

People at the Heart Bluesheet.

A Where are we now?

Our Operating Environment

- The Transport cluster has been formed to enable more effective planning and co-ordination across agencies, with a common vision as laid out in the Future Transport strategy to enable urban development and sustainable lifestyles in NSW to 2056
- Public transport usage has increased by 25% in recent years and will likely continue to grow. Serving this need will mean making Transport a highly attractive place for people to work
- Customer service and customer experience has had significant focus across the cluster and has led to successful culture change

Our Opportunity

- The time is right to build out a robust People Experience approach as an extension of and enhancement to the Customer Experience focus – to support the Future Transport Strategy, to retain and attract talent, and as a key enabler for continued success in building a customer service culture

Current People Experience

The basics don't work

- Our people experience a lot of frustration and lost productivity because key processes (eg Recruitment, Procurement) and enablers such as IT create poor experiences

The culture needs to evolve

- There will be significant demographic transition in coming years, with very different expectations about ways of working, empowerment and technological enablement
- The culture is also risk averse, dominated by 'first road' tools and leadership practices aimed at creating certainty of outcomes. This needs to evolve to make space for 'second road' approaches focused on engagement and co-design that can enhance both the people experience *and* the important KPIs.

Current Cluster Experience

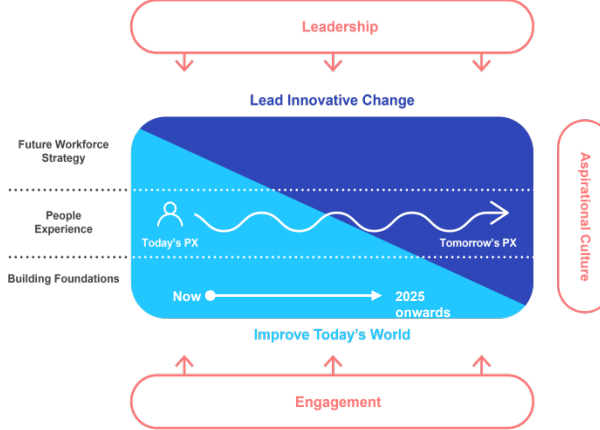
- Lack of co-ordination and collaboration across the agencies
- Questions about the value created by the central People and Culture team so far, coupled with a lack of visibility of what is being done
- Lack of clarity about how to engage well across the cluster and maximise the potential benefits of being part of a broader cluster

Focusing Question

How do we deliver Future Transport in a co-ordinated way that truly puts "People at the Heart" – leveraging the power of the cluster while respecting and drawing strength from the diversity of our different environments, traditions, work and cultures?

C What do we need to do to get there

CO-DESIGN OUR FUTURE PEOPLE EXPERIENCE AND ORGANISATION



Design Principles

- Fix what matters to people without adding to workload
- Put people at the heart of the *process* and the *outcomes*
- Think and act for the benefit of the whole cluster

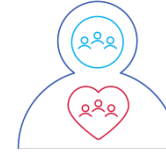
D How will we make this happen?



FOUR PILLARS - Specific areas of focus to be reviewed annually

- 1. Future Workforce Strategy**
 - Develop a Future Workforce Strategy to support the Future Transport strategy
- 2. Culture, Engagement and Leadership**
 - Define the current 'texture' and desired future state
 - Engage our people in pilot co-design projects to reinvent C, E & L
- 3. People Experience**
 - Coordinate to bring a people experience view across key people, process and technology initiatives
- 4. People and Culture Foundations**
 - Deliver critical people and culture initiatives for the organisation.

B Where do we want to be?



Customer at the Centre

- Delighted customers
- Enviably service culture
- Excellent operational outcomes

People at the Heart

- Well-being & safety
- Inclusion and belonging
- Passion and care for the work

An experience that is as great for our people as for our customers

- The basics all work and free up people to listen, act, think and lead
- A value proposition that attracts newcomers and keeps people engaged and excited
- A work experience and work environment that unlocks creativity and collaboration

One workforce across the cluster

- Shared knowledge and goals as to how we work best across different levels, geographies, demographics and agencies
- Opportunities for rich career paths across the breadth of the cluster
- Alignment to the Transport brand, delivered to customers via different agency brands

A 'One Cluster' approach: the whole is more than the sum of the parts

- A common DNA, with room for local expressions and priorities
- Leveraging our individual strengths and collective genius by working in multi-disciplinary teams
- Harnessing our scale for the good of all

A workforce that is fit for the future

- An agile workforce, able to respond flexibly to fluctuations in usage/demand, changing customer expectations and an evolving organisational context
- A diverse workforce, which values different disciplines, dispositions and capabilities
- A technologically adept workforce, able to work in new digital environments and to find new ways to create value as old work practices are automated or optimized

Leaders who can manage today and build tomorrow

- Willing to embrace new ways of leading (less tell, more listen)
- Able to use 'transformational' skills (eg co-design) to achieve change, while also achieving transactional outcomes
- Empowered and willingly accountable to lead people and culture change

A culture that is right for the time

- Maintaining the best of our past, but adapting it for the future
- Aligned with the evolving social and technological environment
- Mutual credibility and trust across levels, agencies and support functions