

Organisational design process

When will the next levels of the structure be designed?

From February we will start to design structures for all divisions at the branch and team levels. This will be the opportunity for divisions and branches to look at the approved functional model and understand the structure / roles that can best deliver it.

We will be providing a design schedule for more information on the plan and sequence for the next stage of organisational design.

How was the design sequence decided?

The schedule was developed and agreed with the Executive Management Group (formerly the Strategy and Operations Committee). It has taken into account:

- Operational and safety considerations
- Size and complexity of teams
- Interdependencies between teams
- Work happening across the 12 other [Evolving Transport workstreams](#) and Future Workplace office moves

For all divisions, this sequencing means the change activity is spread out at a manageable rate to ensure a considered and careful approach and reduce operational risk.

Why are branches grouped together on the schedule?

Teams and functions that are highly interconnected across different branches have been 'bundled' together to undertake design activity at the same time e.g. finance.

This allows us to understand the end-to-end workflow of our functions and consider the various complexities, organisational capacity, interdependencies, and current critical operations.

What is the design process for branches and teams?

Branch leaders will be responsible for the design process for their branches.

We know that there won't be a one size fits all solution and the approach to designing a function, branch or team is going to vary depending on a range of factors. For example:

- There are some teams that are highly interconnected and need to work in a completely new way, so they will require a lot of detailed design support.
- Other teams aren't as connected and their ways of working are expected to be largely unchanged, so they will require less support and can do their design faster.
- Each detailed design process will depend on the size and complexity of teams, interdependencies, and the complexity of existing relationship networks.

How long will it take?

The design process for each branch and/or team is expected to take between four and twelve weeks, depending on the complexities of the teams and functions. However, it is possible for some areas to take even longer if it will lead to a better long term outcome.

Will there be opportunities to participate in the detailed design?

Information about how you can get involved in your branch design will be shared in the lead up to the design process for each branch.

Design activities may include focus groups, interviews, online discussion forums, surveys, team briefings and workshops. Opportunities for participation will vary depending on the context and the nature and complexity of design challenges facing each branch.

Why does this process take so long?

A systematic and measured approach has been adopted to give us the best start in building our new ways of working across our teams. Through this process we aim to:

- Deliver improved transport experience for our customers
- Create clear roles, structures, and capability requirements
- Operate and work differently together to unlock future innovation
- Build engagement amongst our teams
- Develop collaborative relationships for staff and our stakeholders
- Create more efficient ways of working

Designing our organisation this way does take longer but it's much more likely to give us the right outcomes for our customers, communities and our people. Taking this considered approach will also lead to a more sustainable long term structure and reduce the need for future reforms.

What can I do in between now and my design?

Designing a structure is just one piece of the broader Evolving Transport program. Work is continuing on all other [Evolving Transport workstreams](#) in addition to the org design schedule. More information about the other workstreams and how you can be involved will be provided in the coming weeks.

What is happening to reform programs currently underway?

Reform programs that were approved and underway, before the start of Evolving Transport, are continuing. Any reform programs that were proposed but had not yet been approved at that time are being considered as part of Evolving Transport.

How are we doing change differently?

From the outset, Evolving Transport has taken a conscious decision to take an approach that coupled a Divisional focus with an Enterprise wide approach. This enables Divisions to work through how they would operate in a new model while also considering their interconnectedness.

This approach to organisation-wide change started with developing Divisional purposes and accountabilities. Identifying and understanding the interdependencies were fundamental to this foundational stage and also started development of value chains across key processes. Engagement programs were designed to obtain a diversity of thought from across the organisation to finalise the foundation planning stage.

This new approach to change has delivered a solid baseline to inform the proposed functional models that are now under consultation. During November, the engagement plan has provided over 60 opportunities for our people from across the organisation to hear from leaders face to face (in staff briefings), via teleconference or recordings of briefings, as well as the ability to ask anonymous questions in real time.

The consultation platform provides users the ability to self-select their feedback categories, remain anonymous or choose to have a response, and provides more comprehensive reporting and analysis of the feedback for leaders and decision-makers.

If you have suggestions to improve the change process, please use the [online form\(External link\)](#) and select the category: "The transition to the operating model".

Will there be EOs for voluntary redundancies?

No. Retaining corporate knowledge and key talent is a priority. Where possible opportunities for mobility will be provided, so we are able to give people the opportunity to stay within transport, even if that means a change in role.

What is co-design?

Co-design is a way of getting 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 does not mean everyone attends a workshop, but it does mean providing opportunities for different voices to be heard, to provide feedback and challenge current thinking. Examples could be via a survey, focus group, online discussions or forums, one-to-one or group sessions. For example, getting your input into developing our divisional purpose and accountabilities.

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

We have been using co-design approaches since the change was first announced in April and will continue to provide opportunities for you to share your thoughts and feedback throughout the next 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. This led to identifying and clarifying areas of interdependencies before developing a final proposed structure.

We will continue using a range of inputs to inform our org design, including co-design inputs in the next stage of Evolving Transport in 2020.

What other organisational design principles have been adopted?

Refer to the [design principles for Evolving Transport](#).

Operating model

I can't find the final top level leadership. Where can I access this?

The final top level leadership for each division are found on [our intranet\(External link\)](#). Just click on the division for more info.

When will the new to level structures come into effect?

The new top level leadership will come into effect on 3 February 2020, with the exception of Infrastructure & Place which has been given approval to commence on December 9 due to the timing of a number of key projects and deliverables.

Teams that are either moving in or out of the IP Division have clear transitional arrangements in place for the period from 9 December and 3 February to ensure continuity of service to our clients.

What happens to administrative and business support roles that currently report into divisional leaders?

For Infrastructure and Place, their administrative and business support roles have been realigned to their new top level leadership and have been in effect since 9 December 2019.

For all other divisions, your divisional leaders and relevant support staff are engaging now to work through how the Executive support roles will report into the new top level leadership.

While this may involve reporting line changes for some support staff, there will be no impact to people's roles or conditions of employment.

As part of detailed organisational design, each executive leader will lead their branch through a re-design process which includes administrative and business support roles. The appropriate engagement and consultation provisions will apply for all staff during this process.

Why does the new functional model have intra-band reporting?

The organisational design characteristics and principles for Evolving Transport aim to minimise intra-band reporting across the agency. However, there continue to be exceptions where this is warranted due to the complexity, scale, and accountabilities of a particular business function.

What do we mean by 'embedded' and 'deployed' roles? What is the difference?

An embedded role is where a role is part of a centralised function and is then embedded into another division to carry out the function on a day-to-day basis (inter-division).

A deployed role is where a role is part of a business unit and is then deployed to a different business unit within that division to carry out the function on a day-to-day basis (intra-division).

How do we make decisions around job sizing and evaluation? For example, why might a role not be downgraded when its functions are reduced?

All top level leadership roles were evaluated using the Mercer CED methodology. This assessment uses points to correlate a role's levels of complexity, responsibility and impact on the business with Transport's career bands framework. This evaluation includes roles that have been redesigned to determine if there has been an impact to the band. An increase or reduction in the number of functions does not necessarily determine a lower or higher score of work level points using this methodology.

Naming conventions have been centrally agreed for consistency. However, at this point, these titles have only been applied to the proposed top levels of each Division.

If you have feedback about the proposed title or band of a role in the proposed structure, please provide your feedback via the online form as part of the consultation process.

What is being done to reconcile differences in senior titles and salaries between TfNSW and RMS?

The top level leadership is underpinned by a set of organisational design principles and characteristics which will provide greater consistency in relation to job titles and levels.

The new top level leadership has been designed through the application of the [organisational design principles and characteristics\(External link\)](#).

Once the detailed organisational design at the branch level structures start, the application of the organisational design principles and characteristics will standardise titling and banding for senior roles.

Support and BAU

What support is being offered to staff?

There are a range of [support tools and services](#) available to staff, including the Employee Assistance Program.

The Employee Assistance Program is available at any time for a confidential discussion. The contact number for TfNSW, Sydney Metro and RMS staff is 1300 360 364.

For leaders in our top level structures who are going through change, there is a high level of personal support available from People & Culture, including career support and coaching on leading through change. [Senior Manager People Partners](#) are the main point of contact for these support services and advice on navigating through these changes.

If I move from one senior role to another, will my existing salary be maintained?

Transport Service Senior Managers and Transport Senior Service Executives as defined in the *Transport Administration Act 1988* (NSW) may be assigned or transferred to another role on their current contract. Individuals assigned or transferred to another role on their current contract will have their salaries maintained.

However, if a senior service employee applies for and wins a new role that changes their employment status for e.g. from TSSM to TSSE and/or fixed term to ongoing, then the employment and salary will be in accordance with a new contract.

While the top level structure is being filled, how will stability of operations and acting arrangements be managed?

While we will seek to fill the top level structures as quickly and as effectively as possible, finalising these structures could take 6-8 weeks. The full recruitment and placement process could easily progress through to February or longer, particularly for external advertising, which means that acting arrangements will be in place for some months to guarantee continuity of service.

What will happen to the other operating agencies?

Operating agencies will work within a new division, but will remain as separate agencies:

Greater Sydney Division: Sydney Trains, State Transit, Sydney Metro Authority

Regional and Outer Metropolitan Division: NSW Trains

What will happen to Sydney Trains and NSW Trains staff?

The agencies are retained, as are the employment functions. The head of the agency will work with the Deputy Secretary of the new Greater Sydney and Regional and Outer Metropolitan divisions. There are no changes to existing roles and employment arrangements. The agencies will continue to be in the Federal jurisdiction and staff will be remain covered by existing Enterprise Agreements.

What is a job family?

Job families are groups of jobs that share common characteristics, requiring similar knowledge, skills, and abilities. Within a job family, an individual is able to identify the learning and development requirements needed to progress from entry-level to complex roles requiring deep experience.

Examples of job families include: Finance, Marketing, Legal, Human Resources, Engineering, Development, and Information and Technology.

Will the changes impact staff in Group Rail?

No decision has been made to make any changes to the Group Rail structure as part of Evolving Transport. Group Rail staff will not be impacted as part of phase 3B-1 and any future proposal that might impact any NSW Trainlink or Sydney Trains employees. If impact were to occur, we would need to consult in accordance with existing enterprise agreements.