

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](#). Just click on the division for more info.

When will the new top 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.

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.

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

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.

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 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.

Placement and recruitment

What is talent mobility and how is this being utilised for filling senior roles?

A priority through this change is to retain our senior leadership talent, even if that means moving people to a different role. In the past few years we have removed some of the barriers to executive mobility, making it easier to develop our people and reassign Transport Senior Service Executives to roles in line with our strategic priorities.

How will decisions be made about filling the new roles in the new top level structure?

There are a lot of considerations and we will be using a mix of approaches to fill top level roles, including using the mobility provisions, direct matching, and internal and external advertising. Because there are a large number of new or changed roles, many new roles will be advertised.

- **Direct match** – Where the role is essentially the same, the incumbent will continue in the role.
- **Direct appointment** – In a select number of cases, we will use the Senior Executive mobility provisions to assign our existing talent to a new role. These decisions are based on talent review data and leadership and capability assessments.
- **Invited EOI** – If it is not immediately clear who the strongest person for the role is, and there are potentially suitable candidates based on individuals in comparable roles and talent data, then they may have been included in an Invited EOI. This means only the invited individuals will initially be considered for the role.
- **Advertising within the Cluster** – For many roles, it is likely that the required skills exist across the cluster in affected or potentially affected roles. We also want to maximise the opportunity our people have to apply for new opportunities. In these cases we will advertise within the Cluster initially.
- **Advertising externally** – Roles will be advertised internally and externally at the same time where there is a significantly new focus in that role and we don't know if we have the capabilities internally. Advertising internally and externally at the same time avoids the need for running sequential processes in this case. We may also need to advertise externally for some senior roles based on practice set by the Public Service Commission.

Systems and process

When will RMS emails move over to Transport email addresses?

The program of work to transition employees with a @rms, @rta and @tmc email address to an @transport email address is underway. This is a complex piece of work which requires us to assess how the change will impact how an employee logs into and accesses our systems. We expect this assessment to be completed in the coming weeks and to transition employees to the @transport email address by Christmas 2019.

Support and BAU

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 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.

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 consultation in accordance with existing enterprise agreements.

Legislation

Does the no forced redundancy commitment apply to all people under a RMS award between 1 July 2019 (the stand up of the new operating model) and 1 December (the effective date of the legislation)?

The no forced redundancy commitment applies to all current staff (as at 30 November 2019) covered by an RMS award.

What if I was declared excess prior to 1 December, but my last day of duty is after this date?

If an RMS award employee has been declared excess and their retention period has not finished prior to 1 December, then the commitment of no forced redundancies for RMS award staff will apply.

If an employee has previously accepted a voluntary redundancy, the 1 December changes will have no impact on this agreement.

How will roles be advertised after 1 December 2019?

Roles will be advertised for TfNSW and will specify the relevant award coverage.