



**PART TWO:**  
DEVELOPING  
ORGANISATIONAL  
CAPABILITY AND  
CULTURE | 02



## Workforce Planning

VicRoads is transforming under the *Plan for Our Future* into a more efficient and effective road service provider, that puts our customers at the core of everything we do

### Plan for Our Future

We've taken some important steps so far, which provide a strong platform for change. We have:

- clarified our directions and defined expectations and objectives to be achieved
- established a new organisation structure that helps us align structures, systems and processes to reduce duplication, achieving greater efficiency and focus on strategies
- revised organisational governance structures to lead strategic thinking, planning and policy development, risk management, development of people and systems, financial and business management. This helps ensure that we operate to the highest standards and in meeting expectations of Government and our community
- initiated business improvements to help bring about early change and meet our goals of improved customer service, better aligned systems and processes, as well as more efficient and responsive service delivery
- clarified accountabilities and reporting lines for staff and introduced more opportunities to share and implement new ideas.

### Recruitment and retention

In 2012-13, VicRoads managed staff reductions that were required as part of the Victorian Sustainable Government Initiative, which was announced on 15 December 2011. Reductions have been achieved through natural attrition, voluntary departure packages and redundancy packages throughout the financial year.

Changes to VicRoads' organisation structure have resulted in a centralised recruitment function. This has resulted in opportunities to streamline processes, minimise bureaucracy and investigate enhanced technical solutions. The centralised recruitment solution has proved successful in managing staff placement decisions to meet the new organisation structure in accordance with obligations in the VicRoads Enterprise Agreement.

## Graduate program

VicRoads' Graduate Program remains a key element of our workforce planning strategy. We have maintained a strong presence at all Victorian university campus career fairs, on national and international university career websites and at employment expositions. In 2012-13, VicRoads recruited 5 engineering graduates from more than 1,900 applicants.

We have a strong cohort of existing graduates rotating within our business areas, having maintained strong graduate retention rates compared with national road agencies and the private sector. Over the past three years 95 per cent of our graduates have stayed with VicRoads, with figures dropping to only 84 per cent over the past five years.

## Working with students

VicRoads positions itself to attract future employees at key points in career planning through a variety of methods, including:

- **'Gap year' program:** This offers full time employment for twelve months to VCE students who have been accepted into engineering at university and have decided to defer study, enabling work experience to be gained in their chosen field
- **Vacation employment program:** Undergraduate students are provided with an opportunity to experience paid work with VicRoads during university semester breaks. In 2012-13, five students were employed over the summer semester break
- **Secondary school work experience program:** In 2012-13, a number of school students participated in work experience at different work locations in offices across Victoria
- **Industry Based Learning (IBL):** This provides opportunities for tertiary students requiring work experience as part of their degree. In 2012-13, two IBL engineering placements were supported.

## Staff surveys

VicRoads conducts a number of surveys to inform its efforts in attraction and retention, including:

- surveying employees within their first six months to establish how closely their expectations of working at VicRoads matches their actual experience, and understand how the recruitment and induction processes can be improved
- surveying employees leaving VicRoads, through an online confidential survey to discover why they are leaving. Results are used to improve staff management practices.

## Diversity

VicRoads has a culturally diverse workforce, which continues to reflect the cultural diversity within the broader Victorian community. VicRoads is committed to maintaining a supportive work environment, free from discrimination and harassment in all areas of employment and the provision of services.

We have recently been recognised by the Australia Human Resources Institute (AHRI) with a national award for age diversity in the workplace, recognising programs catering for entry level employees to those transitioning to retirement through flexible working options, access to which is embedded in our enterprise agreement.

VicRoads has also been recognised as a Corporate Champion by the Australian Industry Group (AIG) and the Department of Employment, Education & Workplace Relations (DEEWR), for ageing workforce initiatives and programs.

Our Schools Initiatives have been recognised through an award presented by the Hon. Simon Crean for partnerships with secondary schools. VicRoads partners with school principals and teachers in delivering special programs, involving VicRoads graduates to assist students in making the connection between subject choice and career options with the possibility of considering a university education.

## Indigenous employment

Indigenous employment is a key element of VicRoads' workforce diversity and is underpinned by VicRoads' Indigenous Employment Strategy. VicRoads' Indigenous employment target of one per cent is aligned to targets in *Karreeta Yirramboi Victorian Aboriginal Public Sector Employment and Career Development Action Plan 2010–15*.

A Karreeta Yirramboi employer toolkit was launched in May 2012 by the State Services Authority, and contains a best practice case study of VicRoads' corporate Indigenous Cultural Awareness Training.

Indigenous staff currently comprises 0.6 per cent of the total work force, and enjoys a high retention rate. Under the Victorian Government's Youth Employment Scheme, three Indigenous trainees were employed during 2012–13, undertaking certificates in Business, and Conservation and Land Management, working in Kew, Geelong and Traralgon.

VicRoads helps improve the Year 12 completion rate for Indigenous students in Victoria through the VicRoads Indigenous Secondary School Scholarship Program. A secondary scholarship is provided to Indigenous students currently studying Years 10 to 12. Eight new secondary school scholarships were awarded at the start of 2013, taking the current number of recipients to 26. Since the inception of the program in 2007, 34 recipients of the secondary scholarships have completed Year 12.

## Building capability

### Leadership and management capability

VicRoads aims to develop effective leaders, with the following five programs offering a range of pathways:

- ▣ **REaL (Road to Executive Leadership):** This is an invitation-only program aimed at identifying and building the skills of potential executive talent. There are 72 active members of the program and 33 active alumni members. During 2012-13, participants attended events such as master-classes, workshops, speaker series and breakfast and lunch briefings. They can also access formal coaching and one-to-one development, via 360 degree feedback.
- ▣ **Leading the Business:** This program is operated in partnership with Mt Eliza Business School. It provides intensive and challenging development for senior managers who are responsible for complex and critical functions and workgroups throughout the organisation. Twenty-one leaders completed this program in 2012-13.
- ▣ **Taking the Lead:** This program is for experienced leaders in operational roles, targeting their development in becoming more operationally effective and influential. Best practice learning methodology ensures participants experience both structured learning, group coaching and mentoring programs over seven months. Each program has a maximum of 22 participants, and 42 leaders completed the program in 2012-13.
- ▣ **Stepping Up:** This program aims to support new leaders in their first six months of leadership. The program introduces participants to the challenges and opportunities of leadership, and provides them with coaching and self awareness exercises to enhance their ability to succeed. A total of 57 leaders participated in this program in 2012-13.
- ▣ **Leading Self:** 69 staff developed their understanding of leadership, completing a one-day program to learn about leadership concepts, as part of their career development.

## Technical capability

VicRoads has a range of initiatives to support and improve technical capability, including the following:

### ▣ **Technical Capability Assessment Program**

**(TeCaP):** Provides VicRoads with vital information on the technical capability profile of over 2,500 employees. This information allows managers and employees to ensure that their technical development is targeting the current and future needs of the organisation. The program also permits consolidated Workforce Capability Assessments to be made at the organisational, division, business area and work group levels. Skill stocktakes have been used to support Plan for Our Future throughout this year.

▣ **Chartered Engineers Program:** Enables recently graduated engineers or those with only a few years of work experience to be awarded chartered status.

▣ **Technical Training Program (F2F):** Addressing priority capability gaps within VicRoads, local government and consultants by providing technical knowledge and awareness of VicRoads' latest standards, policies and technical information. Due to its popularity, VicRoads' Technical Consulting area increased its course delivery from 46 courses in 2010-11 to 67 courses 2011-12, and 91 courses in 2012-13.

▣ **Roads Academy:** This is a program for the external recognition of capabilities. It involves sourcing cost effective (neutral) funding from the Victorian and Australian Governments, aimed at increasing the skill sets of existing employees. Nineteen members of road services were awarded Certificate III in Construction, 22 employees received the Diploma of Project Management and a further 20 staff are about to commence the Leader as Coach Program (Certificate IV in Frontline Management). All programs are delivered on-the-job with the application of industry competency standards and performance criteria. The approach also requires pre-mapping of program objectives and competency standards with TeCaP capability inventories, to ensure the best fit with strengthening VicRoads business capability.

### ▣ **Roads Academy program development:**

190 self-paced learning modules have been developed. These modules aim to address skills development and the understanding of technical and non-technical expertise required to support effective business operations across all divisions.

### ▣ **Cadetship Accelerated Skills Development Program:**

A trial of 20 modules from the Roads Academy self paced learning were conducted using the skill assessments to measure the effectiveness of the modules.

▣ **Kerry Burke Scholarship:** This provides up to \$25,000 to a VicRoads' employee to undertake training or conduct research into a technical field that will directly benefit VicRoads. Mathew Hall received the 2013 scholarship. His research will study efficient use and increase of arterial road capacity to improve transport productivity.

Julie Van Dort, Manager Portfolio Property, was the recipient of the scholarship in 2012 and it provided the opportunity to visit transport agencies in the United Kingdom (UK) and the Netherlands as well as study regulation at the London School of Economics and Political Science (LSE).

This gave VicRoads an appreciation of the growing problems with congestion and funding that the UK and Netherlands face in building and maintaining transport infrastructure, similar to Victoria's. The key benefits for VicRoads from this work were to better understand:

- ▣ the scale, speed and complexity of change is the biggest challenge for government
- ▣ government can be more responsive to change and achieve outcomes by removing, reducing and managing risks
- ▣ government can be more innovative by using a collective approach to decision making
- ▣ achieving innovative outcomes and 'adding value' requires partnerships with the community
- ▣ VicRoads can maximise the value of the road network by seeing the community as active asset holders, rather than as passive consumers.

VicRoads is using these principles to reduce costs and create value in VicRoads property assets to achieve better outcomes for all Victorians.

### Change capability programs

- a change framework has been developed and broad support for the utilisation of consistent methodology, tools and templates has been established.
- training and workshops have been conducted to facilitate the application of a framework to build capability around sponsoring, leading and adapting to change in order to refocus on team performance, effectiveness and the desired culture.
- development and initiation of processes and workshops to ensure the Plan for Our Future objectives are aligned at all levels of the organisation, with consistent understanding of how they need to be embedded into everyday operations.

### Strengthening our culture

The outcomes we achieve and how our customers experience VicRoads depends on a high-performing culture. A number of cultural development projects have commenced to promote behaviours that are aligned with key elements of VicRoads' culture – innovation, customer service, accountability and teamwork.

#### Reward and recognition program

Employee reward and recognition continues to be an essential component of VicRoads' corporate culture. In 2011, revisions to the Extended Service Recognition Policy introduced a new element of recognition for employees reaching five years of service.

In 2012, the Outstanding Performer Awards commenced its second year. With three ceremonies held to date, these awards recognise individuals and teams that have gone above and beyond the regular requirements of their role and demonstrated outstanding performance in an aspect of VicRoads' culture and business performance. In 2012-13, 11 individuals and 8 teams were recognised for their outstanding efforts.

#### Queen's Birthday Honours in Victorian Public Service Medal

Andrew Wall – Director Network Policy and Standards. For outstanding public service to Victoria's road network through the development of the SmartRoads program.

Antonietta Cavallo – Manager Driver Performance. For outstanding public service in developing and implementing the Graduated Licensing Scheme for novice and young drivers.

#### Women in business

VicRoads' female staff constitutes 35 per cent of its total workforce, however only 38 per cent of this figure are at VRO 4 level or above. This concentration of females in the lower classifications arises partly as a result of the number of females working in VRO 2 Customer Service roles and relatively low numbers of females in engineering roles. We recognised that women in VicRoads may benefit from the ability to share their experiences and hear from senior VicRoads women sharing insights into their career paths. From this, two workshops were held in the second half of the financial year to support women in VicRoads in seeking appropriate development and support from their business areas. This activity builds on the portfolio work commenced as part of the 'Women Leading Transport' initiative in previous years, concentrating on opportunities for VicRoads to ensure that female staff are supported in striving to be their best.

#### Senior Leader Visits program

The annual program of Senior Leader Visits involves members of our Strategic Leadership Team visiting staff in all business areas throughout the state, providing employees with a chance to engage with and discuss corporate and local issues as well as initiatives which may include safety and continuous improvement ideas.

## Safe and healthy workplaces

### Providing safe workplaces

VicRoads' work health safety and welfare policies and practices aim to ensure that all staff remain safe and healthy at work. To build on this commitment, the Work Health Safety and Welfare team provides training and expert advice to managers, team leaders and employees on all aspects of health and safety, well-being and injury management, whether at work or not.

VicRoads Strategic Leadership Team implemented important initiatives which demonstrate their commitment to health and safety. Health and safety issues now appear first on the agenda for its regular corporate meetings, and members of the Strategic Leadership Team include health and safety as part of the Senior Leader Visits program across all business areas of VicRoads.

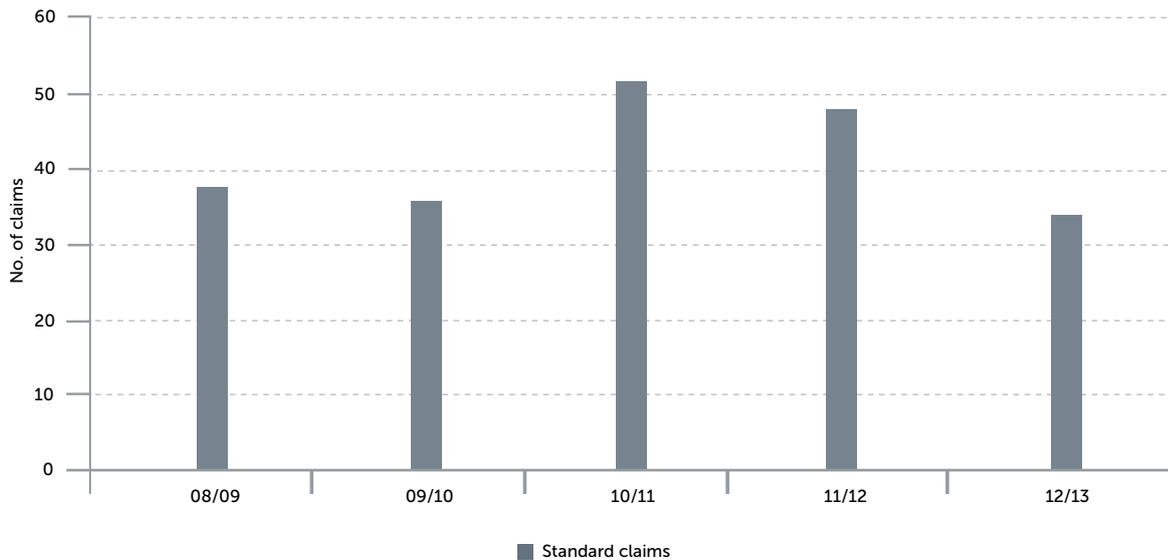
### WorkCover performance

**Table 1. VicRoads' standard WorkCover performance**

	2008-09	2009-10	2010-11	2011-12	2012-13
No. of standard claims	38	35	52	47	33
No. of lost time claims	29	26	45	40	24
Fatality claims	0	0	0	0	0

Source – CGU Workers Compensation (Vic) Ltd. Data as at 5/7/2013.



**Fig 1. Standard WorkCover claim numbers July 2008 – June 2013**

The number of standard Workcover claims reduced by 30 per cent in 2012-13 compared with 2011-12. VicRoads remains committed to achieving further reductions in work-related injuries and illness, particularly through setting stretch targets and implementing initiatives aimed at sound safety practices and behaviours through a strong safety culture.

In 2012-13, the following number of employees completed Work Health Safety and Welfare training programs:

- 1,424 completed online safety awareness training
- 566 completed OH&S for managers
- 120 completed procurement management (six courses)
- 41 completed worksite OH&S performance training
- 45 completed identification of drug and alcohol impairment training.

### Supporting health and wellbeing

VicRoads' health and wellbeing program aims to encourage employees to adopt a healthier lifestyle, to prevent illness or injury, and to maximise their energy levels for work and personal life. As part of the program, VicRoads maintains a dedicated health and wellbeing intranet page which provides a variety of resources to employees.

During 2012-13, health and wellbeing programs offered to employees included:

- influenza vaccinations
- mental health awareness sessions
- subsidised opportunities to participate in community health activities
- four groups awarded sponsored health and wellbeing initiatives
- 'Activate Health' sessions
- 'Biggest Improver' fitness programs
- WorkSafe Work Health checks across 16 work locations.

Staff and their family members are also supported with:

- school holiday programs, providing subsidised child care for two weeks during each school holiday period in the Kew and Sunshine offices
- Employee Assistance Program (EAP), providing employees and their immediate family members access to free, confidential counselling to help address work and family related issues.