



Australian
National
University

Australian National University Planning & Performance Measurement (PPM)

‘One Cadetship Many Careers’

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4th July-19

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Our Presentation

- We are not saying our program is right for all ... but it might help others with their Cadet programs
- We don't claim to be any better, but we do aim to make sure we deliver for our Cadets
- We evolved as we knew Canberra was a little different & we need to cater beyond it, that requires an open attitude
- It is not like it isn't challenged ... it has a significant upfront cost attached to it
- We believe we have the runs on the board to counter the relative expense
- Most importantly, our contacts in recruitment agencies check in on the program
- Presenting it, is part of our Cadetship

ANU | introduction, strategy & key statistics

1st in
Australia
Number
20
in the
World

Ranked top in Australia and
20th in the World
(2017 Quacquarelli Symonds (QS) World University Rankings)



Ranked first in Australia for producing the most
employable graduates
(2019 Emerging Global Employability University Survey)



16 Nobel Laureate Staff and Student Alumni



Ranked first in Australia for International Outlook
(2015 AC Tiesse Higher Education International Outlook Index)



30% of students are enrolled in
Higher Degree Research
or Graduate Coursework Programs



Almost 1,000 students lived in overseas in 2019
- more than 20% of student population



More than 22,900 Students in 2019



ACT is the best place to live in the world
(2014 OECD's Better Life Index Rankings)



15 out of ANU subjects are ranked in the top 25 in the world
(2017 Quacquarelli Symonds (QS) World University Rankings)



Top in Australia in Citation per
Academic staff
(2017 Quacquarelli Symonds (QS) World University
Rankings)



5-star (maximum) rating
• Student standard
• Research output
• Research quality
• Graduate employability
(2019 Good Universities Guide)



95% of ANU research is rated "above world standard"
(2019 Australian Government's Quarterly in Research
for Australia Report)

PPM | who we are

The division supports the data and analyses needs for the university. It provides information and advice for evidence based decision making and continuous quality improvement

Reporting & Analytics Team

- ⇒ ANU Data Warehouse
- ⇒ ANU Insight (University's management information portal)
- ⇒ Statistical enquiries and bespoke statistical analysis
- ⇒ Data governance & modernisation

Admissions Project Team

- ⇒ Admissions reform at ANU
- ⇒ Management reporting to support new admissions frameworks and processes

Planning & Review Team

- ⇒ Load planning and forecasting
- ⇒ Organisational structure
- ⇒ School reviews
- ⇒ Government statutory reporting
- ⇒ Strategic and corporate planning

Planning Systems Team (TM1)

- ⇒ Budgeting and forecasting system management

University Performance Team

- ⇒ Evaluations - Surveys of students, graduates and staff, including SELT, QILT (GOS, SES), Student Barometer
- ⇒ Performance - Global rankings and university performance analysis

National Institutes Grant Team

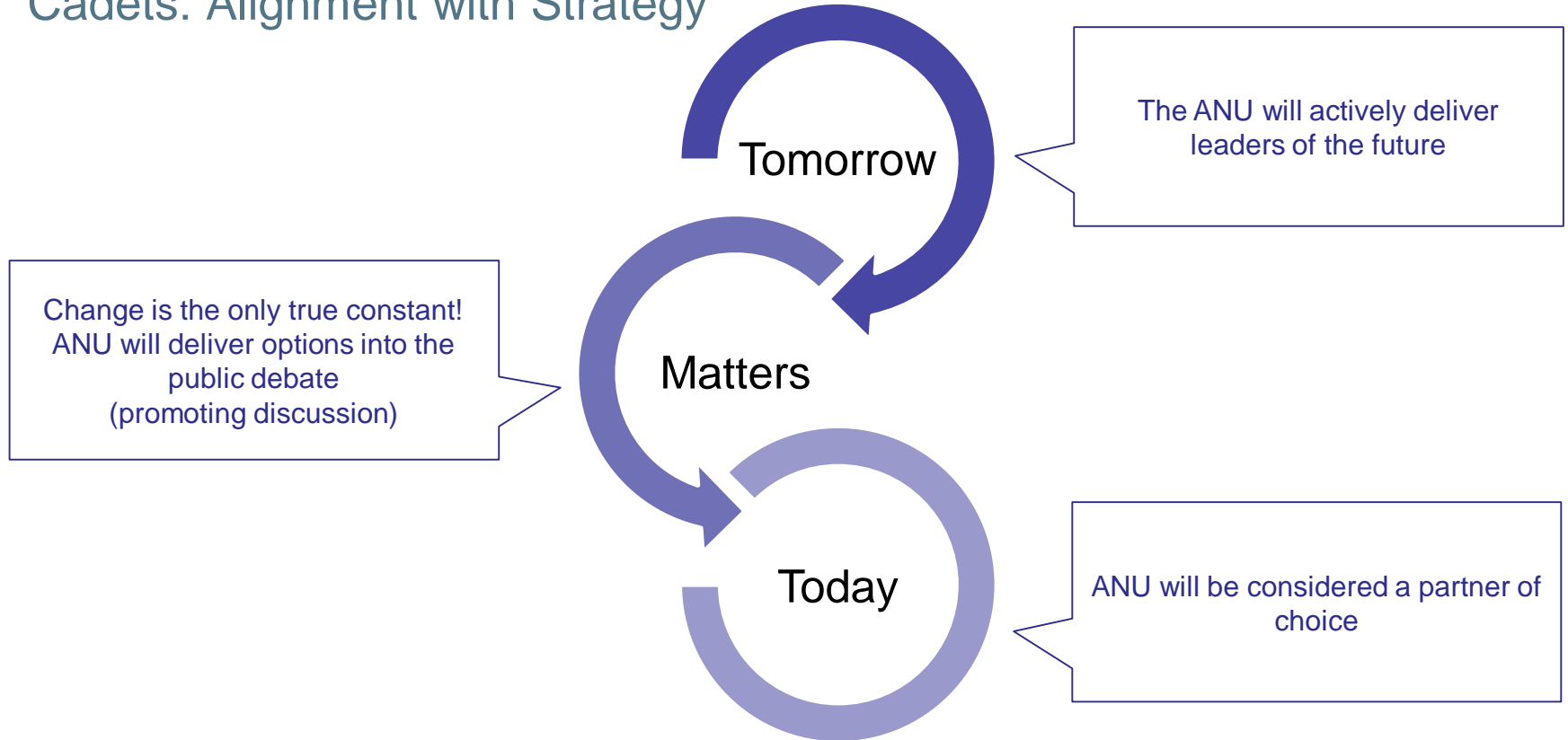
- ⇒ Administration and oversight of the expenditure and accountability of the National Institutes Grant

Canberra | What makes us just a little different?

- The bush capital, that is full of students, public servants and politicians (part of the year anyway)
- The market is distorted compared to all others in Australia (public administration \approx 32% of job market, 10% professional, scientific & technical services, 9% health care or social assistance & 8% education & training)



Cadets: Alignment with Strategy





ANU | Cadetships on offer

ANU Cadetship

- 4 rotations across the ANU, 2 selected by ANU based on perceived skill set, interests & project needs
- 4 managers (1 per rotation) with experience gained at their discretion
- No leave allowance, classes must be consolidated into 2 days (or online)
- Skills developed: rotation based
- Focus: exposure

ANU PPM Cadetship

- No rotation, work undertaken is driven by divisional business plan & desires are matched to programs of work
- People manager but also matrix management across projects
- Cadets must meet attendance standards, study leave also provided
- Skills developed: conversation based
- Focus: exposure & familiarity



Can a BI
Cadetship
deliver a tailored
career path for
every Cadet?

Sure!
Of course it can!

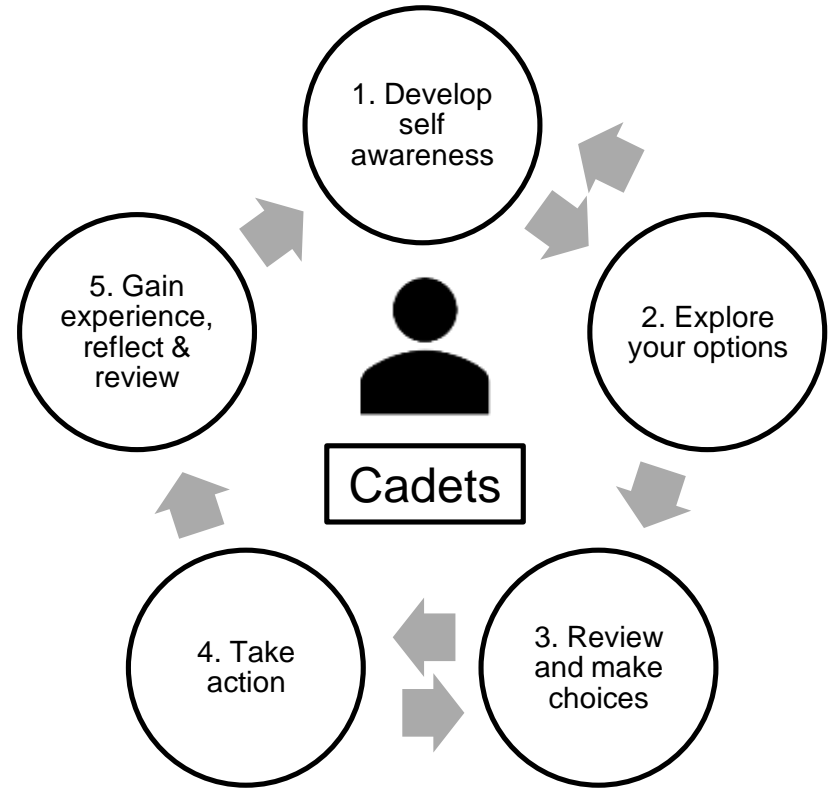
Hang on, what
does that
actually mean?

PPM | our BI Cadet Program

Conditions & Rules	Stated Goals	PPM Silent Goals
<ul style="list-style-type: none">• Open post 1st year at ANU• Mandatory course attendance with grade floors imposed• In Semester (0.6 FTE) v Out Semester (1 FTE)• 2-3 interviews up front• Recruit with College of Business & Economics but open to all (Dom or Int)	<ul style="list-style-type: none">• Work with multiple people• Work across multiple projects & with multiple external teams• Look, Listen, Learn & Lead the way• Mentor the next wave• Learn how to challenge ... A + B delivers C (learn how to make that work)	<ul style="list-style-type: none">• Cadet tenure <36 months• We prefer the Cadet not secure their next job at ANU (a challenge)• Looking to develop into a local industry program• Expand into IT, Research & Strategic Initiatives Group• Long term: intake of 5 cadets per annum

PPM | our BI Cadet Program

- 3 year fixed term appointment (ideally 2yr at uni with 1yr post but flexible)
- Salary, fees allowance & textbook expenses on top
- Salary exceeds alternative ANU program (1.1x)
- Time investment from many
- Exposure to many tools but also understand how & when to use them, when to use them to inform, guide or simply prepare



PPM | our BI Cadet Program philosophies

**DONE IS
BETTER
THAN
PERFECT**



Pride is concerned
with who is right.

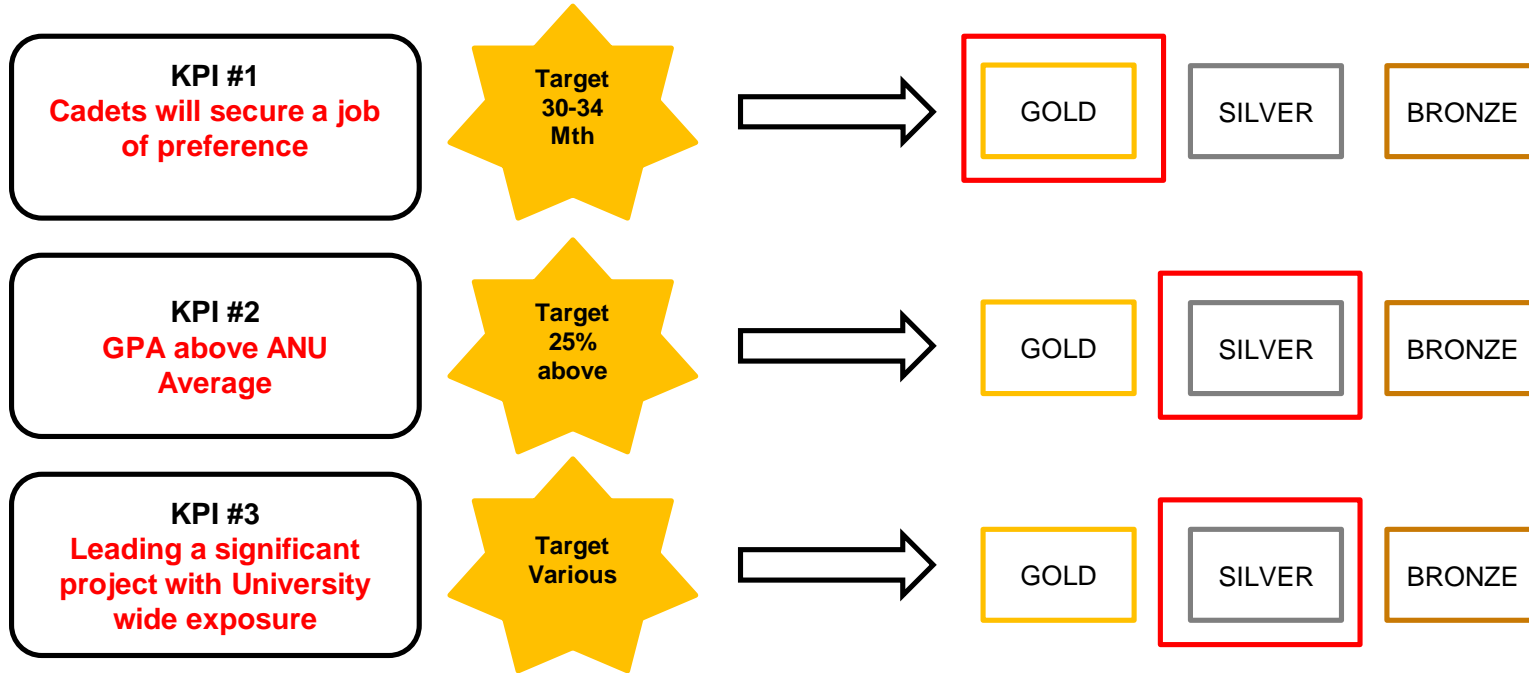
Humility is concerned
with what is right.

-Ezra Taft Benson



When I grow up I want to be ...




Cadet Program KPI's



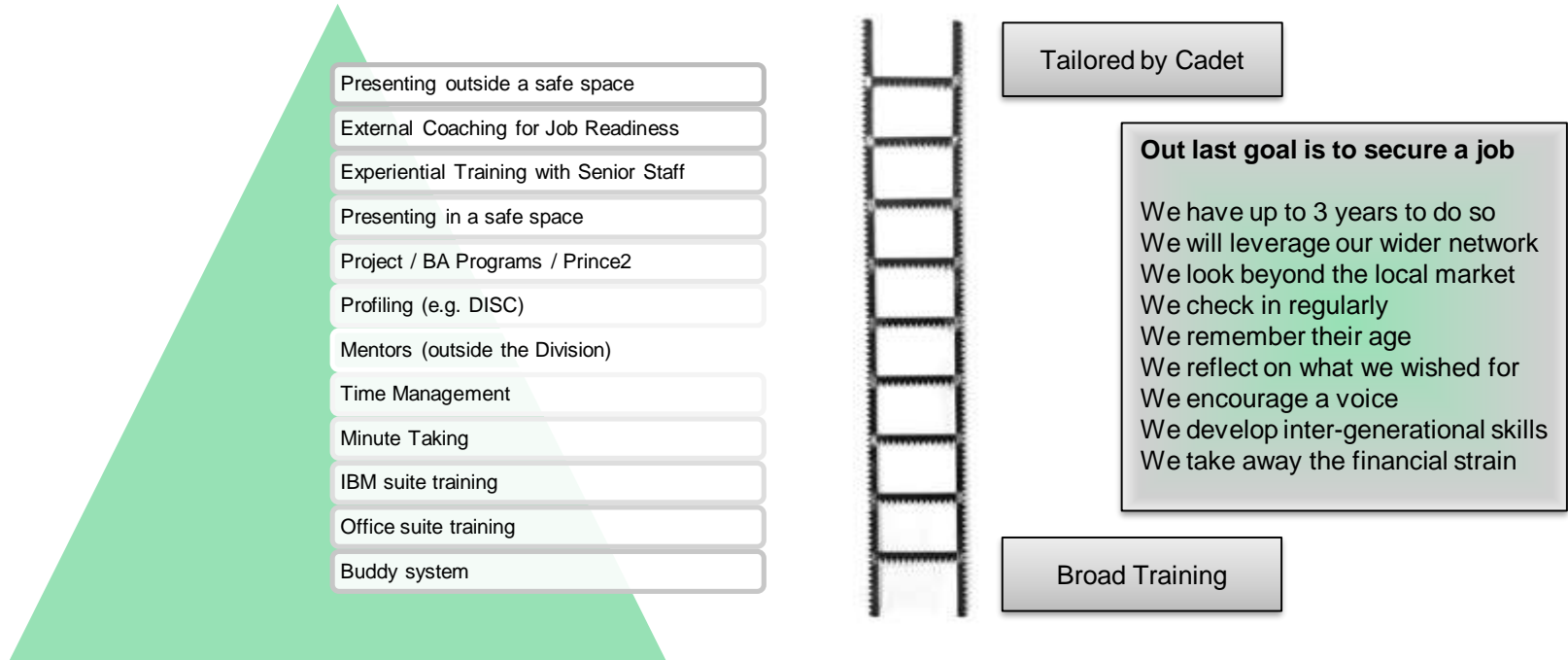
Cadet Program Streams

Cadet Stream	Program Focus	Expected Benefit Realisation
Technical (BI Cadet)	Broad based set of skills that enable the Cadet to slot into any BI team irrespective of location & industry More time spent with team members with broad work experience Strong positioning for multiple industries	Faster development of BA skills ANU (ITS & others) always looking Local recruiters, strong supporters Adaptable to any location
Technical Technical (Architecture Driven)	Broad based set of skills developed with a focus on the technical end More time spent with Lead Architect to develop structured & creative thinking End to end exposure by doing in a safe environment	Slower burn in development Strong kick in team technical capability that drives solutions More aligned to outside the ACT
Qualitative (Storyteller Stream)	Broad based set of skills developed with a focus on the qualitative Firstly, exposure to learn the quantitative techniques Secondly, time spent with 'story tellers' to develop the art The art of language (verbal and written)	Making the hard, easy to understand Strong demand as the Cadets exposure grows An area always in high demand
Non-Tech in a Tech Team (Project Stream) (under development)	Essential Cadet skills only, focus is more on project skills Soft skills dominate: active listening, note taking Exposure to committees, meetings & ANU board meetings for experience	Fast tracks towards Project Officer roles Local recruiters like the alignment to entry into Public Sector (security clearance aside)

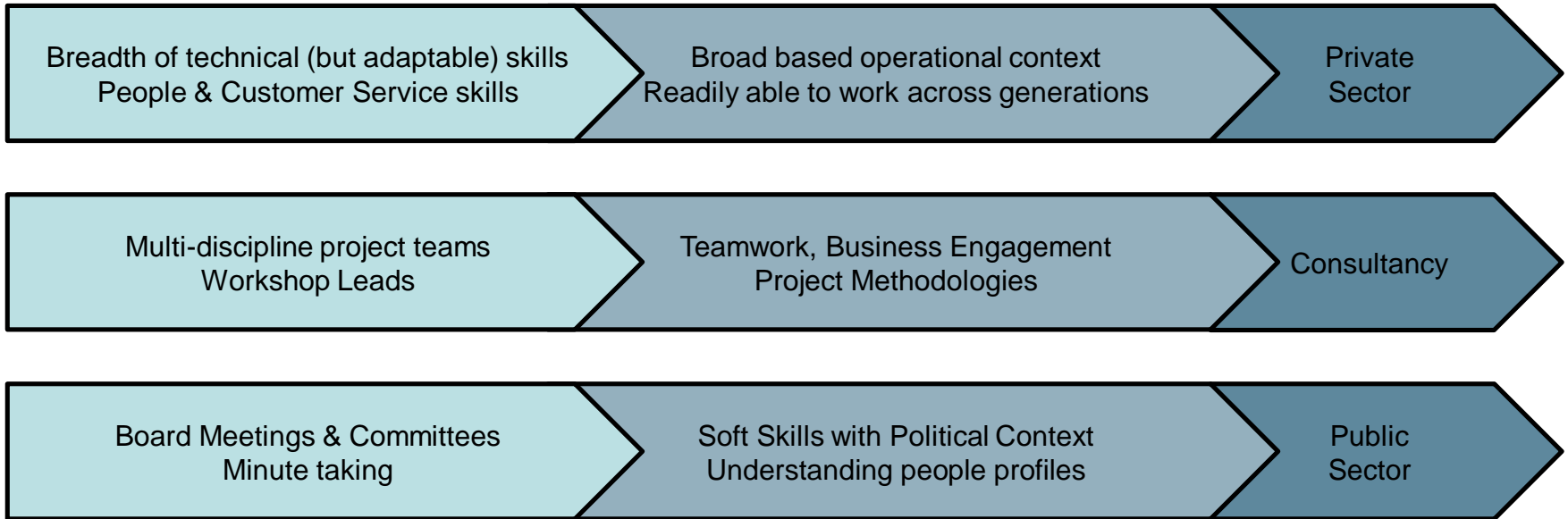
BI Cadet Program ...by year

Year	Year	Key Work Experience	Training on Offer	Differentiators (people, program or impact)
1		<p>ANU Insight Support Help Desk Divisional Meeting Chair Ad-hoc requests Project support</p>	<p>Buddy system within PPM on entry ANU mentor matched from outside division Customer Service skills are core Prince2 IBM Suite training (online course, buddy ups) Microsoft (Excel, Access, Project, Visio)</p>	<p>UniForum: expected expense hit to ANU Minute taking ... learn the art (public sector) Observers at committees / forums (politics) Highly political environment (public sector) DISC profiling & training</p>
2		<p>Project BA Report writer Survey work Government data submissions Committee Minutes</p>	<p>Time Management Tailored to stream but includes SQL, BA Fundamentals, Data Modelling, Interview skills & trainer training Significant 1:1 time with Lead Architect or Associate Director for industry experience</p>	<p>Expected to challenge ways within PPM Expected to lead workshops with support Expected to tackle business critical items (with verification support) Expected to be uncomfortable in situations outside the division (corporate deep-end)</p>
3		<p>Project Lead BA Project Manager End to End technical solution delivery Train others Workshop Leadership</p>	<p>Sessions with Professional Coach Soft Skills: 'Working with difficult people' Leadership: 'training by doing' Gap filling if/as required</p>	<p>Expected to submit & present at conferences 3rd party coaching, resume support Networking (introductions or independent) Stress points pushed</p>

Cadetship Development Pyramid: from the fundamentals to the tailored



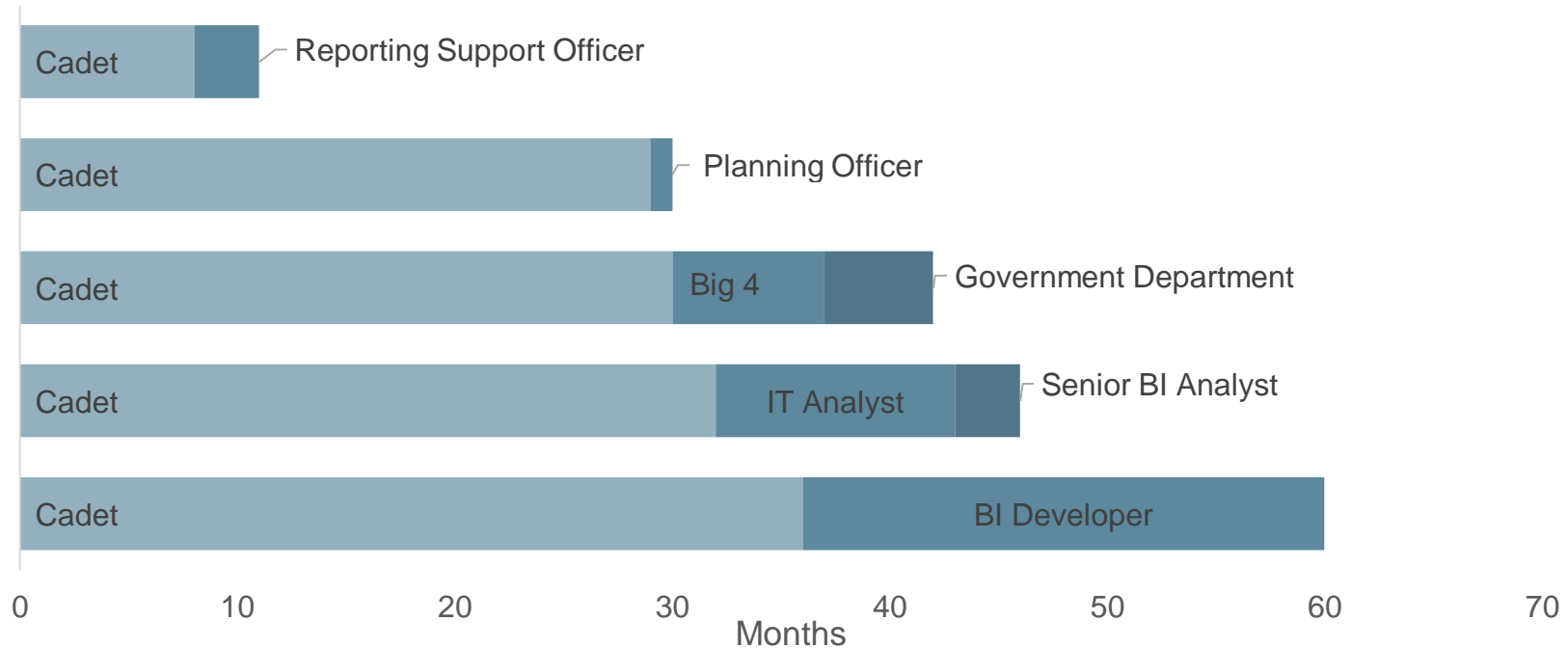
Development Pyramid: examples of pathways & opportunities



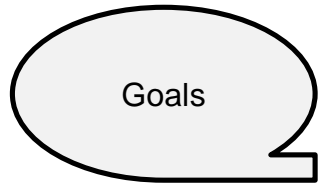
Delivering value for

Cadets	ANU	Other Staff Members	Cadets & Other Staff Experience Together
<ul style="list-style-type: none">• Financial stability with study support• Safe space for learning/mistakes• Focus on practical application of soft skills• Better employment outcomes	<ul style="list-style-type: none">• Bridge into the student cohorts• Direct linkage into the student cohort• Institutional knowledge developed early on• Cost effective	<ul style="list-style-type: none">• Ability to pass on their experience• Direct mentoring opportunities• Different drivers• Invigoration of youth into roles	<ul style="list-style-type: none">• Ensures turnover & ability to adapt• We profile all to support together• Helps prepare all staff for next role (inter-generational)• Always a new perspective to understand

Example: Post Cadetship Career Milestones

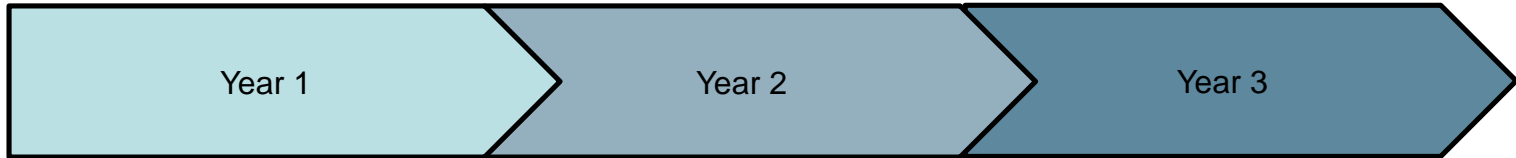


Key for Success ... tailoring the experience to goals



Goals

Learn broad range of skills Work experience Top 2% University results	Project management experience Work experience Technical skills development Place top in one class	Prepare for the workforce Building subject matter expertise Maintain academic performance
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Training

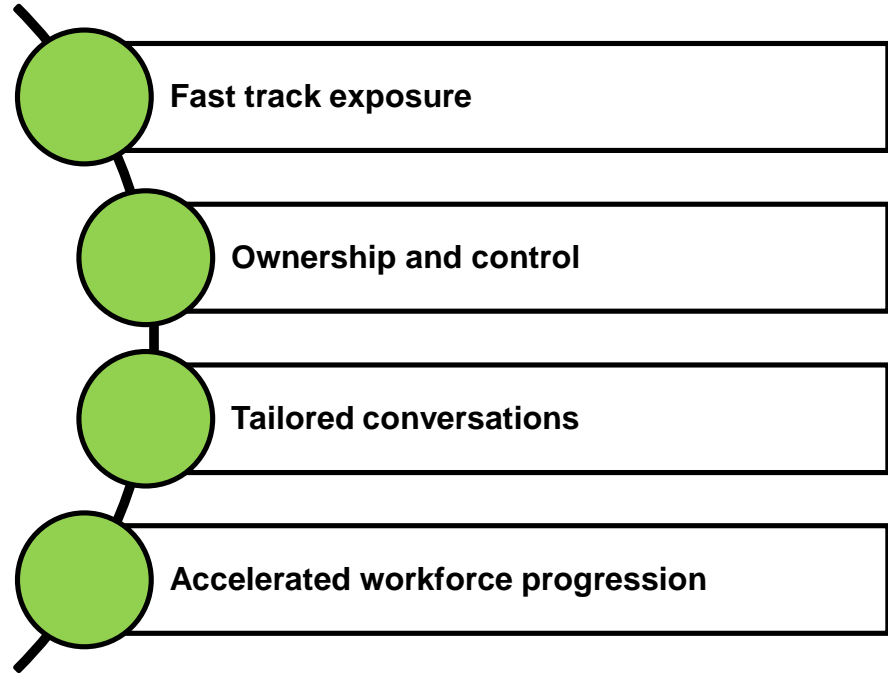
Report authoring training In house systems/processes Mentor program	Prince2 & Project Support Mentor program	Advanced technical training Time Management Career training
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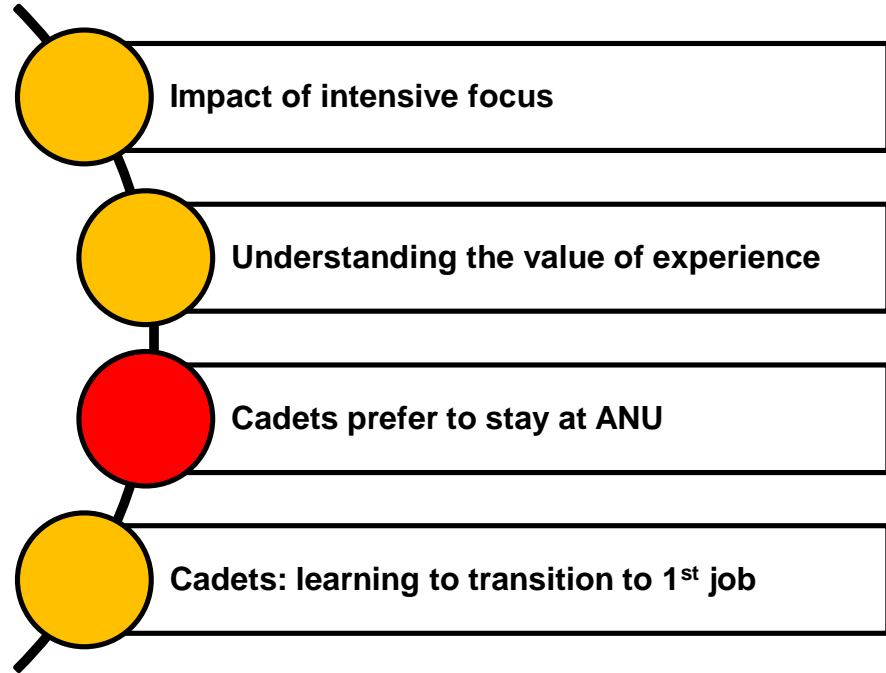
Experiences

Enrolment, High Degree Research & Ad-hoc reporting ownership Auditing	Yr 1 plus BAU process improvements Senior Executive briefings	Yr 2 plus Presenting, Project Manager Lead Report Writer
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How we found it better prepares than ANU's traditional Cadetship



However, it is not challenge free



Workforce ready professionals (our aim, our progress)



The Cadetship has helped me feel more confident in myself and what I can achieve



The Cadetship has made me feel under pressure and stressed



The Cadetship has helped me to cope better with any problems or worries that I have



Your Cadetship prepared you for Day 1 in your 1st post Cadetship role



How likely would you be to recommend the Cadetship to a friend or family member?
(Net Promoter Score)

For the wider marketplace ... and the unique local job market

Private Sector (Nationally)

- Many of our applicants are not locals
- An eye on the larger employment markets
- We assume people will move around
- Finance is a target for many applicants

Consultancy (Big 4 or Bespoke)

- Consultants like the depth of tenure (2-3yrs)
- Consultancy careers is still held up as an ideal pathway for many
- To be successful, candidates need to stand out

Public Sector (ACT Focus)

- Understanding the public sector ways
- 32% of jobs in the ACT
- Heavily influenced by the political cycle
- Efficiency dividend
- Data analytics contracts 'on trend'

Improvements: in the Cadets own words

Personally I find it hard to take annual leave. Some sort of mandated annual leave for cadets would be ideal. I'm not sure when or how this could be applied

I would like to have had the opportunity to lead a project towards the end of Year 1

We need access to more technology, the IBM stack we use is not enough!

In year 3 provide leave to attend career information sessions at the university or externally, or add continuation into a permanent role after graduation to help reduce the anxiety of approaching the end of a fixed term contract



What is the portable differentiator?

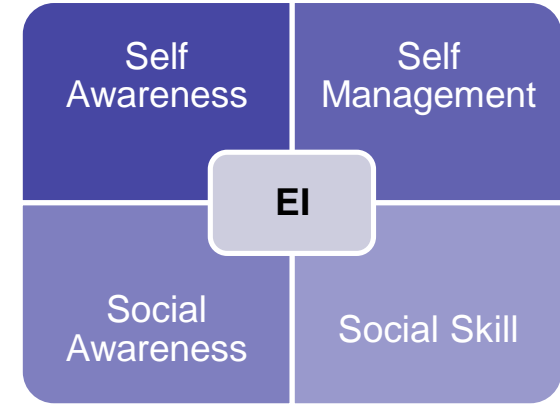
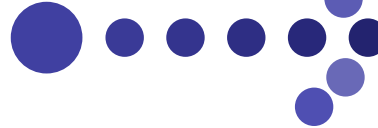
The Cadet: The Person



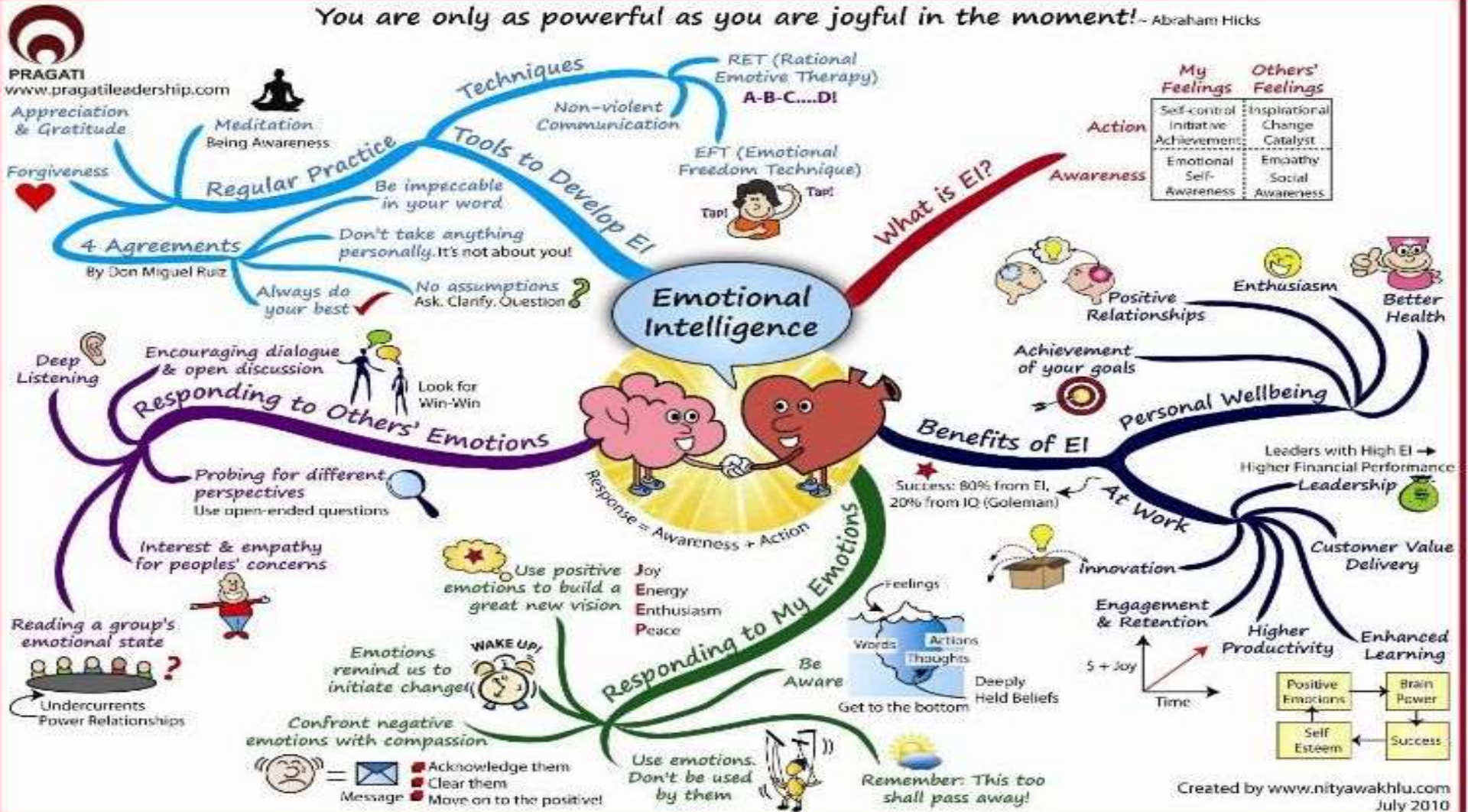
Technical Skills
Development



Soft Skills Development



You are only as powerful as you are joyful in the moment! - Abraham Hicks



PRAGATI
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Appreciation & Gratitude



Meditation
Being Awareness

Regular Practice

Forgiveness

4 Agreements
By Don Miguel Ruiz

Always do your best

No assumptions
Ask, Clarify, Question

Be impeccable in your word

Don't take anything personally. It's not about you!

Techniques

Non-violent Communication

RET (Rational Emotive Therapy)
A-B-C....D!

EFT (Emotional Freedom Technique)



What is EI?

My Feelings	Others' Feelings
Self-control	Inspirational Change
Initiative	Catalyst
Achievement	Empathy
Emotional Self-Awareness	Social Awareness

Action

Awareness



Positive Relationships

Enthusiasm



Better Health

Achievement of your goals

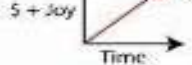
Personal Wellbeing

Leaders with High EI → Higher Financial Performance

Leadership

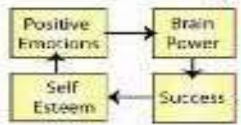
Customer Value Delivery

Engagement & Retention



Higher Productivity

Enhanced Learning



Benefits of EI
Success: 80% from EI, 20% from IQ (Goleman)

At Work



Innovation



Deeply Held Beliefs

Response = Awareness + Action

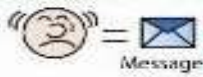
Joy
Energy
Enthusiasm
Peace

Use positive emotions to build a great new vision



Emotions remind us to initiate change!

Confront negative emotions with compassion



- Message
- Acknowledge them
- Clear them
- Move on to the positive!

Use emotions. Don't be used by them



Remember: This too shall pass away!



Deep Listening

Encouraging dialogue & open discussion



Look for Win-Win

Responding to Others' Emotions

Probing for different perspectives
Use open-ended questions

Interest & empathy for peoples' concerns



Reading a group's emotional state



Undercurrents
Power Relationships

Why the soft skills so much?

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

BI Cadet Statistics: success or a work in progress?

Diversity
Metrics

Cadet
GPA

Technical
Skills

Listening
Skills

Self
Manage
Skills

Orator

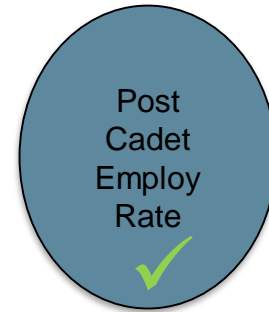
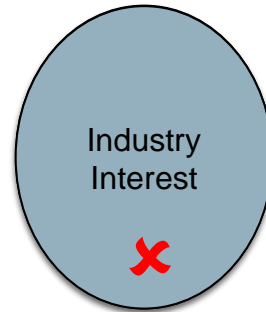
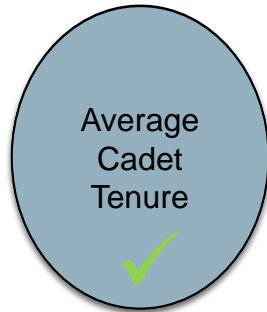
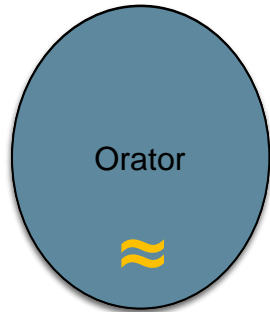
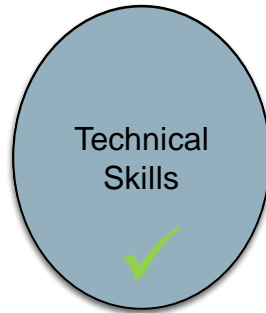
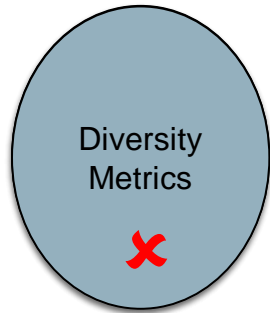
Average
Cadet
Tenure

Local
Recruiter
Interest

Industry
Interest

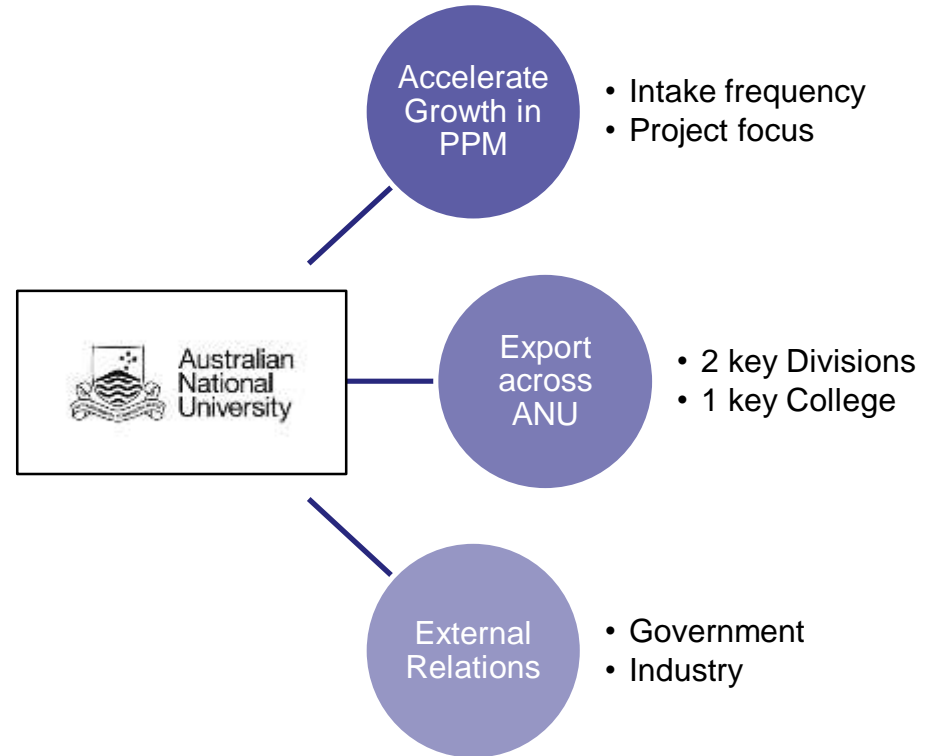
Post
Cadet
Employ
Rate

BI Cadet Statistics: success or a work in progress?

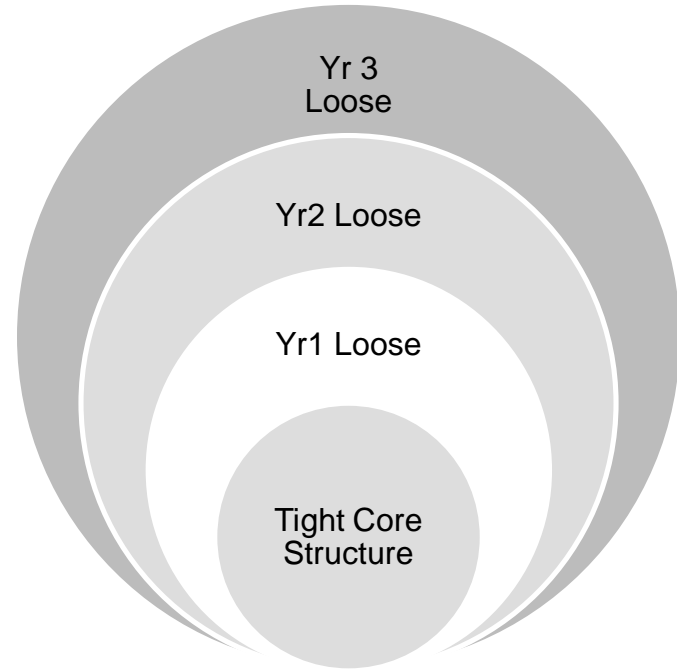
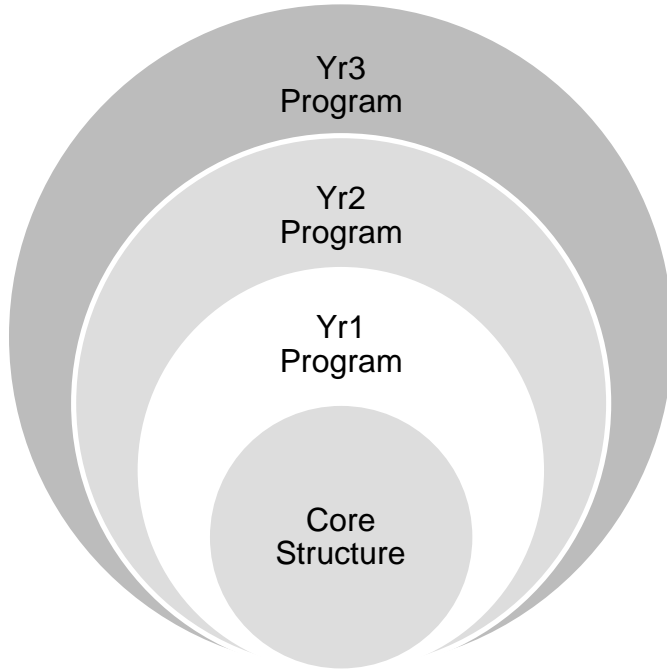


Future plans for the cadetship

- Key element to support growth in service demand from across the ANU
- Partnership agreements (internal at ANU or local consultancies, Government departments) with potential co-sponsorship
- Increase attractiveness to support ANU diversity policy
- Understand if the current model can extend outside of BI to other specialized areas that the ANU operates within
- Continue to question our planned program with our Cadet feedback



Program Universality ... it is really just the same model as all others





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Question Time



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Australian National University Planning & Performance Measurement

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