



How Cenitex  
is improving  
the experience  
*for its people*

# Cenitex, an information and communications technology (ICT) service provider and the trusted IT partner for the Victorian Government, has worked with Insync over the past eight years to drive measurable improvements in employee experience.

Insync has supported Cenitex with data collection, analysis and roadmap suggestions on key themes and opportunities for improvements. Cenitex employee engagement is at the highest in its history, with significant enhancements in all aspects of the employee experience.

Discover the strategies behind the remarkable success in driving employee engagement and gain insights into the ongoing journey towards continuous improvement.



## Insync insights and suggestions

### Invest in individual growth and development

Analysis of employee sentiment recommended developing learning opportunities in consultation with employees and then following up by reviewing progress with one-on-one meetings.

### Provide performance feedback & recognition

Setting challenging but realistic role expectations, strengthening feedback culture and fostering opportunities to celebrate and recognise achievements were suggested to engage the Cenitex team in a meaningful way.

### Focus on customer and innovation culture

Employee feedback highlighted the opportunity to strengthen positivity and create a culture of improvement by acknowledging positively trending survey results and performance.

### Proactive talent management

Analysis of employee sentiment showed talent management was not always clear and a proactive approach to future talent management was needed.

### Uplift leadership capability

Team leader feedback was identified as an area to focus on; by working with this group to understand where their main concerns were and what solutions they could offer.

# Cenitex actions and *results*

## Invested in growth and development

To meet current and future challenges, Cenitex needs to have a highly productive workforce with the right skills. Cenitex has shifted its focus from training reactively to the future. A culture of learning has been developed that empowers their people to enhance their capability and lead their development. There has been a focus on building capability (professional, technical and leadership), enabling leaders and promoting wellbeing. This is fostering an environment where people feel valued through opportunities to grow beyond their roles.

Through this focus, Cenitex has achieved a significant uplift in training hours, development relevance and feedback. Cenitex had a 100% increase in training hours from 2021-22 and a further 100% uplift again from 2022-23.

**Feedback from staff has positively reflected this shift over the last 5 years:**

- Favourability towards staff feeling they have a real opportunity to improve their skills in Cenitex increasing by 33%.
- Staff feeling Cenitex has effective plans for developing and retaining its people increasing by 32%.

## Provided performance feedback and recognition

Cenitex has focused on fostering a high-performing culture leading to staff feeling celebrated and recognised for their great work.

Cenitex conducted reviews and enhanced the performance process, to support creating goals and clarifying accountabilities. Managers and team members have been supported to have more regular and robust performance conversations. There has been an increased focus on regularly updating staff on organisational progress, celebrating success and learning from failure.

**These actions led to:**

- 'My work group celebrates high performance achievements' improving by 14% since 2021.
- Cenitex being committed to best practice in their industry going up 21% since 2021.

“Expertise and knowledge are received and celebrated regardless of role/VPS level/length of employment etc. Great work is showcased by, or correctly credited to, the person/people who did the work which is a big shift from the historical situation where the manager presents the team's work and even if there was no intention to, they would minimise the team's efforts.”

“I think there might also be something in the I&I talks, the fact we are going out of our way to celebrate everyday AND novel improvements in a public forum, with the people doing the work able to talk to what they've done has a tremendous impact on those presenting (in acknowledging and celebrating work done) and those attending (seeing that celebration and knowing anybody can make a difference).”

# Focus on customer and innovation culture

Cenitex has transformed its approach to customers and employees through a focus on the interdependent areas of employee experience and customer experience.

It focused on gaining a greater understanding of customers, listening and responding to their priorities and IT needs. They worked to truly understand the overall experience of how their customers consume their products and services. This has been supported by getting back to basics and a more human focus. As part of this work, a Customer Masterclass was rolled out to all staff, to connect them to the purpose of the communities their customers serve. This resulted in 96% of employees feeling inspired or challenged to make things easier for customers.

A multifaceted approach worked to shift behaviours and culture which included regular innovation events

designed to create a safe space for collaboration, connection and collective ideation. For example, over 50% of staff participated in initiatives like the Cenitex Hackathons and Cenitex Connect days. Regular Innovation and Improvement (I&I) talks are held to showcase innovation and celebrate creativity.

Employees are increasingly focused on how to better serve customers, break down silo's and contribute more using their skills and talents.

As a result of initiatives like these over the last 5 years:

- **Cenitex consistently shows its commitment to achieving long-term customer satisfaction increased by 31%.**
- **Teams providing good customer service to each other increased by 34%.**

# Proactive talent management

Cenitex responded to results and recommendations around talent management with initiatives that enhanced capability and culture, while addressing the challenge of identifying, attracting, developing and retaining staff.

Cenitex modernised recruitment practices which included implementing a suite of innovative technologies. This created a more streamlined and candidate-centric hiring experience. The results of the project delivered several benefits to Cenitex, including upskilling of managers in the recruitment process, improved candidate engagement and communication, an elevated brand image for Cenitex as well as enhanced recruitment speed and capacity through automation.

Talent management strategies including talent mapping and succession planning were implemented which empowered leaders with insights and data to assist in making workforce decisions. This also informed successful programs for developing high-potential staff. Graduate and internship programs were introduced as pathways to grow the workforce of the future.

A Diversity, Equity, Inclusion & Belonging (DEI&B) framework was built with significant staff involvement and strong leadership support. DEI&B has become structured, embedded and embraced across the entire organisation; with staff representation across five employee-led diversity streams, executive sponsorship, and a Council to progress work on the development and implementation of Action Plans.

The breadth of work undertaken has resulted in greater inclusion, diversity of thought, more supportive leadership, and improved employee experiences.

These actions led the organisation to achieve their highest annual survey scores, since 2021:

- **Employee Engagement at 76%, a 13% increase.**
- **Overall job satisfaction increased 11% to 76%.**
- **Recommendation of the organisation as a workplace to family and friends increased from 20% to 74%.**

In addition to the strong improvement in employee survey results, the Cenitex workplace culture has also attracted external recognition:

- Institute of Public Administration Australia (IPAA): June 2023; Winner Leading Employer Award
- GradAustralia 2023: Winner of 4 Best Workplace awards: Hiring Process; Diversity; Social Responsibility;
- Australian HR Institute (AHRI) 2022: Winner Talent Management Award; Finalist Inclusive Workplace Award
- Work180 Equitable Workplace Awards 2024 – Winner Inclusive and Anti-discriminatory culture
- #7 in Work180 Top 101 Employers for Women in Australia 2024

## Uplifted the leadership capability

Cenitex recognised team effectiveness and team leadership as a key strength of the organisation, however, team leaders were historically less engaged and wanted more support.

Cenitex conducted a full review with key team leaders and implemented additional support to help leaders manage effectively during times of change (including the pandemic).

As part of this, forums and development opportunities were established to provide leadership connections and empower them with key information to set their people

up for success. Cenitex built opportunities for people leaders to connect, and share information and insights to build a 'community of practice'.

As a result of the collaborative initiatives over the past 5 years:

- Team leader engagement improved by 19%.
- Perceptions around encouraging innovative and creative ideas increased by 41%.
- Having a culture of “no surprises” where bad news is promptly shared increased by 41%.

## Looking to the *future*

As Cenitex looks to the future, there is an opportunity to continue to drive performance, by continuing to bring employees on the journey, by communicating a strong vision, and by linking everyday actions to company values and goals. Learning from previous strategies that have been implemented, as well as looking at the current strategic objectives, will optimise business performance by including staff focus groups and a change plan to bring staff along on the journey and connect divisional and personal plans to the corporate plans. By performing these key actions, Cenitex will continue improving employee engagement and experience, leading to better customer service delivery and a more successful business.

The Insync survey results helped identify several areas to continue to focus on for improvement across Total Experience focusing on Customer and Employee Experience. This includes continuing to grow a high-performing and innovative culture and further the work to strengthen connection and improve customer experience across the organisation and in particular with those who interact with customers most.

Including through their Employee Value Proposition, the Cenitex People Promise, Cenitex will continue to build their capability to foster experiences that empower their people to thrive and deliver their purpose. Focusing on investing in delivering the value and feelings that matter most to their people, feeling supported, autonomous, invested, understood, engaged and valued.

Cenitex listened to the feedback and is committed to continuous improvement. Post-survey, Cenitex took the following steps:

1

Cenitex-wide, divisional and team-level results are shared to celebrate the positives in the results and identify the areas where improvement is needed.

2

Action planning is undertaken to understand areas for improvement and identify Cenitex-wide and local initiatives and actions.

3

Cenitex will continue to focus on a range of areas that impact wellbeing and organisational culture. Cenitex believes the improvement of employee engagement and taking care of their staff is an extremely important ongoing journey.



## Why choose to *partner* with Insync

We're leaders in integrated experience management, research and consulting. Our purpose is to inspire success.

And that's what we've done for over 1,000 organisations in over 50 industries.

Carrying out an independent benchmarked survey designed to meet your requirements is only the first step. Our mantra is less measurement and more improvement, not the other way around. Many organisations have been doing employee engagement surveys for years with little or no improvement in employee engagement. Unlike other survey companies, Insync is also there to help you improve.

Whether you use our Engagement Survey or another well-designed and independently administered survey, we can provide expert advice on interpreting and acting on your results.



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