

ET is about trying to reconfigure CIT (as a public EnT institution) for its on-going **relevance** and value to the community we serve.

Recognising the constant unfolding of dynamics of our world (everyone's world) - complexity in order for CIT to meet 4 promises in SC2020

VET CONTEXT

- The ET work is set in the context of largest intense period of reform in the VET sector and
- nested in the broader ecosystem changes to the school and Uni sector with loans , markets, pursuit of business ideals , huge growth in VEt sector and
- more recently a massive shift to dependence on the sector to serves Australia's workforce productivity and participation needs - skills demand - increased complexity

The Aust VET reform agenda

- market opened in approx 2010 (different waves of impact) but
- ultimately the impact of reform has left VET sector (and TaFE) in reduced/constrained responsiveness (increased contestability and reduced funding for VET in the environment of growth in schools and HE – limited)

Impacts of the VET reform agenda

- ⋮ VET sector plummeting towards collapse VET and TaFE has been left struggling
- ⋮ 7.30 ABC Monday/Tuesday night
- Despite compelling evidence that the **open market national policy** for VET (with VET loans and unscrupulous behaviour of some Private RTOs) has the sector plummeting towards collapse VET and TaFE has been left haemorrhaging –
- At a time when Aust workforce productivity and participation rates were clearly signalling skills and VET were in growing demand and short supply.
- A more complex environment with a huge shift in 2009/10 to an industry led sector (curriculum set by industry , national and state coownerahip funding in decline and industry crying out that the training curriculum was not fit for purpose. The result is that TaFE across Australia has been left as a species in decline.

ACT economy undergoing major transition – Most liveable city needs people, productivity, participation

In 2012- 2016 in the midst of NPskills reform the act gov along with all states and territories sought to make adjustments to their TaFE

- to shift them to a more responsive industry needs and student outcomes –
- CIT Board was formed - CIT into EDD in CMTEDD - ACT gov backed CIT to begin path of transformation = SC2020

- 4 promises – SC2020
 - Raise our ambition to meet new expectations
 - Adapt our offering for future skill needs
 - Contribute to economy
 - Invest in CIT business viability and value
- position TaFE and meet Canberra as knowledge capital and services economy . To ensure a tax doting land and construction / rates and most liveable city services and knowledge needed a response TaFE

ROLE OF ET

ET reconfigure CIT for constant unfolding of dynamics of complexity to meet 4 promises

Connection changes everything! - complexity.

Everything is now radically contingent - EnT, nor VET, nor CIT(students,or jobs, industry , innovation, gov) can any longer be considered as isolated. Our world is **interconnected & interdependent**, and **therefore radically contingent**.

This means the solving of one problem unintentionally creates many new problems; one changed dynamic creates many new dynamics.

Modern management and organisational change strategies not prepared for complexity –

- CIT set in far more stable less connected World-
- CIT within a system of dynamic divergent bottom up emergence you have TaFE /CIT within slowly changing Top down (VET system) convergence
- **Result?** good at best practice and categorising, but not at sense-making & emergent practice. Not fit for rate of challenge
- **CIT paradox** - CIT not A system that learns Another lens on our situation is that although we run an educational institution where we recognise the value and process of emergent learning for our students we fail to recognise the need for US to do that as an organisation to serve our students, industry and community

The new Approach - Working with complexity—

Working with complexity—instead of against it—means working with the constantly evolving dynamics that interconnectivity and interdependence continually create (and recreate).

Complexity impacting us all:

- Adaptive business, - CBRIN
- Adaptive cities
- Adaptive lives

Our ET approach is to not so much focus on reconfigure CIT as an organisation but rather to reconfigure the dynamics of organising. It's a subtle, but critical, difference.

ET trying to create CITASTL - create systems that learn in parallel across multiple, continually unfolding contexts.

Traditional transformation sets a why of purpose (to be the best....) then sets out to pursue the creation of an idealised future-state

SC 2020 is established to assist us to deal with complexity . The SC2020 is directional rather than destinational (allowing for ambiguity and Unpredictability)

Traditional approach of movement (why of movement- this move over that move) is based on very Limited SA (particularly for CIT because of system constraints) - sits within Gov , limited change in CIT as buffer of VET market (market now border less and competition expanding)

As a result - Traditional approach- at CIT presumption that the context of one company is the same as the next.

No awareness of the context specific conditions at multiple scales - so approaches don't fit-one size fits all for reductionism , efficiency leads to reduced diversity - CIT isolate , reduces, separate, manage things in isolation , thinking things are predictable(cause and effect) , no sight of interconnectivity or dynamics

Our ET work is to identify where CIT should move (this is called 'the why of movement') in addition to its 'why of purpose'.

How ? Via a lens of CAS approach We do this by applying complex adaptive system approach

4 modules – of ET

1. Knowledge
2. Increase visibility of connections /interdependencies
3. Test assumptions
4. Design scaffolding for support of new emergence – fit for always learning/unfolding

Outcomes

- mapping of context-specific & context-invariant organising principles (patterns, dispositions, attraction basins)
- Gives visibility about where most likely movement's to occur then we
- Disciplined approach - Design hypothesis/test assumptions / scaffold for reconfigurations (more of this less of that) via feedback loops
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ET so far

Acquiring knowledge

Seeing connections - seeing patterns

Starting to hypothesis and test

Making reconfigurations - COVID

Everything is seen through CIT a system that is always learning

