



Mr Chris Steel  
Minister for Skills  
ACT Legislative Assembly  
London Circuit  
GPO Box 1020  
CANBERRA ACT 2600

Dear Minister

Thank you for your letter, received 19 February, seeking information relating to contracts engaged by CIT in recent years regarding the Institute's transformation underpinned by the Strategic Compass 2020.

The contracts relate to a service provider that has been working closely with the CIT since the Institute's Strategic Compass 2020 was endorsed. The Strategic Compass is CIT's guiding strategic approach to a whole of system transformation of CIT. As you are aware, the vocational education and training sector is in a period of enormous change. The CIT Board (the Board) has acknowledged for CIT to remain a key contributor to the ACT economy and community it must evolve into a contemporary Institute, able to respond to the uncertainty and complexity in the sector. These challenges are not new. The Board has also engaged with previous Minister's responsible for the VET portfolio about these challenges. The need for transformation and reconfiguration of CIT remains the priority work of the Board.

Cultural change is the most significant endeavour for the CIT and has been a priority of the Board since its inception in 2015. CIT's transformation is a long journey and this current intense period of investment, aimed at significant transformation of the Institute's ability to adapt and respond, not just now, but in the long term is crucial to CIT's future. As a result of the work underpinning the Strategic Compass, we are seeing genuine change across the Institute, including a new culture of innovation, the breakdown of operational silos, increased connections across the organisation, increased visibility of duplication, a positive change in disposition and a deeper connection with student and industry needs.

The Board was keen to see the development and implementation of a new Strategic Compass in 2020 and called on the Institute to increase its momentum towards transformation. This has been delayed in most part due to COVID-19 and as you are aware the new version is now drafted ready for the Government's consideration.

In terms of the specifics of your questions, I am confident that the procurement processes to engage the service provider were consistent with all procurement policy and practices and that given the enormity of the transformation work, the investments in CIT via these contracts represent value for money. The attached report provides more detail about the inputs, outputs and outcomes of each contract.

I would be pleased to meet with you and discuss any further questions you have once you have had the opportunity to review the report.

Yours sincerely



Craig Sloan  
CIT Board Chair  
5 March 2021

# CIT's Contemporary Organisational Transformation Report

## Introduction

The environment in which all large public institutions operate continues to change at a rapid pace. A variety of factors including economic, social, environmental and technological, are impacting CIT simultaneously. These factors are reshaping expectations, changing the nature of how work is conducted and posing challenges and opportunities for not only CIT but for its students, industry, employers, government and the broader community.

To position CIT for a viable and sustainable future CIT must build greater adaptive capacity within its staff. CIT must shift its employee culture towards a direction that enables CIT staff to meet the emerging training needs of students and industry. This direction is one that values increased staff responsiveness and flexibility, and greater self-reliance at the whole of organisation level. This direction recognises that CIT is no longer an isolated entity, but rather a vital member of the broader Canberra ecosystem. CIT's Board and the Chief Executive Officer strongly support this direction.

To deliver on the Board's desired directional shift in CIT's ability to adapt and evolve with the ACT ecosystem CIT recognises the need for a contemporary approach to organisational transformation. The most important aspect of CIT's evolution is its ability to fully realise all of the potential benefits through investing in its people as part of a learning organisation and building on the platform for evolution that has commenced through the elements of the Strategic Compass. This transformation requires ongoing investment in staff to adapt to meet the needs of the fast-paced future and to attract and retain talented people for an energetic, innovative workplace.

In April 2019, the CIT Board engaged Nous Group, an external consultant to conduct a mid-term review of the Strategic Compass 2020 including progress made against the nine projects. While the focus of the review was on determining the effectiveness and efficiency of the delivery of projects and the program overall, a number of overarching strengths emerged through consultation. Four factors in particular were mentioned as key strengths quoted below:

### **1. There is strong commitment to CIT among staff**

Multiple stakeholders noted that staff show a strong commitment and a desire to see CIT improve. There are low attrition rates at CIT with many staff committing to the organisation for a significant portion of their careers. While this may generate some negatives, for instance it may be difficult to create fresh energy and easily develop new ways of thinking, many staff noted this in a positive light – staff stay because they enjoy the organisation.

### **2. Culture has shifted noticeably at CIT**

While cultural change is a specific element of the Strategic Compass (the focus of the Evolving Together work), it was often drawn out as a broader strength of the organisation, as distinct from the effectiveness of the specific project. Staff feel that the Strategic Compass has helped shift the way CIT works, and has contributed to a more positive and innovative culture. This is demonstrated by staff's willingness to embrace new ideas, new skill development (particularly



around large project management skills), and CIT's more external focus. While it is of course difficult to change culture across the entirety of the organisation, and indeed there is some way to go, many stakeholders (consulted with) noted that the ways in which people work together has significantly improved.

**3. The focus of CIT has become more outward facing**

CIT's focus prior to the Strategic Compass was seen as being too internally focused. CIT was seen as not being able to respond effectively to changing market dynamics. Development of new courses was noted as one example of the lack of proactive responsiveness. This however has begun to change. Staff feel that CIT has begun to effectively balance the internal needs of the organisation with being more market orientated and noted that this will enable CIT to be more user-centred and competitive.

**4. There has been significant progress in a number of projects**

A number of the projects have progressed very well and staff have built new capabilities and increased capacity through this process. This is a significant positive, especially considering a number of staff noted that delivery of projects of this size and scale has not occurred frequently at CIT.

Nous Group used a traffic light methodology and it should be noted that the Evolving Together project was one of three (out of nine) that was ranked as 'green' and stated *staff have noted that culture has significantly changed and improved which illustrates the project is on track.*

In 2021, the work is intended to build on the current CIT staff knowledge and understanding of how systems such as CIT operate successfully in a volatile, uncertain, complex and ambiguous environment (VUCA). The work will also simultaneously provide opportunities for staff to develop increased knowledge and explore new ways of working underpinned by contemporary transformation theory, learning and practice. Included in this report are inputs, outputs and outcomes associated with the four contracts associated with this work.

**Contract One Name and Term:**

Patrick Hollingworth for the transformation of CIT Strategic compass 2020 - CIT2017/1614  
Executed on 26 July 2017 for the value of \$198,000 (26 July - 23 April 2018)

**Procurement Process Undertaken:** In 2017 CIT engaged Mr Patrick Hollingworth (Trading as Patrick Hollingworth). Mr Hollingworth is the author of the book *The Light and Fast Organisation – A New Way of Dealing with Uncertainty* to assist CIT staff to evolve together as envisaged in the CIT Board’s SC2020 document. His business services and approach to organisational transformation involves guiding, coaching and mentoring organisations in contemporary approaches to transformation and co designing practices to shift organisational culture via a focus of system level adaptive capacity.

Services procured through a Single Select Process: To assist with transformation and change and dealing with volatility, uncertainty, complexity and ambiguity (VUCA) in the VET marketplace. The ACT Government Procurement Framework was used, and CITs Procurement Policy is consistent with this Framework.  
Contract management: CIT ED - Transformation and Change. The service provider met all deliverables of the contract.

**Reason for Variation:** Given the Board’s priority for 2018 of focussing on Transforming our Business and the Evolving Together Project, the deliverables for the contract were brought forward from the original end date of 31 October 2019 and as a result many more staff were involved in intensive workshops during the first quarter of 2018 and some of the milestones to reflect the activities were varied accordingly.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• Co-design with the CEO a high-level conceptual transformation roadmap for the next two years addressing CIT’s ecosystem and development of key messages.</li> <li>• Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>• Design and deliver Executive strategic planning session 5-7 November 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the high-level conceptual transformation roadmap.</li> <li>• Guided and assisted the CEO in preparation for the Empower Development sessions for all staff 12/13 October 2017.</li> <li>• Engagement and guidance for the Cultural Traits Working Group across 6 sessions.</li> <li>• Coaching and mentoring sessions with the CEO and additional mentoring/coaching of the Executive and other key leaders. There were 10 ‘Executive Strategic Planning Sessions’ including specific workshops for the</li> </ul>	<ul style="list-style-type: none"> <li>• The VUCA work increased visibility for CIT staff that CIT could no longer operate as an isolated education institution but needed to consider the broader contexts of both the local ACT and national VET and relevant ecosystems.</li> <li>• Key leaders learnt about VUCA and how global digital disruption, and increased connectivity, was resulting in greater interdependencies in the world of work and that CIT in the VET marketplace was operating in an increasingly VUCA environment. In particular CIT leaders gained an increased</li> </ul>

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Update the roadmap and key messages for Semester 1 2018.</li> <li>Co-design with CEO and co-deliver (where required) CEO Forums during 2017</li> <li>Assist with preparation of Evolving Together end of year event 2017.</li> </ul>	<p>new Executive team and others for key CIT leaders including new staff who were being onboarded as SC2020 Project Managers.</p> <ul style="list-style-type: none"> <li>Workshop participant numbers ranged from small group (1-5 CEO and Executive Directors) to larger groups of 90 staff consisting of Heads of Teaching Departments, Senior Managers, College Directors, Divisional Directors, Strategic Compass project managers and the CIT Culture Working and Senior Officer Grade C roles (groups of 10, 40 and 90 staff).</li> <li>Co-design of CEO forums for all staff.</li> <li>Coaching and mentoring of the CIT cultural working group.</li> <li>Development of a high-level conceptual roadmap and key messages and the design and presentation of all staff professional development event.</li> </ul>	<p>awareness of how VUCA is impacting CIT and our ecosystems.</p> <ul style="list-style-type: none"> <li>This contract operated within a broader context. It ran concurrent to other culture work including the launch of the CIT cultural traits and the development of a draft workforce planning strategy.</li> </ul>
<ul style="list-style-type: none"> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Update the roadmap and key messages for Semester 1 2018.</li> <li>Co-design with CEO and co-deliver (where required) CEO Forums during 2017</li> <li>Assist with preparation of Evolving Together end of year event 2017.</li> </ul>	<p>CEO leadership forum guidance and assistance with preparation over 6 sessions.</p> <ul style="list-style-type: none"> <li>4 CEO Leadership Forums including the learnings and themes associated with VUCA.</li> <li>Workshop and forum participant numbers ranged from small group (1-5 CEO and Executive Directors) to larger groups of 90 staff consisting of Heads of Teaching Departments, Senior Managers, College Directors, Strategic Compass project managers and the CIT </li></ul>	<ul style="list-style-type: none"> <li>A common language around project constraints started to develop (concepts of obvious/complicated, complex and chaotic from the Cynefin framework).</li> <li>CIT adopted a project governance structure to reflect a less top down/control of the projects and encourage greater connectivity between the project leads.</li> </ul>

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Assist with preparation of Evolving Together beginning of year event 2018.</li> <li>Coaching and mentoring CEO, the new Executive Team and Leadership Group.</li> </ul>	<p>Culture Working and Senior Officer Grade C (groups of 10, 40 and 90 staff).</p> <ul style="list-style-type: none"> <li>Engagement and guidance for CEO and new Executive in relation to Strategic Workforce Planning.</li> <li>2 day Offsite Executive workshop (6-7/11/2017).</li> <li>Assistance, preparation and delivery of keynote address at the Evolving Together all staff (500 +) development day on 1/2/2018.</li> </ul>	<ul style="list-style-type: none"> <li>The CIT workforce planning group pivoted their approach to the utilisation of the workforce planning tool - appreciating its limitations if CIT workforce needs are considered in isolation.</li> </ul>
<ul style="list-style-type: none"> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Deliver two day offsite Executive Team Professional Development Workshop in February 2018.</li> <li>Deliver two day offsite Directors Professional Development Workshop in March 2018.</li> <li>Deliver one day offsite with Heads of Departments/Managers Professional Development Workshop in March 2018.</li> <li>Deliver two offsite CEO Professional Development sessions by 23 April 2018.</li> </ul>	<ul style="list-style-type: none"> <li>2 day Offsite Executive Workshop (12-14/02/2018).</li> <li>Directors Professional Development two day workshop in Bungendore (19-20/3/2018).</li> <li>HOD, Senior Manager and Project Manager one day Workshop (26/3/18).</li> <li>Evolving Together Roadshows for all staff across three campuses (26/9 - 29/09/18).</li> <li>Delivered two offsite CEO Professional Development sessions (17/8/2017 and 3-4/10/2017).</li> </ul>	<ul style="list-style-type: none"> <li>The learnings and knowledge acquired by those who participated in mentoring coaching and workshops was relevant across multiple contexts as we sort to better understand and act in our environment as a system to meet the new directions for CIT.</li> </ul>

**Contract Two Name and Term:**

Redrouge Nominees Pty Ltd for provision of Transformational Consultancy Services – CIT2018/1593 Executed on 1 July 2018 for the value of \$151,250 (1 July – 30 September 2018)

**Procurement Process Undertaken:** Single select procurement Short Form contract (3 months) as part of procuring highly contextualised services as part of the Evolving Together project. This procurement approach was undertaken on advice of executives from Procurement ACT to ensure the momentum of the work could continue while CIT submitted a proposal to the ACT Government Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisation transformation through an open tender process.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• Coaching and mentoring the CEO, the Executive Team (Including three new Executives) and Leadership Group.</li> <li>• Additional coaching and familiarisation of organisational transformational theory and practices for new Executives                             <ul style="list-style-type: none"> <li>○ Director, HR and Organisational Development</li> <li>○ Director, Finance</li> <li>○ Executive Director, Corporate Services.</li> </ul> </li> <li>• Deliver workshops to cohorts of the Leadership Group.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 meetings with the CEO.</li> <li>• 2 x 2 days Executive Workshops.</li> <li>• 3 meetings with the Executive Team.</li> <li>• Meeting with Launch Factory to advice on design of the Travel Hack.</li> <li>• 11 full days workshops with 35 leaders from across the organisation primarily in Bungendore between July and September 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• CIT Executive gained a greater awareness of the benefits of the connectivity between all nine SC2020 Evolving Together projects.</li> <li>• Influenced by the executive and guidance received the SC2020 project advisory group broadened its membership to increase connectivity across the CIT to understand the shared contexts and change in projects.</li> <li>• The approach to the work of the 9 SC projects was more in integrated as a result of taking a broader CIT context and systems approach.</li> <li>• The leadership group including the SC2020 Project Mangers gained an appreciation of the limitations in CITs traditional approaches to organisational transformation. We realised that a traditional reductionist approach to transformation views CIT as a system that is predictable, mechanistic and can be managed, controlled and transformed via best practice and top down rigid constraints. Whilst this traditional approach, remains relevant for parts of CIT's business transformation a more</li> </ul>



Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Assist the CEO and co-deliver (where required) CEO Forums.</li> </ul>	<ul style="list-style-type: none"> <li>Assisted and guided CEO on approach to the ACT Training Awards and Australian Training Awards nomination and subsequent interviews.</li> <li>Assisted the CEO with preparation for the 'CIT Innovation Bootcamp' held on 10 August in collaboration with CBRIN.</li> </ul>	<p>contextualised approach that accounts for the complexity and diversity within CIT (as a system of people) and the VET sector is also required to meet the SC2020 intent and ensure CITs long term relevance and value.</p> <ul style="list-style-type: none"> <li>Whilst the traditional approach to organisational transformation was suitable when CIT was operating and seeking to change in relatively stable environments, this approach can potentially limit CIT's ability to change in unstable and unpredictable environments (e.g. CITs ability to respond to COVID).</li> <li>Guided by the understanding from the work CIT allocated a dedicated resource to develop new relationship capacity with industry, creating CIT Cyber Security training and industry application of new knowledge gained through this contract.</li> <li>We began to understand the utility of a range of contemporary frameworks and tools that provide visibility to the connections and constraints in system connectivity and the flow of data, information and knowledge in organisations.</li> <li>Finalist (top 3) Australian Training Awards. Evolving Together work/learnings guided CEO's responses to the national judging panel.</li> </ul>

**Contract Three Name and Term:**

Redrouge Nominees Pty Ltd for provision of Organisational Transformation Strategic Guidance and Mentoring Services – CIT2018/2544

Executed on 9 November 2018 for the value of \$825,000 and varied on 18 October 2019 to include the option for the extension valued at \$395,000 (\$1,220,000 in total) stipulated in the original contract while compressing the end date by approximately 6 Months to 30 April 2020.

**Procurement Process Undertaken:** CIT submitted a Procurement Plan Minute to the ACT Government Procurement Board proposing a public tender process be undertaken with Procurement ACT's assistance for the long term engagement of professional services to guide CIT inline with their earlier advice.

**Reason for Variation:** During the first year of the 2018-20 contract, substantial progress had been made with increased learning, awareness and exploration of tools, such as networking mapping, sense-making, and Wardley mapping. What was becoming apparent however, was that the engagement by CIT staff was not at the level it was required to be. Systems and staff within CIT were still acting in isolation. The change was difficult and despite all the work and learnings, managers were still waiting to be in dedicated spaces to focus on the directional shift in thinking, understanding and acting. They were not deploying the new thinking into their day to day work.

Some of the work undertaken by the Design Team had demonstrated the value in engaging with staff from different levels of the organisation and aligning the development of strategy and understanding of using the tools more broadly we were able to create catalysts across the organisation to help drive change. The tools were also aiding increased visibility of constraints and data within the system.

This became a breakthrough in the culture change strategy in the transition to activity that better understood the complex relationships and systems that impact CIT, both from within and externally.

The decision to bring forward the work that had been planned in the final 6 months of the contract extension was based on a number of factors. It enabled CIT to work with staff at various levels of the organisation to become catalysts for change and to build on the momentum and address the risk of disconnect in the organisation between the understanding they had gained over the past years of the Evolving Together transformation and the ability to see and experience ways they could act differently.

The variation enabled an increase in the intensity of the work and resulted in a deeper and broader understanding of the tools and greater exposure and scaffolding of guidance and support. The service provider was able to pivot and build on the opportunities that had emerged over the past 12 months. The Variation did not change the cost. Twelve months of deliverables were bought forward into the six months and the end date of the contract was changed.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Regular strategic guidance, coaching and mentoring of the CIT CEO through teleconference, face to face meetings, or other communication platforms (teleconference once a week, face to face once a month and unplanned advice return telephone calls within 24 hours).</li> </ul>	<ul style="list-style-type: none"> <li>10 sessions with CEO, CIT Board Chair and at times other members of the Board.</li> <li>Guidance for the CEO in ensuring the full possibilities for the new CIT Woden Campus and cross-government collaboration within the shifting landscape could be realised.</li> <li>Extensive engagement through an online collaboration tool which facilitated the sharing of ideas, documents and resources.</li> </ul>	<ul style="list-style-type: none"> <li>The CEO has a better understanding of the need to work at and hold multiple spatial and temporal scales at the same time.</li> <li>The CEO and Executive team understanding the connectedness between the ecosystems in which CIT operates and the opportunities associated with leveraging these relationships (e.g. cyber, CBRIN).</li> <li>The work undertaken in the contract enabled us to recognise the true value of the Strategic Compass projects was not in their isolation as nine discrete unrelated projects which when added together amount to CIT's transformation but rather in their connectivity. We better understood that greater outcomes were realised when projects were synergised rather than isolated, over articulating with a pre-determined end state missed the opportunity to pivot and for new value to emerge that resulted in improved outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Regular coaching and mentoring of the Executive Team, CIT leaders and other key staff through teleconference (once a month), face to face meetings, or other communication platforms.</li> </ul>	<ul style="list-style-type: none"> <li>(19 in total) Executive &amp; Directors Evolving Together Meeting – 21 November 2018.</li> <li>Evolving Together (Executive Session) – 21 November 2018.</li> <li>Executive Teleconference – 12 December 2018.</li> <li>Evolving Together (Executive Sessions) – 31 January, 10 April, 12 June and 18 July 2019.</li> <li>Small group of key staff including 3 Executive - 10 session between October 2019-Feb 2020.</li> <li>2 x1-day board planning sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Faced with a significant budget challenge, CIT exceeded savings targets by taking a contemporary systems approach to breaking down the patterns of isolated Director colleges/divisions to the system-wide approach which was enabled by the organisational transformation work the team undertook during the leadership workshops.</li> </ul>



Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Workshops (10 -15) Design and facilitate bespoke workshops on contemporary organisational transformation theory and practises relevant to CIT and SC2020.</li> <li>Design, facilitate and provide guidance in the use of tools and practises to increase CIT's understanding of its organisational systems and the means to influence cultural shifts within systems.</li> </ul>	<p>31 Workshops in total including:</p> <ul style="list-style-type: none"> <li>Executive &amp; Directors Workshop – 5 December 2018.</li> <li>Evolving Together Day - 30 January 2019.</li> <li>Evolving Together Update (CEO Leadership Forum) – 10 April 2019.</li> <li>CIT Transforming Our Business sessions (11 and 14 June).</li> <li>23 full day workshops with the Design Team and other key staff from across the organisations between Jan-Oct 2019.</li> <li>3 full days and all staff (approx. 500) workshops 'The Learning Series' between Sep-Nov 2019.</li> </ul>	<ul style="list-style-type: none"> <li>A deep dive into network mapping and its utility in making visible to CIT the way we view and use data at various scales limits our ability to make well-informed decision based on evidence.</li> <li>Guided deep-dive with the Design Team into relevant research focusing on Complexity, Network theory, Assemblage theory, Leadership in Complexity, Narrative and Applied Complexity Tools.</li> <li>Workshops with an expanded Design Team on Sense Making, Network Mapping, Wardley Mapping and Story Telling.</li> <li>Series of detailed Network Mapping exercises were undertaken that demonstrated the need for greater situational awareness and the propensity for our bias and pattern entrainment to influence our thinking when making decisions.</li> <li>Further codification of the Evolving Together Framework (CIT's overarching strategy for its approach to transformation).</li> <li>Development of a Guidebook that will assist emerging guides who will be active in leading and embedding the transformation work in future years.</li> <li>The Learning Series provided all staff with the opportunity to deepen their learning from earlier touch points through CEO forums and Evolving Together sessions. Staff who engaged with these opportunities reported positive experiences and assisted CIT to identify focus areas for follow up with more local level exploration work.</li> </ul>



Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• Provide CIT staff with resource materials to support the range of Services including learning materials, research articles, and relevant reading texts.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment and maintenance of Trello for the Executive and Design Teams.</li> <li>• Individualised a learning journey of relevant resources for each design team member reflecting their personal interest in specific theories that underpinned contemporary organisation transformation.</li> <li>• Facilitated opportunities for staff to share their learnings to date recognising the importance of the diversity within the group.</li> </ul>	<ul style="list-style-type: none"> <li>• Key CIT staff in the design phase worked together to break down silos and understand the interdependencies within the CIT system. This began to make visible that traditional leadership and management approaches and isolated domains of expertise would alone not be sufficient to bring about the changes required to meet that ambitions of the Strategic Compass 2020.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide strategic advice and guidance on the implementation of emerging industry practice and trends relating to digital and collaborative networking, ensuring organisational alignment across CIT including as it relates to SC2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided strategic advice and guidance to the Executive and CEO about the full potential for campus renewal and reconfiguring the temporal scale of the organisation’s strategic directions.</li> <li>• Informed approach to ACT Government about what had become visible about the constraints within the CIT system and the associated challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• A contemporary approach to building adaptive capacity and organisational transformational has been embedded into the relationship with Major Projects Canberra and all external consultants working together on delivering this once in a generation government investment into VET.</li> </ul>

**Contract Four Name and Term:**

Patrick Hollingsworth for provision of Organisational Transformation Strategy Guidance and Mentoring Services for CIT 2020-2021 Executed on 9 April 2020 for the value of \$1,705,001 for the of 20 months (until 9 December 2021).

**Procurement Process Undertaken:** A public tender process was undertaken with Procurement ACT's assistance. As required because of the potential value of the Request for Tender CIT submitted a proposal to the ACT Government Procurement Board.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Regular strategic guidance, coaching and mentoring of the CIT CEO through teleconference, face to face meetings, or other communication platforms.</li> </ul>	<ul style="list-style-type: none"> <li>14 planned sessions with CEO and at least weekly adhoc teleconferences and communications across a range of platforms.</li> <li>Presentations to the CIT Board to support the next iteration of the Strategic Compass.</li> <li>Development of written thought pieces to the CIT Board (including a number of new board members) the opportunity to consider the application of complexity frameworks/tools in shaping the strategic directions for the next five years.</li> </ul>	<ul style="list-style-type: none"> <li>The positioning of the next Strategic Compass that is ambitious and considers CIT's value in delivering economic and social benefits to the ACT and region.</li> <li>The maturity of the Institute's leadership and advocacy is more about leveraging and supporting existing ecosystems. The opportunity that this creates will result in CIT being able to meet industry needs including small business and generate new jobs.</li> <li>Whilst viewing organisations like CIT through the lens of contemporary concepts such as ecosystems, sense making, complexity, and networks were new to the CIT system/ leaders these type of tools have been gaining utility in across the Australian Public Service including ANSOG and the Australian Defence Force. Internationally the European Union (EU) has recently released <i>Managing complexity (and chaos) in times of crisis A field guide for decision makers inspired by the Cynefin Framework</i> (Dave Snowden and Alessandro Rancati 2021)</li> </ul>
<ul style="list-style-type: none"> <li>Design and facilitate bespoke activities on contemporary organisational transformation theory and practises relevant to CIT and SC2020.</li> </ul>	<ul style="list-style-type: none"> <li>18 sessions developing and trialling narrative capture tool and facilitating 'Evolving</li> </ul>	<ul style="list-style-type: none"> <li>CIT now has the opportunity to address the constraints and inertia that are in the system.</li> </ul>

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Provide CIT staff with resource materials to support the range of Services including learning materials, research articles, and relevant reading texts.</li> </ul>	<p>Together Stories that Matter’ with approximately 40 staff.</p> <ul style="list-style-type: none"> <li>I-Space Framework Deep Dive for approximately 30 staff.</li> <li>Assisted with creating and articulating broader context associated with a Leadership Development program for 18 leaders undertaken between (Aug-Nov 2019).</li> </ul>	<ul style="list-style-type: none"> <li>This emerging understanding will underpin the work ahead in adapting our offerings to provide skills for the future and transforming our business for value and viability.</li> </ul>
<ul style="list-style-type: none"> <li>Design, facilitate and provide guidance in the use of tools and practices to increase CIT’s understanding of its organisational systems and the means to influence cultural shifts within systems.</li> </ul>	<ul style="list-style-type: none"> <li>Resource materials to support the range of Services including learning materials, research articles, and relevant reading texts have been made available through a variety of online platforms.</li> <li>31 facilitated sessions of Wardley Mapping for 15 staff.</li> <li>Guidance and support for the Wardley Mappers to engage with other parts of the organisation.</li> <li>Sessions to support the embedding of the CIT Evolving Together Framework with more junior staff across CIT.</li> <li>As an example of the adaptive capacity gained a third Wardley Mappers group is due to commence in March guided by the CEO and the current Wardley Mappers.</li> </ul>	<ul style="list-style-type: none"> <li>Artefacts and resources made available to staff through online collaboration tools.</li> <li>Self-guided sessions by the leadership team to further embed learning associated with the I-space framework.</li> </ul>
<ul style="list-style-type: none"> <li>Design, facilitate and provide guidance in the use of tools and practices to increase CIT’s understanding of its organisational systems and the means to influence cultural shifts within systems.</li> </ul>	<ul style="list-style-type: none"> <li>31 facilitated sessions of Wardley Mapping for 15 staff.</li> <li>Guidance and support for the Wardley Mappers to engage with other parts of the organisation.</li> <li>Sessions to support the embedding of the CIT Evolving Together Framework with more junior staff across CIT.</li> <li>As an example of the adaptive capacity gained a third Wardley Mappers group is due to commence in March guided by the CEO and the current Wardley Mappers.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of 4 probes (experiments) demonstrating Wardley Mappers application of the tool and associated learnings to the Executive Team highlighting areas of focus for further exploration related to JobTrainer, CIT enrolment processes, My Profiling (an online platform that supports capturing workplace activity and encourages employer engagement) and teacher capability.</li> <li>Increased capacity in a number of key staff that operate across CIT to meet the future training needs of the ACT workforce and the associated national VET Reform agenda.</li> <li>Identified key area of duplication and inefficiencies that can be addressed.</li> </ul>