gungahlin	Reid	Tuggeranong	TOTAL
Business and Leadership				5.3%		5.3%
Corporate Services	1.1%	0.2%		7.2%		8.5%
Education and Training Services	4.4%		0.4%	9.7%	0.6%	15.1%
Health, Community and Science	21.7%	0.2%		0.0%		21.9%
Ind Engagement and Strat Relations				8.1%		8.1%
Pathways College	3.3%	0.6%		6.4%	0.2%	10.5%
Technology and Design	3.5%			11.9%		15.4%
Trade Skills	4.4%	7.9%		2.2%		14.5%
Yurauna Centre	Unable to report					
TOTAL	38.6%	8.8%	0.4%	51.5%	0.7%	100%

Table 3: Response Rates per College/Divisions

APPENDIX E NET PROMOTER SCORE

The calculation used to calculate the 2017 NPS data appears unusual and does not provide a definitive NPS value. The section also uses terminology not normally associated with NPS calculations including:

- '5 being neutral'; neutral is equated with a percentage of 11%
- the 'majority of respondents (74%) indicated that they were, to varying degrees, 'likely' [to recommend CIT]'.

The standard method to calculate the NPS groups specific scores in a designated pattern with neutral being a summation of all '7' and '8' scores as follows:

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

Using the known total of respondents and using a more standardised calculation method the following represents 2017 NPS data. Having recalculated the data a comparison of the 2017 and 2019 is possible (Table 4).

NPS Score	2017 count	2017 %	2019 count	2019 %	% Difference
0	10	1.9%	20	3.9%	103%
1	9	1.7%	9	1.8%	2%
2	15	2.9%	26	5.1%	76%
3	21	4.0%	26	5.1%	26%
4	21	4.0%	25	4.9%	21%
5	58	11.1%	71	13.8%	24%
6	51	9.8%	51	9.9%	2%
7	88	16.9%	85	16.5%	-2%
8	106	20.3%	92	17.9%	-12%
9	64	12.3%	41	8.0%	-35%
10	79	15.1%	68	13.2%	-13%
TOTAL	522	100%	514	100%	

Table 4: Comparative NPS data (2019 vs 2017)

What keeps you working at CIT?

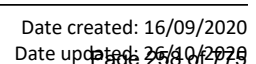
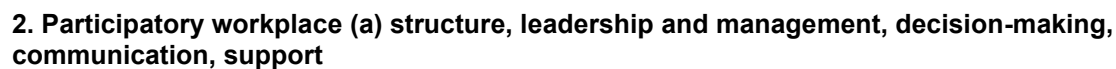
effectiveness
haphazard
CITs higher puppet
Chains
HOD trusted supported
eyeson reactive here
management
future approach planning
outstanding decisions
unresponsive role handsoff
executive
communication

[illegible]

Date created: 16/09/2020
Date updated: 26/10/2020

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

1. Brand, reputation, focus/vision, industry responsiveness



APPENDIX H TEXTUAL ANALYSIS

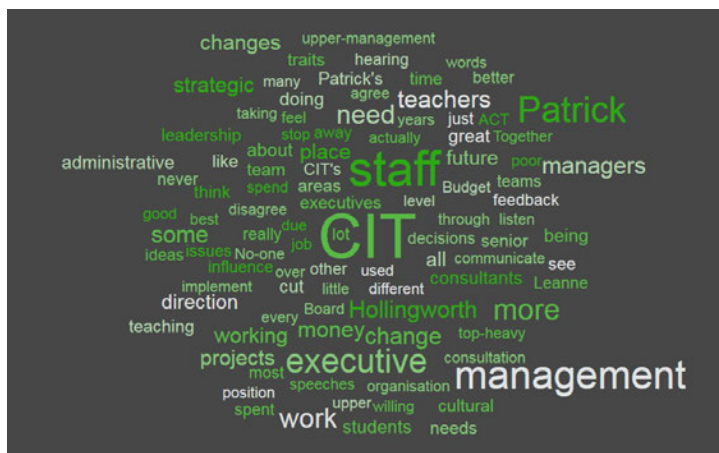
Do you have any other comments or questions?

This non-mandatory question yielded responses from 205 respondents (37.7%). Responses included both positive and negative comments that typically addressed one or more of the following thematic areas:

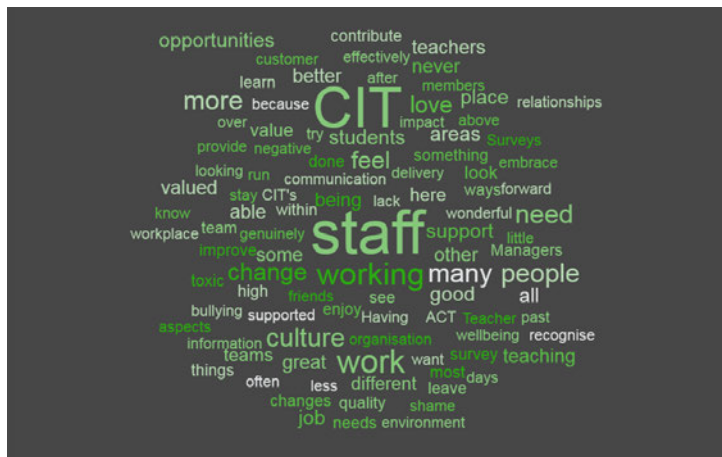
1. Brand, reputation, focus/vision, industry responsiveness



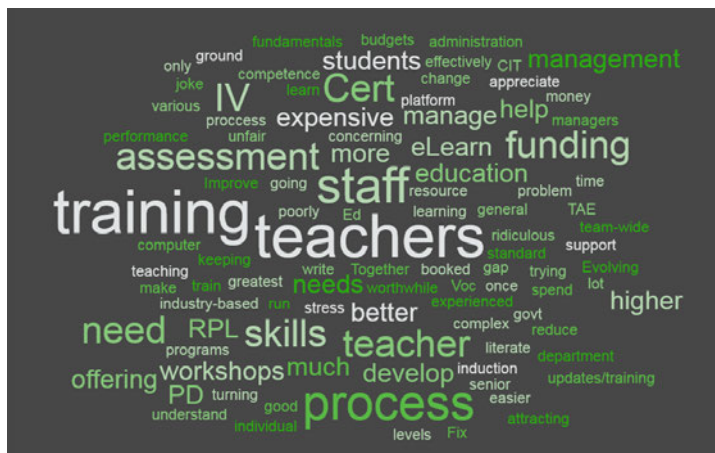
2. Participatory workplace (a) structure, leadership and management, decision-making, communication, support



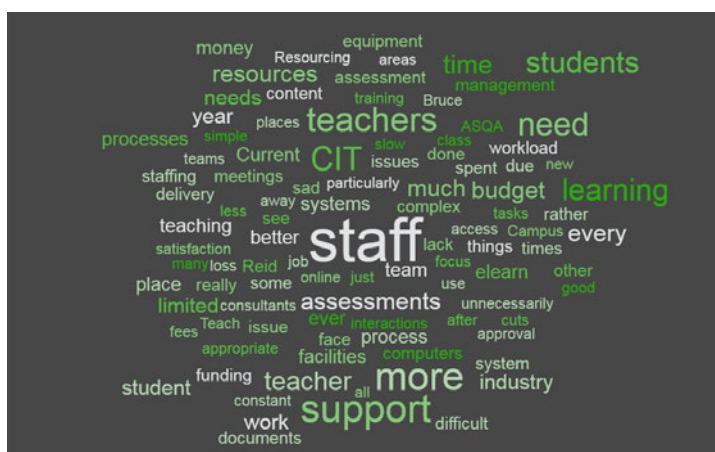
2. Participatory workplace (b) horizontal relationships including collaboration, competition cliques, bullying, opportunities and (c) individual passion, recognition and respect



3. Organisational capability: professional development



4. Resourcing: staffing, systems, equipment and facilities



Respondents tended to make both positive and negative comments in their response to the final three questions in the survey that allowed them to provide free text comments.

THEME 1

- > Many comments to the first free text question cite the individual's passion for teaching students and altruistic desires as key reasons for staying at CIT with fewer positive comments showing pride in the organisation or citing positive interactions with executive and senior management.
- > Comments to the second and third free text questions reflect a sense of disengagement from the current focus by senior management with many questioning a misalignment with industry needs, loss of public education focus and non-student centricity that respondents feel results in a decline in values and quality of service delivery.
- > There are repeated calls for improved participation in decision-making and better communication particularly during times of change

[illegible]

[illegible]

Do you have any other comments or questions?

[Redacted content]

• [REDACTED]
[REDACTED]

THEME 2A

Theme 2A addresses characteristics of a participatory workplace with a focus on the effects of the executive and senior management leadership practices and processes, communication and decision-making processes.

- > There are few comments to the first free text question about positive comments or positive interactions with executive and senior management.
- > Comments to the second and third free text questions frequently call for improvements in this area.
- > In contrast to the Themes 2B and 2C which cite positive working relationships with immediate colleagues, comments here reflect a sense of disengagement from the executive and senior management with repeated calls for improved participation in decision making and better communication particularly during times of change
- > Many question local budget cuts in the face of executive expenditure with vocal disagreement with [REDACTED] and other types of consultant expenditure

What keeps you working at CIT?

• [REDACTED]

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

• [REDACTED]

[illegible]

[illegible]

[REDACTED]

Do you have any other comments or questions?

[REDACTED]

[REDACTED]

[illegible]

[REDACTED]

i [REDACTED]