

Moving and shaking: managing a large VET college through uncertain times

Carmel Ellis-Gulli, TAFE NSW
Rosalind Carter, UTS

In this presentation

- Aim
- Background and context
- Rationale
- Method
- Findings
- Conclusion

What the research is about

- To inquire into the possible reasons for lack of engagement between staff and the new strategic directions of a large public sector RTO

Background and context

- Govt reforms + targets
- Organisational reforms + targets
 - Quas
 - Recognition
 - Workplace delivery
 - New Strategic Direction – 3 x year plan
 - Org, College and section targets
- Observations of change anxiety though staff surveys and anecdotes



Managing change

- Key issues
 - Strategy – vision and planning
 - Communication
 - Engagement
 - Staff and industry perceptions
 - Relationships and links (between strategic directions and activity in colleges)

Method

- Semi structured interviews
- Document reviews
- Survey results



What we found

- Varying degrees of awareness of
 - some govt reforms
 - org targets
- General understanding that org need to increase commercial business
- Lower level understanding that targets are based on both need for commercial \$ and govt reforms
- Varying understanding of what new targets mean for individual sections
- Varying sense of urgency
- Varying levels of teacher engagement – some disconnection between org expectations and teacher level engagement -

What participants didn't talk about

- New capital projects supporting the changing vocational learning setting - plumbing project
- Actual targets allocated to their areas
- Discussing or developing strategies as teams or as individuals

Possible reasons

- Communication and understanding
- Urgency
- Ownership
- Contribution
- Achieving outcomes

Where to from here?

- Acknowledgement of contribution of staff
- Benefits for students and business
- Sharing new practices and outcomes
- Managing change



Questions

- Thank you