

# CIT Staff Survey 2017

## Summary Data and Analysis

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### SURVEY STRUCTURE

The survey comprised 55 survey items:

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

### SURVEY SAMPLE

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

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

### DATA USE RECOMMENDATIONS & LIMITATIONS

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

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

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

## RESPONSES TO THEMATIC STATEMENTS

### OVERALL RESPONSES

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

#### *Thematic Analysis*

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

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

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

#### *Statement Analysis*

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

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

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

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

### RESPONSES BY COLLEGE/ DIVISION (AND CAMPUS) LEVEL

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

- Three units had zero statements with 50% or lower agreement:
  - CIT Student and Academic Services (Bruce)
  - CIT Brand and Business Development and CIT Corporate Services (Reid)

The broad levels of agreement shown in the data may indicate a higher level of staff satisfaction in these units.
- Three units had 8 or more statements with 50% or lower agreement (out of the 11 statements what were least agreed to):
  - CIT Trade Skills & Vocational Learning (Bruce)
  - CIT Trade Skills & Vocational Learning (Fyshwick)
  - CIT Pathways College (Reid)

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

- Three units had statements with 30% or lower agreement:
  - CIT Pathways College (Bruce) for the statement "It is easy to collaborate with other teams within CIT"
  - CIT Trade Skills & Vocational Learning (Bruce) for the statement "CIT's processes and procedures allow me to effectively meet our customers' needs"
  - CIT Pathways College (Reid) for the statements "My manager helps me understand my strengths and areas for development" and "My manager provides me with ongoing feedback about how I am going"

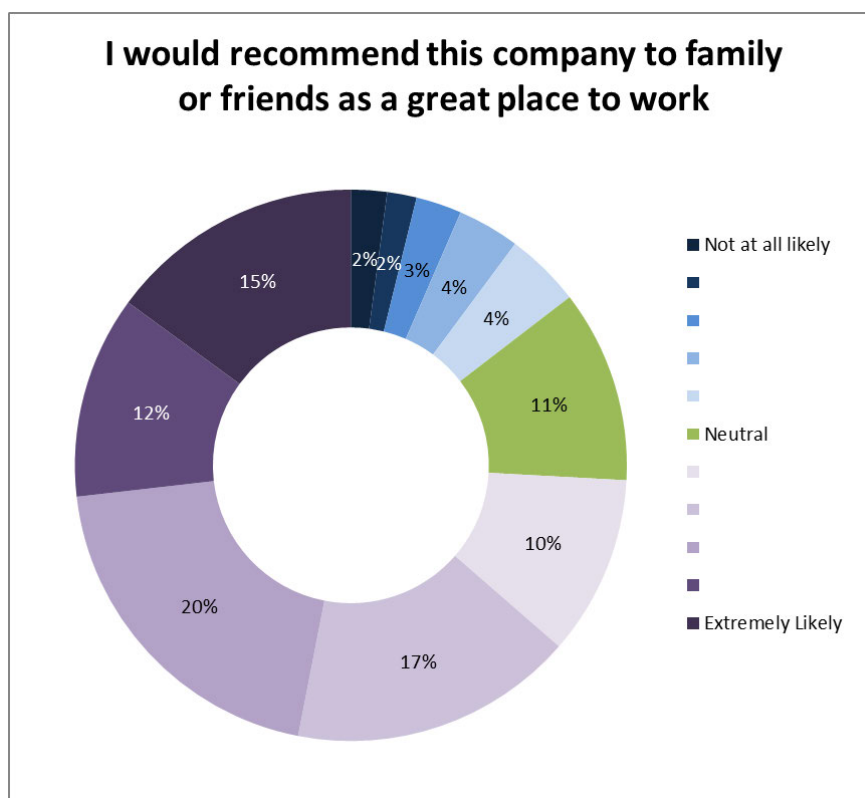
The survey data may indicate point-in-time dissatisfaction (but do not account for context).

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

## RESPONSES TO RECOMMENDING CIT

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

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



**Figure 1.** Responses to Q30: “I would recommend this company to family or friends as a great place to work”

## RESPONSES TO OPEN-ENDED QUESTIONS

The survey asked three open-ended questions:

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

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

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

## REASONS FOR WORKING AT CIT (Q53)

## Overall

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



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

### Teaching Staff

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

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

Some respondents also mentioned the working conditions and benefits.

### General Staff

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

## CHANGE ONE THING ABOUT CIT (Q54)

### *Teaching Staff*

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

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

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

### *General Staff*

The recurring themes that emerged from general staff included:

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

## BARRIERS TO DEMONSTRATING CULTURAL TRAITS (Q55)

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

Responses that identified barriers are discussed below.

### *Teaching Staff*

Barriers commonly identified by teaching staff included time, administrative workload, IT/ computers and management. A number of respondents expressed concern about referring to ‘students’ as ‘customers’. Some casual teaching staff stated that they were not sure about what ‘cultural traits’ referred to or that these had not been communicated to them.

### *General staff*

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

A few respondents mentioned identifying/ calling out behaviour that did not meet expectations. One respondent considered that this would allow managers to make staff accountable, while others believed there was not enough follow-through or reprimand at the executive level. Another respondent expressed concern over staff using cultural traits as a threat to other staff as this would make it difficult to model if cultural traits were ‘constantly being portrayed as a consequence’.

Question (group) 2	Question	Response (group) 3					Sum of agree	Average
		Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree		
Cultural Trait Factor	I demonstrate the Cultural Traits	50.6%	36.2%	11.7%	0.8%	0.8%	86.7%	78%
	I understand CIT's Cultural Traits	49.2%	32.7%	11.3%	4.2%	2.5%	81.9%	
	My manager has effectively communicated the Cultural Traits	40.4%	31.3%	15.8%	7.5%	5.0%	71.7%	
	My manager models the Cultural Traits	40.0%	33.1%	17.3%	5.2%	4.4%	73.1%	
	My team demonstrates the Cultural Traits	37.7%	36.7%	17.5%	5.6%	2.5%	74.4%	
Accountable	I have a good understanding of CIT's Strategic Compass	26.3%	43.8%	20.6%	6.0%	3.3%	70.2%	72%
	I understand how my role contributes to CIT's Strategic Compass	27.3%	41.9%	22.9%	5.6%	2.3%	69.2%	
	I understand the need for the changes and directions outlined in the Strategic Compass	38.1%	38.1%	18.8%	3.3%	1.7%	76.2%	
	My manager holds team members accountable for achieving their objectives	31.2%	40.8%	15.4%	8.1%	4.6%	71.9%	
	My manager's actions are consistent with their words they practice what they preach	36.9%	34.2%	13.5%	8.5%	6.9%	71.2%	
Adaptable	My team's objectives are aligned CIT's Strategic Compass	32.1%	38.3%	24.8%	2.7%	2.1%	70.4%	
	I seek opportunities to continuously improve and grow my capability	51.5%	39.8%	6.9%	1.7%		91.3%	71%
	In my team, we are highly effective in anticipating and meeting changing customer needs	27.5%	41.2%	15.0%	11.2%	5.2%	68.7%	
	In my team, we manage change effectively	29.8%	43.7%	13.1%	8.8%	4.6%	73.5%	
	In times of change, senior managers provide sufficient information about the purpose of the changes	13.3%	36.5%	21.5%	18.7%	10.0%	49.8%	
Collaborative	In times of change, we help each other understand and adapt to the new ways of working	30.4%	43.3%	14.4%	9.2%	2.7%	73.7%	
	I work with others to achieve things I cannot achieve on my own	45.8%	39.0%	11.0%	3.1%	1.2%	84.8%	72%
	In my team, we work well with our colleagues	46.7%	35.6%	8.8%	6.5%	2.3%	82.3%	
	It is easy to collaborate with other teams within CIT	10.0%	39.4%	21.5%	21.3%	7.7%	49.4%	
	My manager encourages collaboration on my team	45.2%	31.7%	12.1%	6.0%	5.0%	76.9%	
Customer Centric	My team always tries to improve its performance	41.5%	39.4%	10.2%	7.5%	1.3%	81.0%	
	My team takes time to celebrate our successes	17.7%	38.7%	22.9%	15.0%	5.8%	56.3%	
	CIT's processes and procedures allow me to effectively meet our customers' needs	11.0%	42.3%	15.0%	21.0%	10.8%	53.3%	68%
	I feel I have the necessary skills to provide good customer service	64.6%	31.3%	2.9%	1.2%		96.0%	
	I have the authority to take action to meet our customers' needs	22.3%	45.4%	16.0%	12.9%	3.5%	67.7%	
Inspirational	My team monitors our customer satisfaction levels and seeks ways to improve them	31.3%	37.9%	16.5%	10.8%	3.5%	69.2%	
	People are recognized when they go above and beyond for customers on my team	20.8%	33.5%	22.3%	16.0%	7.5%	54.2%	
	CIT motivates me to go above and beyond in my role	22.5%	38.7%	20.4%	11.7%	6.7%	61.2%	69%
	I feel proud to tell people where I work	41.9%	39.4%	11.0%	6.3%	1.3%	81.3%	
	The senior leadership team have communicated a vision for CIT	31.7%	41.2%	16.5%	6.7%	3.8%	72.9%	
Professional	The senior leadership team have communicated a vision for the Cultural Traits at CIT	38.3%	36.9%	15.6%	6.5%	2.7%	75.2%	
	There is a clear communication process when change in CIT is proposed	14.2%	39.2%	18.3%	18.7%	9.6%	53.5%	
	CIT is a very professional organisation	17.7%	44.6%	19.6%	15.0%	3.1%	62.3%	73%
	I actively seek feedback about my performance at work	27.7%	41.9%	20.2%	8.1%	2.1%	69.6%	
	I have a clear understanding of my job responsibilities and what is expected of me	47.7%	37.3%	6.0%	6.7%	2.3%	85.0%	
Trusted	I have the resources I need to be most effective in my role	15.0%	43.3%	12.7%	20.0%	9.0%	58.3%	
	I have the training I need to be successful in my role	41.0%	43.8%	7.9%	5.8%	1.5%	84.8%	
	I receive regular communication from my manager about what is happening at CIT	38.1%	33.8%	11.7%	11.2%	5.2%	71.9%	
	My job makes good use of my skills and abilities	45.0%	38.8%	6.0%	7.5%	2.7%	83.8%	
	My manager helps me understand my strengths and areas for development	29.6%	35.2%	20.4%	9.4%	5.4%	64.8%	
	My manager provides me with ongoing feedback about how I am going	27.7%	34.8%	18.3%	13.1%	6.2%	62.5%	
	My team operates professionally	43.7%	39.2%	9.0%	6.2%	1.9%	82.9%	
	have the authority I need to do my job effectively	25.4%	46.7%	11.5%	11.7%	4.6%	72.1%	74%
	I am able to communicate freely up the line, even when I am communicating bad news	33.7%	36.5%	12.7%	10.6%	6.5%	70.2%	
	I am allowed to make mistakes and to learn from them	30.4%	45.2%	15.6%	6.5%	2.3%	75.6%	
	I am encouraged to come up with new ways of doing things in my role	38.5%	36.0%	12.3%	9.6%	3.7%	74.4%	
	I can ask management any reasonable question and get an honest answer	31.5%	37.5%	13.5%	11.0%	6.5%	69.0%	
	I feel valued and respected by my Manager	45.0%	32.7%	10.6%	5.0%	6.7%	77.7%	

My manager listens to and acts on my ideas	37.3%	39.6%	10.4%	8.3%	4.4%	76.9%
There is open and honest two-way communication on my team	32.1%	42.1%	11.2%	9.6%	5.0%	74.2%



# 2019 CIT Staff Survey

## SURVEY METHODOLOGY

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

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

The survey tool comprises 62 items:

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

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



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

## DATA

### Questions

2019 results with high levels of satisfaction include:

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

2019 results with low levels of satisfaction include:

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

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

### Net Promoter Score

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

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

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

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

9	64	12.3%	41	8.0%
10	79	15.1%	68	13.2%
<b>TOTAL</b>	522	100%	514	100%

The data is as follows:

- more detractors in 2019 (44.4%) compared to 2017 (36.9%).
- fewer neutrals in 2019 (34.4%) compared to 2017 (37.4%).
- fewer promoters in 2019 (21.2%) compared to 2017 (27.2%).

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

### *Free text*

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

Staff satisfaction appears highest regarding:

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

Things CIT could do more of are:

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

**Key:**

SA = Strongly Agree

A = Agree

D = Disagree

SD = Strongly Disagree

Totals = % of respondents

% of staff includes all staff invited to participate in the survey

(Noting 41.3% of staff provided no response)

INDIVIDUAL		SA	A	Total	% staff	D	SD	Total	% staff	
1	I have a clear understanding of my job responsibilities and what is expected of me	Supportive Management	36.6	50.6	87.2	51.2	9.8	2.9	12.7	7.5
2	I have the resources I need to be most effective in my role	Supportive Management	12.5	52.1	64.6	37.9	27.1	8.3	35.4	20.8
3	I have the training I need to be successful in my role	Training and Development	24.1	59.9	84	49.3	14	2	16	9.4
4	I feel I have the necessary skills to provide good customer service	Customer Focus	56.9	41.1	98	57.5	1.7	0.4	2.1	1.2
5	I have the authority I need to do my job effectively	Autonomy and Empowerment	20.4	57.5	77.9	45.7	16.6	5.5	22.1	13
6	I have the authority to take action to meet our customers' needs	Customer Focus	17.9	60.2	78.1	45.8	18.2	3.7	21.9	12.9
7	I seek opportunities to continuously improve and grow my capability	Training and Development	45.6	51.1	96.7	56.7	3.1	0.2	3.3	2
8	I am encouraged to come up with new ways of doing things in my role	Autonomy and Empowerment	25.3	53	78.3	45.9	17.9	3.9	21.8	12.8
9	I am allowed to make mistakes and to learn from them	Supportive Management	20.1	61.6	81.7	47.9	14.4	3.9	18.3	10.8
10	I work with others to achieve things I cannot achieve on my own	Collaborative	37.9	57.1	95	55.7	4.6	0.4	5	3
11	I actively seek feedback about my performance at work	Professionalism	21.9	60.9	82.8	48.6	16.3	0.9	17.2	10.1
12	My job makes good use of my skills and abilities	Training and Development	26.5	55.2	81.7	48	13.9	4.4	18.3	10.7
13	I understand CIT's Cultural Traits	Cultural Traits	42.6	51.9	94.5	55.5	4.6	0.9	5.5	3.2
14	I demonstrate the Cultural Traits	Cultural Traits	48.9	47.8	96.7	56.7	3.3	0	3.3	2
15	I have the opportunity for personal development at CIT	Training and Development	19.1	56.1	75.2	44.1	18.7	6.1	24.8	14.6
16	I am treated fairly and with respect while I am at work	Cultural Traits	29.1	52.6	81.7	47.9	13.3	5	18.3	10.8
TEAM										
17	My team operates professionally	Professionalism	35.6	51.6	87.2	51.2	11	1.9	12.9	7.5
18	In my team, we work well with our colleagues	Collaborative	38.4	51.4	89.8	52.7	9.1	1.1	10.2	6
19	My team takes time to celebrate our successes	Collaborative	15.3	52.5	67.8	39.8	28.1	4.1	32.2	18.9
20	My team always tries to improve its performance	Collaborative	31	57.6	88.6	52	10.4	0.9	11.3	6.7
21	There is open and honest two-way communication on my team	Communication	25.4	52.4	77.8	45.7	17.7	4.5	22.2	13
22	In my team, we are highly effective in anticipating and meeting changing customer needs	Customer Focus	27.7	50.3	78	45.8	18.3	3.7	22	12.9
23	My team monitors our customer satisfaction levels and seeks ways to improve them	Customer Focus	23.8	57.9	81.7	47.9	16.3	2.1	18.4	10.8
24	People are recognised when they go above and beyond for customers on my team	Customer Focus	15.4	48.5	63.9	37.5	29	7.1	36.1	21.2
25	In my team, we manage change effectively	Supportive Management	21.3	54.5	75.8	44.5	20.4	3.7	24.1	14.2
26	My team demonstrates the Cultural Traits	Cultural Traits	29	59	88	51.6	10.5	1.5	12	7.1
27	Poor performance is dealt with effectively in my team	Professionalism	10.1	51.5	61.6	36.1	28.1	10.3	38.4	22.6
MANAGER										
28	I feel valued and respected by my Manager	Supportive Management	36.4	45	81.4	47.8	12.6	6	18.6	10.9
29	My manager listens to and acts on my ideas	Autonomy and Empowerment	28.1	51.6	79.7	46.8	14.6	5.6	20.2	12.7
30	My manager provides me with ongoing feedback about how I am going	Supportive Management	22.3	52	74.3	43.6	21	4.7	25.7	15.1
31	My manager helps me understand my strengths and areas for development	Supportive Management	20.3	49.7	70	41.1	24.2	5.8	30	17.6
32	I am able to communicate freely up the line, even when I am communicating bad news	Communication	27.4	50.8	78.2	45.9	14.8	7	21.8	12.8
33	My manager encourages collaboration on my team	Collaborative	31.1	54.2	85.3	50.1	10.4	4.3	14.7	8.6
34	My manager holds team members accountable for achieving their objectives	Supportive Management	20.6	56.8	77.4	45.4	19.4	3.2	22.6	13.3
35	My manager's actions are consistent with their words—they practice what they preach	Supportive Management	25.6	49.2	74.8	43.9	18.3	7	25.3	14.8
36	I receive regular communication from my manager about what is happening at CIT	Communication	23.4	52.2	75.6	44.4	19.4	5.1	24.5	14.3
37	My manager has effectively communicated the Cultural Traits	Cultural Traits	28.4	51.8	80.2	47.1	14.9	4.9	19.8	11.6
38	My manager models the Cultural Traits	Cultural Traits	30.4	50	80.4	47.2	14.5	5.1	19.6	11.5
ORGANISATION										
39	CIT is a very professional organisation	Professionalism	11.9	59.4	71.3	41.8	22.9	5.9	28.8	16.9
40	I feel proud to tell people where I work	Engagement - Organisational Commitment	24.4	59	83.4	48.9	13.8	2.8	16.6	9.8
41	I would recommend this company to family or friends as a great place to work	Engagement - Organisational Commitment								
42	CIT motivates me to go above and beyond in my role	Engagement - Organisational Commitment	15.3	45.4	60.7	35.6	33.5	5.9	39.4	23.1
43	CIT's processes and procedures allow me to effectively meet our customers' needs	Customer Focus	7	46.8	53.8	31.6	32.2	14	46.2	27.1
44	It is easy to collaborate with other teams within CIT	Collaborative	9.5	49.8	59.3	34.8	32.8	8	40.8	23.9

45	There is a clear communication process when change in CIT is proposed	Company Leadership	5.3	39.4	44.7	26.2	41.3	14	55.3	32.5
46	In times of change, we help each other understand and adapt to the new ways of working	Collaborative	11	59.8	70.8	41.5	22.7	6.4	29.1	17.2
47	I have a good understanding of CIT’s Strategic Compass	Strategy Alignment	16.7	60.6	77.3	45.4	19.1	3.6	22.7	13.3
48	I understand the need for the changes and directions outlined in the Strategic Compass	Strategic Alignment	16.1	64.6	80.7	47.4	15.9	3.4	19.3	11.3
49	I understand how my role contributes to CIT’s Strategic Compass	Strategy Alignment	14.8	61.4	76.2	44.7	19.7	4.2	23.9	14
50	My team's objectives are aligned CIT’s Strategic Compass	Strategy Alignment	16.7	64.3	81	47.5	15.9	3	18.9	11.2
51	I believe that CIT would take appropriate action if I was being treated unfairly in the workplace	Cultural Traits	15	49.1	64.1	37.6	23.1	12.7	35.8	21.1
52	I feel confident to challenge the way things are done at CIT	Collaborative	10.2	45.7	55.9	32.3	32.4	11.6	44	26.4
53	I think CIT respects individual cultures / backgrounds	Cultural Traits	24.3	63.7	88	51.6	7.8	4.2	12	7.1
54	I understand why diversity and inclusion are important for CIT	Cultural Traits	40.7	57.8	98.5	57.8	1.1	0.4	1.5	0.9
55	I believe health and safety is taken seriously at CIT	Company Leadership	26.8	57.8	84.6	49.6	10.8	4.6	15.4	9.1
LEADERSHIP										
56	The senior leadership team have communicated a vision for CIT	Company Leadership	14.1	61.3	75.4	44.2	17	7.6	24.6	14.5
57	The senior leadership team have communicated a vision for the Cultural Traits at CIT	Company Leadership	16	63.2	79.2	46.4	14.9	5.9	20.8	12.3
58	In times of change, senior managers provide sufficient information about the purpose of the changes	Company Leadership	8.8	49	57.8	33.9	31.4	10.9	42.3	24.8
59	I can ask management any reasonable question and get an honest answer	Supportive Management	13.3	49	62.3	36.6	28	9.7	37.7	22.1
60	Senior leaders are visible at CIT	Company Leadership	12	48.6	60.6	35.6	27.8	11.6	39.4	23.1
61	CIT Executives model CITs Cultural Traits	Company Leadership	12.8	58.1	70.9	41.6	21.5	7.6	29.1	17.1

\* **Note** - "Other" relates to singular responses that don't fit into a category, which have been grouped together to maintain the privacy of respondents.

Why people work at CIT		What staff would change at CIT		General comments	
Colleagues	166	Better communication	52	Positive place to work	39
Helping students	162	Updated resources/facilities	39	Executive/management frustration	35
Job satisfaction - enjoy teaching/VET	137	Less bureaucracy	37	Evolving Together/Strategic Compass	25
Working conditions/flexibility	99	Improved student experience	27	Less bureaucray/processes	20
Great organisation/reputation - pride	49	Increased collaboration	25	Staff engagement/recognition	20
Remuneration	43	Value staff / staff recognition	24	Budget constraints	18
Personal growth	33	Job security	23	Increased workload	17
Industry passion/engagement	24	Digital access / upgrade	21	Insecure employment	17
Trust, respect and/or support to do job	21	Staff development	21	Lack of or outdated resources	13
Security	12	Flexibility in / better conditions	20	Communication issues	13
Hope of improvement	6	Supervisor development	20	Increased collaboration	12
Leaving / unsatisfied	6	Gossip / rumours / negative culture	18	Currency/quality of products/teaching	11
Clearly defined purpose	5	More staff	18	Disrespect/bullying/harassment/intimidation	9
Longevity	4	Current/modern/quality programs	17	Staff reductions	8
Can't find another job	4	Increased consultation with staff	17	Poor customer service	8
Innovation	3	Leadership	16	Not competitive in RTO market	7
Less stressful	2	Reduce management layers	15	Teachers undervalued	7
Other	1	Increased focus on education	15	Poor performance not addressed	6
		Operational consistency	13	Building quality	6
		Autonomy	12	Improved industry engagement	5
		Different transformation approach	12	Lack of planning/change management processes	5
		Increased focus on industry	12	Good comments about staff	5
		Change management strategies	11	Career paths for staff	5
		Performance management strategies	11	Casuals undervalued	4
		Build reputation / marketing	10	Favouritism/nepotism	4
		Teacher development	9	Staff development	4
		Increased accountability	9	Increased flexibility in work conditions	3
		Reduce / consistency of workloads	8	Staff resilience	3
		Adapt more quickly	8	Increased marketing	3
		Support for innovation	8	Greater relationship with ACT Gov	2
		Stop bullying, harassment	7	Support staff undervalued	2
		Better induction / on-boarding	6	Younger workforce	2
		Funding injection	6	HR not supportive	2
		Better HR assistance	6	Uniforms	2
		Career opportunities	5	Lack of processes	2
		Staff be more positive, support each other	5	Other	7
		Funding distribution / constraints	4		
		Environmentally aware	3		
		Well-being initiatives - workplace stress	3		
		Inclusion strategies	3		
		Less engagement with Government	3		
		Dependence on SS ICT	3		
		Better engagement with Government	2		
		Uniforms / dress code	2		
		Stop nepotism	2		
		Recruitment equity	2		
		Increased digital literacy	2		
		Uniforms / dress code	2		
		Transportation / travel	2		
		Other	7		