

Organisational design process

What impact has the Coronavirus situation had on organisational design?

In response to the ongoing Coronavirus situation, we are making a number of changes to how we progress with Evolving Transport organisational design work. We have paused Stage 1 organisational design work to better focus on delivering essential services to the community and supporting our people during this time of uncertainty.

We are also using this time to reflect on what we have learned so far and recalibrate our approach to org design. We are doing some further groundwork on our operating model, which will be used to inform and accelerate branch design in key areas.

How are the branches grouped in the design schedule?

Design work is organised into three groups:

- Group A: Organisational structure is less connected to the design and work flows of other branches and, therefore, can progress with organisational design at their own time and pace
- Group B: Organisational structure is highly connected across the operating model and influences the design of branches in Group C
- Group C: Organisational structure enables and supports the customer-centred operating model and is influenced by the design branches in Group B

How was the design schedule decided?

The schedule was developed and agreed with the Executive Monthly Governance (formerly the Strategy and Operations Committee). In response to the Coronavirus situation, the sequencing and grouping of branches was reorganised to allow more flexibility for branches to complete their design and accelerate in key areas.

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 schedule means the change activity is spread out at a manageable rate to ensure a considered and careful approach and reduce operational risk.

Why is the design for Finance and Commercial functions being split?

The decision was made to design Corporate Services Finance as part of Group C for a couple of reasons. Finance is an enabling function and moving it to Group C means that its design can be done considering the design of the clients they will serve. This decision also reduces disruption to the function during June, which is the busiest time of year for Finance, and at a time where they are playing a significant role in our response to the Coronavirus crisis and the recovery period ahead.

For the divisions who have Finance and Commercial branches (IP, GS and ROM) – we wanted to provide them with the flexibility to continue with the design of the remaining functions of their branch, which are not dependent on the design of the finance function. The finance functions within these branches will be considered as part of Group C.

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.

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](#) and select the category: "The transition to the operating model".

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

As the org design paused and a new schedule developed, is there a need to realign the Evolving Transport Program?

We had decided to temporarily pause our org design work so everyone could focus on supporting our people and the community during this time of uncertainty with Coronavirus. While pausing was the right thing to do, we haven't lost momentum and are building on the great work that has happened so far.

Transformation Office completed an assessment of each Evolving Transport workstream and found only [minor or moderate impact](#) to delivering these which means there isn't a need to realign the Program. Discussions are continuing with the executive about the groundwork for the operating model to better inform and speed up the design of branches in key areas.

Thank you to everyone who have taken part in branch design work to date. By making use of all the work that's already been done we have the opportunity for branches to accelerate design, which will give people clarity and certainty sooner. Your ideas, engagement and hard work have been crucial to help set us up on this path.

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.

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](#).

As each branch goes through their detailed design, the application of the organisational design principles and characteristics will standardise titling and banding for senior roles.

Systems and process

When will we get updated delegations? How will the new top-level leadership simplify approvals?

The delegations will be updated as we progress with changes to our structure.

The TfNSW Delegations (for company code 1000) were simplified on 1 July 2019 to provide consistent delegations to organisational levels, with fewer delegations for specific positions. This will reduce the need for updates to add or replace specific delegates with changes to structure.

We are looking to integrate TfNSW and RMS financial delegations in 2020. How this is done will depend on systems.

When will the Intranet phone guide and Outlook Address Book be updated?

There is currently a project underway in IT to launch a new combined organisational chart and phone directory across the Transport cluster. The new cloud-based directory will integrate multiple sources to show accurate employee data. Employees will also be able to update some of their own information, including phone number and work location. We expect this new directory – PeopleConnect – to be available in 2020.

The Outlook Address book is continuing to be updated to reflect organisational changes as they occur.

Support and BAU

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