

Organisational Design Principles

The design principles ensure consistency and alignment across divisions as we design our new organisation.

Principles

Be defined by strategy, purpose and values



Organise to deliver Future Transport 2056 and related strategies.

Customer centred decision making



Bring connected decision making as close to the customer as possible for the greater good whilst ensuring citizen services continue to run smoothly.

Be financially sustainable



Be financially sustainable, take an 'all of organisation' approach leveraging economies of scale, ensure duplication and overlap is minimised and contest our operating model futureproofing the organisation.

Leverage technology to facilitate innovation



Facilitate innovation and enable the use of technology and data to change the way we work, make investment choices where we can create efficiency.

Champion diversity and flexibility



Create meaningful work through effective role design for key deliverables/ objectives to be met for the customer and community, and removes barriers for bias, considers flexibility and provides for development and career pathways for our people

How we will organise ourselves

- Divisions to be organised around customer/client-facing functions, professional functional expertise, and support services
- Functional disciplines centralised as job families with embedded relationships where it makes sense
- Workforce to be located as close as possible to the customer/client they serve

Structural Characteristics

Additional guidance about how we will organise ourselves and apply the design principles to our org structures.

Layers

Executive structure

- Maximum of four Executive layers (Bands 3, 2, 1, TSSM) below the Secretary

Total structure

- Corporate functions: 5-6 layers
- Operational/transactional: 5-8 layers

Span of Control

- Bands 1-3 & TSSM: 5-7 direct reports
- Team leaders/supervisors: 5-12
- Operational /Transactional: 10-12
- Transport Specialist roles to be applied consistently
- Minimise executives with no direct reports

Reporting lines

- Roles should report to a grade that is more senior.
- Intra band reporting should be limited and may include specialist roles who are individual contributors (1A to 1B, 2A to 2B not considered to be intra-band)

Support roles

- Common approach across divisions to maximise mobility and consider shared capacity as required.
- Business rules to be applied for administration support by level

Job Titling

- As per GSELA naming conventions
- Cluster wide benchmarking
- Band 3 – Chief Executive/Deputy Secretary/Heads of divisions/large functions i.e. CIO, CFO (intra-band titles), Chief or Group Head – To be used for specialist roles only
- Band 2 – Executive Director (minimise intra-band titles and to apply with criteria)
- Band 1 – Director
- TSSM – Senior Manager

Diversity and Inclusion

- Acceleration against all our D&I targets should be considered.
- Targeted approach to:
 - Part time/job share roles
 - Regional representation

Executive Role Design

- Roles must be designed aligned to the PSC guidelines for **Work Level Standards for NSW Public Service Senior Executive Roles**
- Executive roles (BAND1 and above) are defined by the key expertise, accountabilities, dimensions, key relationships, role context and environment and judgement and independence required rather than job standard job evaluation to determine banding for the role

Employment Type

- Direct ongoing employment is the preferred and predominant form of employment.
- Temporary employment may be used for:
 - a fixed period of up to 2 years; or
 - a specified project; or
 - an entry level program, including for trainees, scholars, cadets or VET cadets
- Decisions about whether specified project roles or other roles (ie Graduates) are established on a permanent or temporary basis will be made having regard to the funding duration for the role, the expected lifespan the capability requirements of the project and the duration of the project itself and/or the ability to attract and retain the talent required to fulfil the needs of the business
- Temporary employment is favourable to casual employment.
- Casual employment may be used for work performed under RMS Awards on a short-term basis or work that is irregular or intermittent but is not permitted under the TfNSW Award.
- Contingent labour, including PSPs or labour hire may be used to deliver a discreet piece of work and/or where there are specialist skill and/or capability requirements that cannot be met using direct employment, including through use of suitable excess staff or acting opportunities for existing staff