

## Leadership, Innovation and Workplace Culture: specific opportunities generated by VETCAT™ and CURCAT™ research

*Case study: TAFE NSW – South Western Sydney Institute  
(SWSI)*

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& Development, SWSI

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## Aims

- explain origins and features of VETCAT and CURCAT
- show how the data assists leadership, innovation and workplace culture
- provide a case study exemplar: SWSI



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## Structure of session

1. Link VETCAT data with opportunities for leadership, innovation and workplace culture
2. VETCAT Case Study – Carol-Anne Blecich, SWSI
3. Link CURCAT with opportunities for leadership, innovation and workplace culture

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## Key terms

- VETCAT™ is the VET capability analysis tool
- CURCAT™ the industry currency capability analysis tool
- [www.jma.com.au/JMAAnalytics.aspx](http://www.jma.com.au/JMAAnalytics.aspx)

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## Key terms, data and (evidence based) opportunities for leaders

- Providing leadership – benefits from data about staff capabilities and preferences for PD
- Managing innovation – benefits from data about staff strengths and interests
- Influencing workplace culture – benefits from data about professional practice, aspirations and identity

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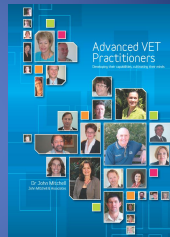
## VETCAT research origins

- VETCAT is a psychometric tool – measures attitudes
- VETCAT is a specific product of national research undertaken by John Mitchell and John Ward from JMA Analytics over the last few years

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## VETCAT research origins 2006-2009

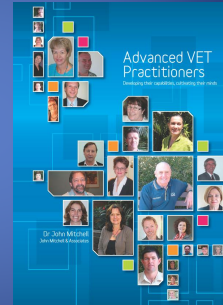
- JMA's 3 publications on VET practitioner 2006-2009



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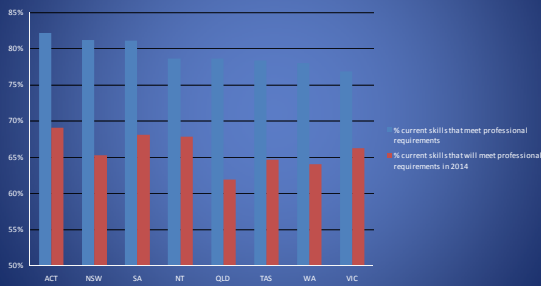
## VETCAT research origins 2006-2009

- National VET assessor survey for QLD DET March 2009: 800+ respondents: many thanks
- National VET practitioner survey Nov 2009: 2,200+ respondents: many thanks



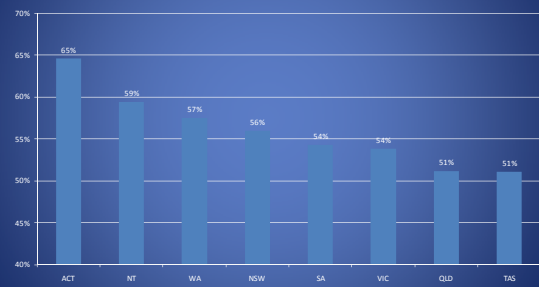
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## VETCAT research origins: national survey: practitioner skill gap nationally 20%+



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## VETCAT research origins: national survey: available PD meets 55% of need



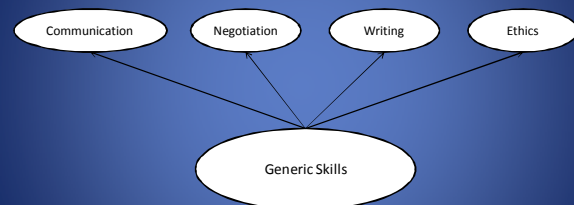
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## VETCAT and the validity of self-assessment

- Paunonen & O'Neill (2010) in the *European Journal of Personality*:
- "self-reports have been trusted by psychologists and others as the basis of typical performance since the invention of the personality test item and before" (p.203).
- Self-ratings are more accurate than ratings by peers.
- Self assessment tools, where validated, are useful for learning about people's "beliefs, intentions, aspirations, attitudes" (p.203).

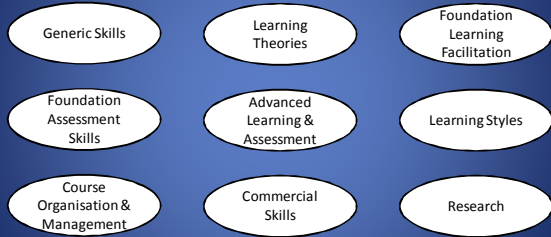
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## VETCAT based on results of national survey – how VET practitioners perceive their skills sets



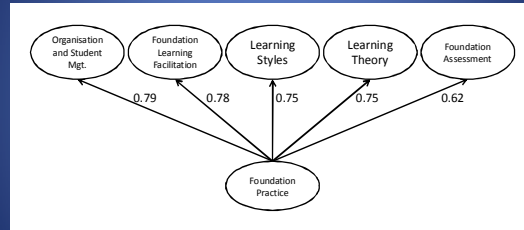
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VETCAT based on results of national survey – 9 skills sets



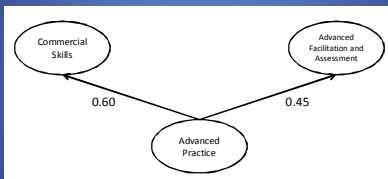
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VETCAT based on findings about Foundation Practice



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VETCAT based on findings about Advanced Practice

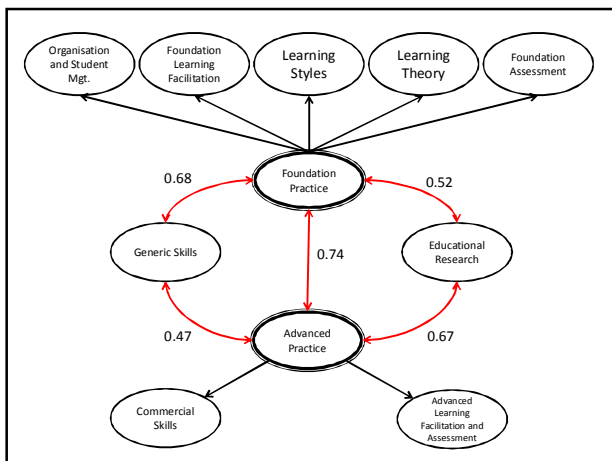


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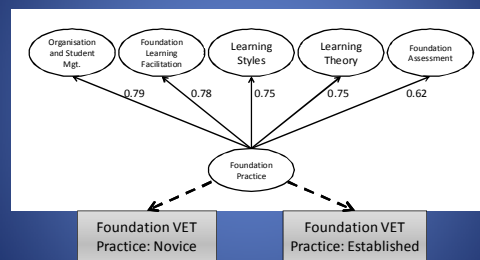
VETCAT based on findings about supporting skill sets



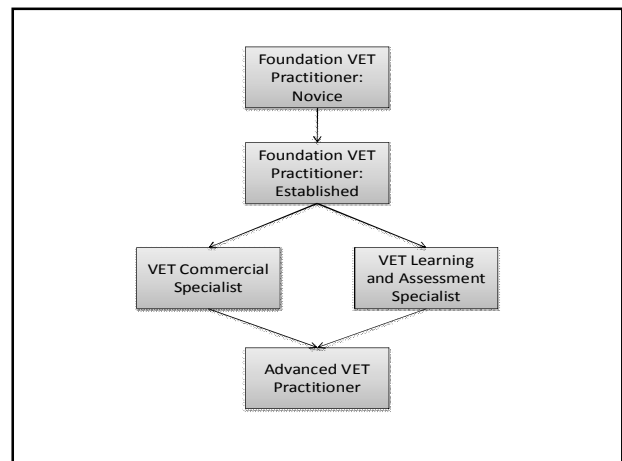
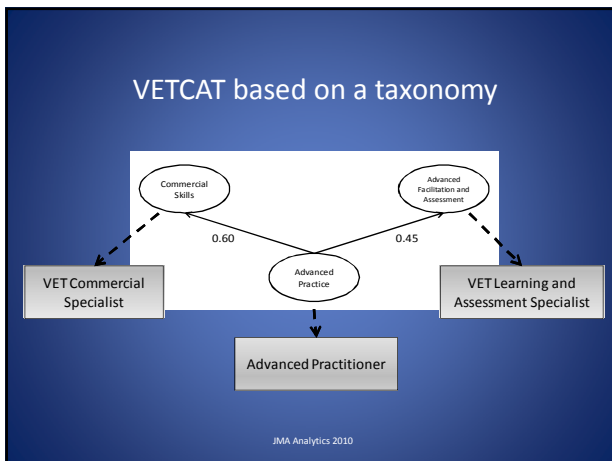
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VETCAT based on a taxonomy (categories)

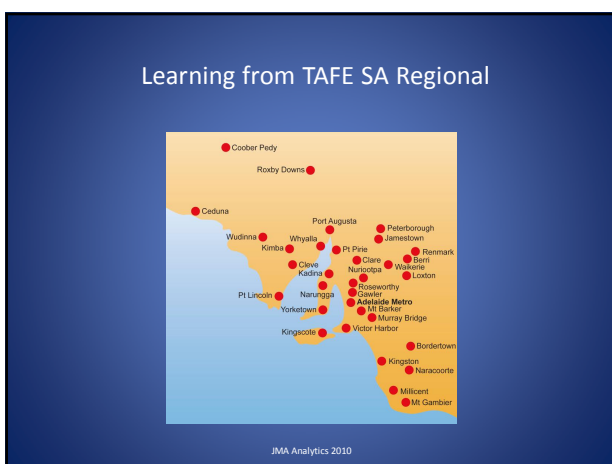


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- ### Elements of VETCAT
- Survey
  - Institute and faculty reports: 30+ pages each
  - Individual report: 12 pages
  - PLUS: papers, planning, workshop, debrief
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- ### VETCAT example: TAFE SA Regional
- Survey: 420 of 455 VET practitioners (92%)
  - 1 Institute report: 36 pages
  - 6 faculty reports: 30 pages each
  - c.400 individual reports: 12 pages each (now automated)
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- ### Learning from TAFE SA Regional: VETCAT creates opportunities
- “How to extract strategic value from the VETCAT™ reports”
  - “How to use VETCAT™ and CURCAT™ reports to improve quality”
  - [www.jma.com.au/JMAAnalytics.aspx](http://www.jma.com.au/JMAAnalytics.aspx)
- JMA Analytics 2010

Learning from TAFE SA Regional:  
VETCAT creates opportunities

*What do we do  
once we get  
the data?*



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Learning from TAFE SA Regional

VETCAT creates opportunities for TAFE leaders to:

- **build upon existing strengths**
- **drive quality and continual improvement**
- **develop innovation**
- **enrich TAFE workplace culture**

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VETCAT creates opportunities for TAFE  
leaders to: **build upon existing  
strengths**

*She (faculty manager) now  
sees that she has the  
perfect staff mix to make  
that happen. She has a  
range of very high level  
skills. And that thinking  
came out of the  
discussion of the faculty  
report.*



Anne Dening

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VETCAT creates opportunities for TAFE leaders to:  
**drive quality and continual improvement**

*I've identified about six or seven skills gaps in  
the Institute that need immediate attention.  
They're what we're going to work on in the  
next 12 months.*

Anne Dening

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VETCAT creates opportunities for TAFE leaders to:  
**develop innovation**

*if a manager comes to me, as they often do,  
and says this particular individual needs to do  
this [as a finding from the VETCAT™ individual  
report] then we will find the money somehow  
to do that.*

Anne Dening

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VETCAT creates opportunities for TAFE leaders to:  
**enrich TAFE workplace culture**

*one of the faculty managers said the lecturers  
now have a language to describe what they  
do... words like established and specialist and  
also the skills of foundation practice*

Anne Dening

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## VETCAT clients since June 2010 launch

- ten TAFE Institutes around Australia have signed up ...
- to use the extensive data about individual capability and organisational capacity generated by these new tools
- ...including SWSI

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## VETCAT @ SWSI: Carol-Anne Bleich

- A snapshot of leadership, innovation and workplace culture development initiatives
- Why did we use VETCAT?
- How will VETCAT support future capability development?

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## VETCAT @ SWSI

- 714 VETCAT respondents
- Reports provided to 9 faculties
- Project officer interrogated data
- Each faculty now unpacking the data supported by Workforce Capability and Development Unit

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## VETCAT @ SWSI

Value of the data for **leadership**:

- we can build on our strengths (we are above the national averages at levels above novices)
- our identified strengths in the commercial specialist area

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## VETCAT @ SWSI

Value of the data for **quality**:

- VETCAT identified where we have Learning and Assessment Specialists and Advanced VET Practitioners ...
- ... and opens up possibility of them mentoring others

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## VETCAT @ SWSI

Value of the data for **innovation**:

- VETCAT identified staff aspirations
- For example ... very strong interest in increasing skills in flexible and e-learning

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### VETCAT @ SWSI

Value of the data for influencing **workplace culture**:

- JMA-A *cluster analysis* identified 3 groups of faculties among the 9 faculties, re skills and interests
- each group has a different profile in terms of PD needs

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As shown by SWSI and TAFE SA Regional, VETCAT creates opportunities for leaders

- **Measurement** of the educational capabilities of VET practitioners
- **Insight** into the strengths and aspirations of VET practitioners
- **Analysis** that provides direction for innovation in process, products or organisation
- Improved **self awareness and self reflection** about VET practice

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### Measuring industry currency with CURCAT

CURCAT is the VET industry **currency capability analysis tool**

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### Origins of CURCAT

- From module of VETCAT to stand-alone tool (from 26 to 85 questions)
- Acknowledgement: *Keeping it Real*, Melinda Toze & Samantha Tierney, QLD DET (Nov 2009)
- ‘Two sides of the coin’ of the VET practitioner

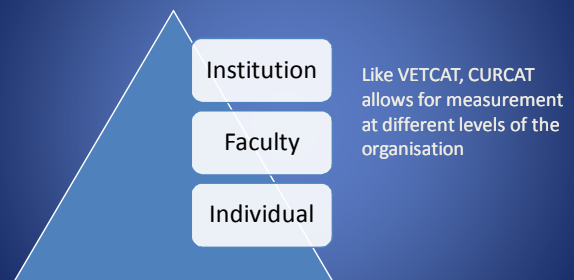


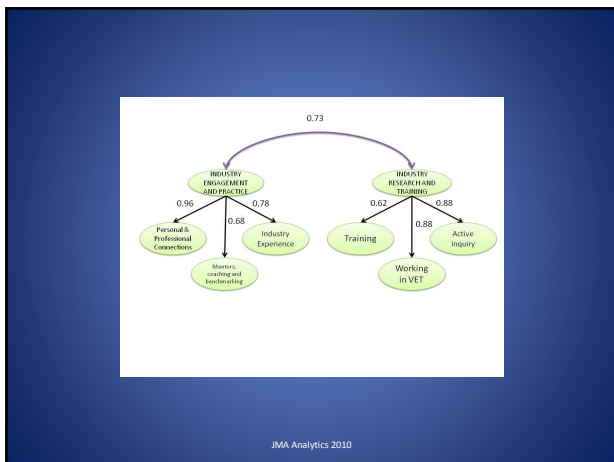
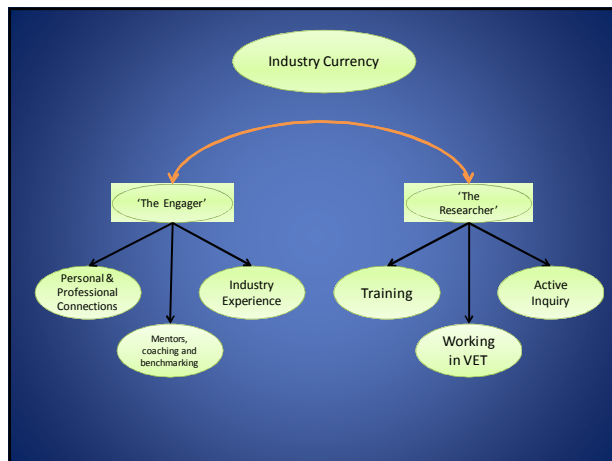
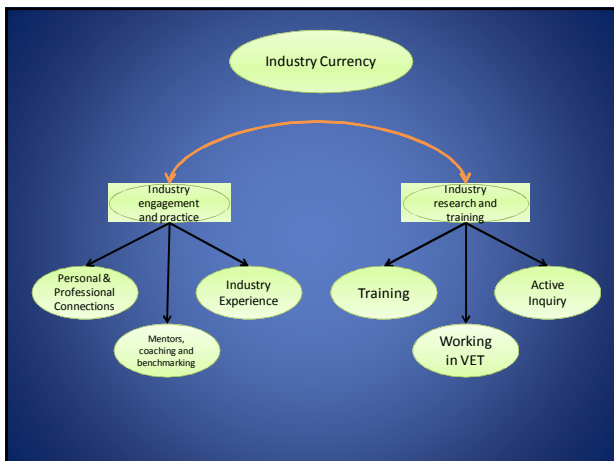
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### CURCAT measures



### CURCAT measurement levels





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### CURCAT creates opportunities for leaders

**Quality:**

- the overall CURCAT™ data report gives you the ability to aim for the AQTF excellence criteria



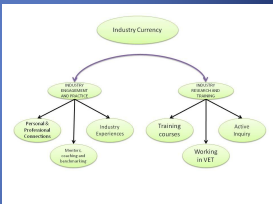
Dianne Baron

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### CURCAT creates opportunities for leaders

**Innovation:**

- ...to move into new markets or new training and assessment markets, to do any of that forward strategic planning, these CURCAT™ reports enable an RTO to make some very informed decisions



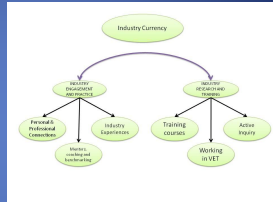
- Dianne Baron

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### CURCAT creates opportunities for leaders

**Workplace culture:**

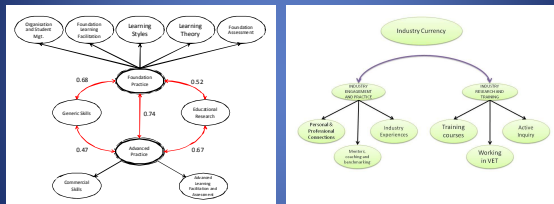
- It is very easy to say all of my trainers are current and up-to-date but to actually validate that in the past without these CURCAT™ findings has always been a challenge



- Dianne Baron

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## VETCAT and CURCAT provide data that creates opportunities for leaders



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## VETCAT and CURCAT provide data that creates opportunities for leaders

- VETCAT/CURCAT national forum in Sydney 3 December 2010 for current TAFE users
- Community of practice approach to:
  1. **What we did or will do with the data**, e.g. for PD, workforce development, innovation, culture
  2. **what else could be done with the data** e.g. quality; benchmarking; predictive analytics



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Thank you

... including to Carol at SWSI  
and in absentia to Anne and Di at TAFE SA  
Regional...

and John Ward, JMA Analytics

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