



Organisational design process

When will my branch go through organisational design?

We have reorganised the design schedule to allow more flexibility for branches to complete their design and accelerate off the groundwork we completed.

View the [revised design schedule](#) for more information on the sequence for the next stage of organisational design.

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.

What is happening to reform programs currently underway?

Reform programs that sit outside of the Evolving Transport program have been assessed on a case-by-case basis to understand impacts of the Coronavirus situation. Decisions have been made to either pause or continue these reform programs. Please speak to your branch leader for more information.

There may also be some branches who need to put interim structures in place to ensure they can operate effectively over the coming months. People and Culture will work with the branch leaders to assess whether interim changes are required and will engage and consult with those teams as needed.

Will there be EOLs 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.

Operating model

Where can I find the top-level leadership structure?

The final top-level leadership can be found on [our intranet](#). Click through each division for more information. This top-level leadership came into effect on 3 February 2020.

Placement and recruitment

Why make any direct appointments to a new role? Wouldn't it be better to advertise to give others a fair opportunity?

Direct appointments have been made where the role is new or changed and we are confident that a person is the right person for the role, based on our talent data and a leadership and capability assessment.

Consideration is also given to whether the accountabilities and responsibilities are similar to the incumbent's previous role(s), the retention of critical skills and capabilities and the ability to source these in the market.

In the past there have been barriers to mobility in the Transport senior service, including linking employees to specific positions in an org structure. New legislation in recent years (the Government Sector Employment Legislation Amendment Act 2016 No 2) introduced structural changes that are helping to remove these barriers and create a more agile workplace.

Direct appointment is a great strategy to help us become more agile, reduce bureaucracy, and rapidly deploy our executive talent into roles in line with our strategic priorities and for development. As our talent data grows we will be able to increase the number of direct appointments in the future.

What is a limited duration role and why are we including these in the structure?

A limited duration role is used where it is known and acknowledged that a role will have an end date. Reasons may be due to it being a project role, or in response to a complex problem that requires accountability in a position to deliver a resolution. This is commonly used when structures are undergoing a transition and a phased approach to organisation design is undertaken.

When will the 12 month recruitment restriction be lifted?

There is currently no restriction on recruitment or backfilling. However a recruitment governance process was established in response to the announcement of the Evolving Transport Program to maximise permanent employment opportunities in the new operating model. This process involves all proposed recruitment for periods longer than 12 months being reviewed by a recruitment governance committee.

This process will be reviewed as we move into the detailed design and of branches.

How are diversity priorities being promoted as part of filling our top-level leadership?

Transport is striving for diversity in senior leadership roles. To ensure diversity of gender, and to remove any inherent bias, all shortlists for senior executive and senior manager interview must comprise of at least 50 per cent female candidates. All shortlisted candidates must meet the minimum capability requirements for the role. Any exception requires approval from the Secretary. Additionally, all selection panels must comprise both male and female representation.

We are also analysing the impacts of proposed changes on women in leadership and Aboriginal and Torres Strait Islander people.

Evolving Transport program does not change our commitments to diversity and it will be considered as part of the placement and recruitment strategies used.

Will the placement strategy for senior staff be the same for award staff?

No. The placement approach for the top level leadership will apply only to senior service staff. The approach for award staff will be in line with award requirements. Information on the placement strategy for Award staff will be communicated as part of the next stage of Evolving Transport.

Systems and process

Will RMS and TfNSW systems and data be integrated?

A dedicated team in IT has been formed to work on how we manage the integration of our data and systems to support the merged organisational structure. They are specifically looking at how to merge our financials and operations within the IT systems, removing constraints related to accessing applications and redesigning our access and controls setup.

The team is focused on designing a solution to bring our agencies together within our operating environment which is consistent, flexible and easy to use. The proposed solution will be implemented in 2020-21.

Will RMS and TfNSW business processes be streamlined when the IT systems are integrated?

In the initial stages after the IT systems are integrated, there will be many instances where similar business processes will continue to co-exist in parallel for a period of time. Due to the size and complexity of our IT landscape we need to progress in small steps to ensure we are successful. Opportunities to merge and improve priority processes in the future are already being looked at within the broader Evolving Transport workstreams.

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.

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.

Legislation

Does the 'No forced redundancies' for RMS award staff mean they are guaranteed a job in the new structures?

No. We are committed to merit-based selection for appointments to roles. These changes will not affect the way we approach the Evolving Transport program nor will it affect our decision making in upcoming reform, changes to roles as part organisational design nor recruitment. We remain committed to selection processes consistent with merit selection.

Does the legislation allow RMS award staff to be offered a voluntary redundancy during a restructure? What happens if the person rejects the offer of a voluntary redundancy and can't be redeployed?

This change does not affect the ability of all employees after they are declared excess to accept voluntary redundancy under the Managing Excess Employees Policy (MEE Policy). During the retention period, all employees will be provided with support to find alternative roles. If former RMS award staff do not accept the offer of voluntary redundancy, following the MEE Policy retention period, former RMS award staff will continue to be supported and we will seek opportunities to redeploy or temporarily assign you to roles you.

Does the legislation mean that TfNSW award staff can be made forcibly redundant but not RMS employees? How is this fair?

The Managing Excess Employees Policy continues to apply to TfNSW Award staff as it does today. We are committed to continuing with merit-based selection for appointments to roles and supporting all employees seeking redeployment.

The commitment to no forced redundancies for RMS award staff is for the life of the existing awards and came about through the parliamentary process. Negotiations for new awards will begin in 2021.

How will issues of pay parity between RMS and TfNSW colleagues in similar roles be addressed if RMS awards must be maintained for 4 years?

We will begin bargaining for new awards in 2021. This may be for separate or merged awards subject to the relevant unions consenting. The MOU signed in 2019 provides other mechanisms for addressing movement between awards in the meantime.