

Evolving Transport

A customer centred program of change



A communication guide
for leaders during change



Transport
for NSW

Purpose

A communications guide for senior leaders to help engage our people during change as we **Evolve Transport**.

Why communication during change matters

How we approach employee **engagement during change is just as critical** to the success of transformation **as the actual implementation** of the change

Effective communication is a **top driver for engagement** because it helps employees understand how their personal contribution impacts the organisation

Great leaders understand that communication is critical to success and that they play a vital role in communicating effectively with their people, particularly during change. **Staff are 9 times more likely to support change** if they hear it directly from their manager.

Communications and change – some stats

74%

rank communication from their manager as the most useful communication channel

70%

of organisations expect to increase the number of major change initiatives in the next 3 years

64%

of people need to hear company information 3-5 times to believe messages

55%

of how people interpret your message is based on body language. Only 8% is based on the words you say

What our own people are telling us – plans and changes

65%

would like to **receive more information about plans** for their agency or division (compared with 30% who say they receive about the right amount of information)

61%

would like to **receive more information about how things are changing like improvements** to the way we work (compared with 34% who say they receive about the right amount of information)

78%

say they most frequently use information from their manager or in team updates like 'Update from my manager' (79%), and 'Team meeting/briefing' (78%)

What our own people are telling us

“Face to face is good in many situations - can have authenticity if done well. Written and electronic forms – way too much at times.”

“The business needs to streamline the information. Too much is sent out therefore it loses the intended impact and most people do not read it.”

“I find the most effective way of receiving information is in a team briefing: you can see a senior manager, get instant feedback, and the opinions and questions of other staff are often very constructive”

“A weekly meeting with staff/team (not forwarding emails to staff) will help with engagement of the team, and to potentially make staff feel included in the organisation as a whole. It also reduces the amount of emails.”

Source: Employee Communication Survey 2019

Your role and language

As a leader, your role in communications is to...



1. Help your team understand the Transport vision and strategy
2. Build confidence and trust
3. Involve your team
4. Your actions speak loudest
5. Make communication a priority

When engaging your people

Aim to...

- Explain the purpose, objectives and benefits of Evolving Transport
- Clearly communicate changes and impacts to staff
- Empower your people to have their say and engage with the change process
- Reinforce the need to continue delivering for our customers and the community
- Present as connected leaders who are champions of Evolving Transport



So that...

- Our people understand why the changes are occurring
- Our people understand how they are impacted
- Our people feel valued and supported. They know they can have their say and know how to do it
- Our people remain focused on delivering for our customers and the community
- Our people speak positively about the new operating model and see how they will contribute to it

Remembering...

It takes **9 times for a message to be heard** – communicating frequently and consistently is critical



Source: Boston Consulting Group

Our communication principles

Leader led

We are genuine when communicating Evolving Transport – we set an open and positive tone, take action and are the ‘go to’ for information for our teams.

Communicate face to face

We communicate face to face as often as possible, knowing it’s the best way to convey complex information or where there are personal impacts.

Early and often

We are aware of key milestones, team sentiment and issues and we communicate regularly – even when there is little news or no news.

Repeat, repeat, repeat

We clarify key messages to ensure our people are on the same page.

Always seek feedback

We welcome and acknowledge feedback – we ensure timely responses to feedback and share, share, share as much information as we can.

Our language

Does...



Doesn't...

- Clearly position Evolving Transport as a broader customer centred program of change for the Transport cluster – the operating model is only one part of it
- Ensure the objective of Evolving Transport is front and centre in your communication, ie delivering more integrated services and better outcomes for customers and communities
- Evoke a sense of unity and one cluster
- Describe the changes as customer centred and based on co-design principles
- Speak about the changes as integration, merging, coming together, working more closely together
- Reinforce that we all have a stake in how we work differently in our new operating model

- Position RMS as the impacted agency – everyone will need to work differently moving forward under the new model
- Refer to a 'takeover', 'merger', end of Roads and Maritime or that Roads and Maritime will cease to exist
- Make reference to continuing to work as we always have

Guidance on cascade

Cascading a message

- As a leader, you are responsible for **making sure that your team has received and understood messages** that are relevant to your work. This could be anything from how we are changing to doing their jobs during change

- If it's a **time sensitive message use email or call a quick teleconference if it needs positioning and context**, otherwise **regular team meetings** are a great forum to make sure everyone is across important information

- There are **lots of resources available**, including emails from the Secretary, your division leaders' newsletter, our intranets or updates on the Evolving Transport site at www.stayinformed.com.au

- Don't just repeat the message, **think about how you can tailor** it to be more relevant to your team and how you work. Think about the 2-3 points that are most applicable and how you can help your team understand what it means for them

- If you're involved in making an important decision, remember to **get agreement on key messages** so you can all share consistent info with your teams.

When face-to-face is best

Sensitive information is always best shared face-to-face and in a timely fashion

- Start each meeting by being clear about the meeting purpose and the context of the change
- Explain what is changing and why
- Encourage questions and discussion
- Even if you don't know all the answers, keep your team across the timing and process for getting the answers
- Stay focused on what you and your team can control and influence
- Keep the tone positive
- Listen to what your team is saying, be supportive, and provide feedback.



Questions to prompt team discussion:

- Does this all make sense?
- Are you clear on what's expected?
- Are you clear on why this change is happening and why it's important to the Transport cluster?
- What are your concerns?
- What are you most excited about?

Remember, overall...

Be yourself

Speak in your own voice

Be open

Be honest and transparent with your communication

Be consistent

Begin with a rhythm that works for you. Timely communications create meaningful engagement

Be a champion of change

Demonstrate that you're listening and value opinions. Ask questions and encourage input

And lastly...

Practice self care and look after yourself

Key messages

- Why we need to evolve
- How we will evolve
- Your feedback and next steps
- More information
- Finding support

Key messages

Why we need to evolve

- Since the Transport cluster formed in 2011, we've made huge progress and worked together to deliver improvements across the roads, waterway and public transport network.
- We've built and opened new infrastructure, introduced new services and put a real focus on the customer that's helped drive a sustained increase in satisfaction.
- Patronage on public transport continues to increase, which places pressure on our networks but is also a great sign of confidence and a key measure of how successful we've been.
- But over that time our external environment has changed rapidly – new technologies, new modes and new service models have emerged and we now have a cluster-wide Future Transport vision to deliver.
- There's also been a shift in customer needs and expectations. Increasingly, customers are becoming 'mode agnostic' which means they are focused on their journey from one point to another, not a journey on a single mode ie car, bus, train.
- Our Transport cluster is currently built around individual modes of transport, which makes it more challenging to be multi-modal in our thinking.
- All of this means that to deliver better outcomes for customers and communities, we need to make changes to ensure we not only respond to what's happening now, but to set ourselves up to be successful into the future.

How we are *Evolving Transport* to meet the challenges and to deliver Future Transport

Why...

Better customer and community outcomes

How...

Evolving Transport – a customer centred program of change

A customer centred focus means we need to...

Operate and work differently together



Realign our structure to focus on the multi-modal customer (and that includes freight).

Shift the focus from agencies and divisions and individual modes. Instead, focus on urban and regional needs in NSW, holistically and together.

Be smarter with taxpayers' money



We need to be more financially sustainable.

Recover more of the costs for running our services. Then reinvest it in improved services and customer technologies for the future.

Focus on our people



Aligning all of us and how we do things around here.

Change our people's experience at work so everyone can listen, act, think and lead for the benefit of the multi-modal customers and for the communities and places in which they live and work.

Key messages

How we will evolve

- Evolving Transport is a customer centred program of change for the Transport cluster to enable us to deliver better integrated services across all modes with a stronger focus on creating better community and customer outcomes across NSW.
- We have the opportunity to build on our success and take the delivery of integrated, customer centred services to the next level.
- To do this we need make important changes to the way we work with each other, our partners, stakeholders and communities across three key areas:
 - 1. Operate and work differently together**

A key ingredient is having the right structure in place to work more closely together, focusing on the different needs of urban and regional NSW in a holistic way.
 - 2. Be smarter with taxpayers' money**

We need to be smarter with the way we use taxpayers' money and recover more of the costs for running our services, which will be reinvested to improve customer services and technologies.
 - 3. Focus on our people**

We will also be focused on improving your experience of working at Transport by making it a place where everyone can listen, act, think and lead for the benefit of customers and communities.

Key messages

Your feedback and next steps

- Between April and 1 July, we progressively transitioned all TfNSW and RMS teams to the new divisions as we took the first steps towards our new operating model for the Transport cluster.
- Although 1 July is a significant milestone on our journey together, it is really just the beginning. We will continue to evolve to ensure we are set up in the best way to deliver for the people of NSW. This includes:
 - focusing on new ways of working with each other, and our partners, stakeholders and communities
 - beginning the more detailed design of our divisions (much of your feedback was focused on this and has been collated and given to each division leader)
 - Looking at how together we can better engage with urban and regional customers and communities via our new divisions.
- And we'll continue to evolve in the above areas with your ideas and feedback along the way, as well as with input from our external stakeholders. You're helping us do change differently.
- In the next phase of the program, there will be more chances to provide further feedback , input and suggestions on the design of our operating model, not just structural design of each division.
- We'll also be asking for your thoughts on and help with becoming more financially sustainable, along with helping us all improve how we do things around here. We want to change everyone's experience at work so we can all listen, act, think and lead for the benefit of the multi-modal customers and for the communities and places in which they live and work.

Key messages

More information

- You can read more information and Q&As about the changes at our dedicated Evolving Transport website at www.stayinformed.com.au
- The website is regularly updated to keep you informed about the latest news along with answers to questions about the changes as we transition to our new operating model.
- To receive updates about Evolving Transport, we encourage you to subscribe for them at the Evolving Transport website at www.stayinformed.com.au

Finding support

- Speak with your manager or people partner
- Email any questions, ideas or feedback to EvolvingTransport@transport.nsw.gov.au or [submit feedback anonymously](#)
- Call the Employee Assistance Program for support and counselling on a range of topics:
 - TfNSW, Sydney Metro, Roads and Maritime: **1300 360 364**
 - Sydney Trains, NSW TrainLink: **1300 364 213**
 - State Transit: **1300 687 327**
- Visit our [Evolving Transport support page](#) for a host of other resources for individuals and managers.