

Changes to structures

What will happen to reform programs underway?

Reform programs that are approved and are underway will continue. Any reform programs underway that have not yet been approved are being considered as part of Evolving Transport.

What are the boundaries between Greater Sydney and Regional and Outer Metropolitan?

We have reviewed and updated the boundaries between our Greater Sydney and Regional and Outer Metropolitan divisions, based on your feedback. These boundaries are a practical solution to move us to the way we want to work in the future.

See a map of the [boundaries, key principles and further Q&As](#) on boundaries.

People

Will my superannuation arrangements be impacted by this change?

No. There will be no impact on superannuation arrangements. Members of closed defined benefits schemes will remain members of those schemes.

Will my current entitlements be impacted?

No. There will be no impact on accrued but untaken leave entitlements, or continuity of service following transition to the new operating model.

Where roles or functions are duplicated, will there be a process to compete for those roles?

Where further functional alignments are required after 1 July 2019 – including due to factors such as the duplication of roles – this would be discussed as part of the consultation process.

Will my award change?

There will be no changes to existing terms and conditions of employment as a result of this announcement. Staff will remain in the Transport Service and continue to be covered by their existing Awards.

More information regarding current Award negotiations can be found on the [intranet](#).

What is the proposed consultation process and timelines?

The plan for Phase 3 is split into three phases



[Information about the plan for Phase 3](#) is now available on [here](#).

Will there be staff reductions?

All functions and duties are required in the operating model. Further alignment may be considered in the future. If this occurs it will be discussed as part of the consultation process.

Where roles or functions are duplicated, will there be a process to compete for those roles?

Where functional realignments take place, we will discuss this as part of the consultation process.

Organisational design

When will the 12 month recruitment restriction be lifted?

A recruitment governance process was established in response to the announcement of the Evolving Transport Program to align RMS and TfNSW processes and maximise employment opportunities in the new operating model. All recruitment activity for employment periods greater than 12 months will continue to be reviewed through the committee processes. This process will be reviewed as we move into the detailed design and implementation phase.

What is organisational design?

Organisational design looks at how we operate as one transport organisation - it's the considered design of work flow, operating rhythm, procedures, structures and systems required to achieve our business objectives.

The foundation planning phase was the starting point for organisational design in each division, where we articulated who we are as a business and what we do. The information and decisions we made in foundation planning will underpin the next phase.

We are going to continue using a range of inputs to inform our org design, including co-design inputs.

What is co-design?

Co-design is a way of getting input and feedback to input into our organisational design. Co-design means involving the diverse thoughts and experiences of our people, our customers and our stakeholders in the org design process.

Co-design doesn't mean everyone gets to go to a workshop. But it does mean providing opportunities for different voices to be heard, to provide feedback and challenge current thinking. This could be through a survey, focus groups, online discussions and forums, one-to-one sessions and group sessions.

Not every process will require a co-design approach. There will be basic things we can get on with by using a more direct approach and these will be decided as the org design progresses.

We have already been using co-design approaches since the change was first announced in April. For example, getting your input into developing our divisional purpose and accountabilities. We will continue to seek your thoughts and feedback throughout the next phase.

How can I be involved in my division's org design process?

You can stay up to date on what is happening with your division, including how to be involved, by checking your division's page on the Evolving Transport website and looking out for updates in your division's regular communications. Each division also has an online discussion forum where you can participate in the latest discussion about Evolving Transport, or email your [feedback here](#).

What is the timing for the organisational design process?

Where possible, all divisions will have their top level structure (to the level of direct reports of division leaders/deputy secretaries) designed and proposed by mid-October. These structures will then be ideally implemented by mid-December. Some divisions may also have the next layer (direct reports to the direct reports of divisional leaders/dep secretaries) defined in the timeframe as well.

This means staff consultation on the top-level structures would ideally close in November.

The design and implementation of the remaining structures for all divisions will take place from January – October 2020. This approach means that we will have to wait some time before we know what the outcome will be for teams and individuals.

However, we are taking a more robust design approach to reduce the need for us to frequently restructure in future.

What will be the consultation process during organisational design?

In the next phase, there will be a consultation period for staff to provide feedback on the key functions of each division and the top-level structures. This will ideally occur for all divisions in November.

Regardless of where you sit in the organisation, you will have the opportunity to look across the proposals for each division and share your feedback.

Will there be a general call for voluntary redundancies?

A priority through the next phase of organisation design is to retain corporate knowledge and key talent. Where possible we want to provide opportunities for mobility, so we are able to give people the opportunity to stay within transport, even if that means a change in role.

So, there will not be a general call for voluntary redundancies.

Will voluntary redundancies be offered?

Any further alignments to the new operating model and any impacts on staff as a result of the detailed design process will be discussed under the consultation provisions of the respective industrial instruments (e.g. awards). Any decision as to the need for redundancies will be made following this consultation process.

Systems and processes

New delegations – when will they be done?

Delegations will be changed to reflect the new operating model of the Transport cluster. Work has commenced on statutory delegations, financial / general delegations and HR delegations, including working on changes to our systems. We will keep you informed of progress.

The transition to the new operating model

Who is in transition team? Is it corporate staff or will there be contributors from the business as well?

A Transformation Office (TO) has been formed to set the operating rhythm for the Evolving Transport program. The TO is responsible for establishing a master program to deliver customer and community outcomes, our operating model, financial sustainability, and our focus on our people, as approved by the Strategy and Operations Committee of Transport (SOC)

The program will be made up of initiatives, organised into work streams that will be sponsored and led by Divisional Leads and supported by working groups, made up of a range of contributing content owners and experts from across the business.

The TO is led by [Acting Chief Transformation Officer Fiona Trussell](#) and is supported by senior leads Kathy Roil and Andrew Graham. The team will also include a small number of roles to support back-office TO functions such as program scheduling, tracking, reporting and communications. Others will support the work stream initiative sponsors and supporting functions, and working groups as they are formed and progress their work.

There will also be opportunity for contributors through the divisional transformation teams who lead, organise and communicate divisional deliverables for the program. The TO will be working closely with stakeholders and decision-makers from across Transport to ensure a collaborative approach.

In relation to specific work, in agencies or in TfNSW, what do we stop?

Our delivery program across the Transport cluster does not stop. We will need to continue to deliver against our commitments. We continually review our delivery commitments to align to our Future Transport strategy. As part of that review, if any changes to our work are needed we will make those changes and your division leader will communicate them accordingly. You will be consulted where those may affect your work.

For specific questions relating to the work of teams, you should seek further guidance from your Executive Director.

What recruitment can I do?

Recruitment during the transition to our new operating model will continue as follows: Where recruitment is for a role in an area not common to both agencies, and requires technical and specialist capacity, normal recruitment, including ongoing offers of employment continues.

Where recruitment is for a role in an area that is common to both agencies, the recruitment process may proceed as limited duration employment for up to one year. Where this principle limits fulfilling business needs, a submission can be made to the Governance Committee for consideration of an exemption.

You will be advised when recruitment returns to business as usual.

How will we deal with the alignment of policies, procedures and delegations?

RMS and TfNSW policies and procedures are being reviewed for consistency and alignment and will be integrated over time. Policies and procedures will remain the same from 1 July until further notice. This means that RMS employees should continue to follow RMS policies from 1 July and TfNSW employees should follow TfNSW policies from 1 July. Policies relating to employment conditions (for example, Awards) will remain unchanged, as will existing cluster-wide policies. If you have any questions about policies or procedures, please contact corporatepolicy@transport.nsw.gov.au

Communications

What is the external messaging to industry?

We want everyone to get out there and start having meaningful conversations about our change with stakeholders you already engage with regularly. Ask them about what's working and what's not, and how can we improve the experience of working with us.

Some slides and talking points are now available for you to download to help with these [conversations with your stakeholders](#).

To make it easier and less time consuming for our stakeholders to engage with us we want everyone to start talking with your new colleagues in your divisions about ways to combine these engagements– think across modes of transport, think across a range of projects impacting the same community.

If you think an external group needs further information, please speak to Nadeena Whitby, Director Industry and Stakeholder Engagement.

Work locations

What is Future Workplaces?

Our Future Workplace vision is to create consistent employee experiences across all Transport workplaces as one of the key enablers to achieving our Future Transport strategy and creating the culture we aspire to as we transform and evolve.

Collaboration across Transport is critical to delivering on that strategy. We need to break down our existing silos, create connections and learn from each other. We'll achieve this by coming together in our new and existing workplaces, consolidating our footprint, taking advantage of new technology and adopting new ways of working.

Will my work location change?

We're putting plans in place to review the whole property portfolio across the cluster – that's all of our regional and metropolitan locations – and develop a holistic Future Workplace strategy which aligns to the NSW Government [office accommodation strategy](#) and [Decade of decentralisation](#) policy.

We will be reviewing all locations over time to understand the requirements and the types of work being done in each of our spaces, and looking for opportunities to consolidate where it makes sense for our teams to work together, and as our current leases expire.

Whilst the review is ongoing there are some current projects underway.

- In Sydney, as a number of our current leases expire, we have committed to a new Hub in Macquarie Park and a smaller CBD footprint in a shared NSW Government Hub in Elizabeth Street (with occupation to commence in Q2 2020)..
- In Newcastle, we are consolidating our office based accommodation into a shared NSW Government Hub ('The Store') from late 2020.

Staff locations have not changed as a result of the transition to the new operating model on 1 July.

The Future Workplace team is engaging with each division to understand the current state, gather business requirements and understand how teams work together. Employee surveys have also been undertaken to understand current ways of working, travel patterns and readiness for change.

Our workplaces need to support how we will work together under our new operating model to deliver better customer and community outcomes for the people of NSW. To determine recommendations for team locations, proposed operating model changes as a result of Evolving Transport will be fed into this process as these details become known.

Staff and unions will be engaged on the impacts of any proposed changes to location.

For more information visit the [Future Workplace intranet page](#).