



Platforms along the Joondalup Line were extended to accommodate six-car trains

People and Organisational Development

The PTA aims to be an employer of choice. During the year, its workforce passed the 1000-people mark.

Strategic People Management

The People Reference Group, which was formed in June 2004, continued to provide advice directly to the Executive on a number of key people strategies. This included a review of the organisation's Aim to ensure its relevance to employees, and recommendations on leadership throughout the organisation, and internal communication. The new recommended Aim, which appears at the front of this report, is: "To make public transport an attractive and sustainable choice for connecting people and places."

The Building Capability Workforce Plan was developed and key strategies implemented on an ongoing basis. These include completion of a retirement intentions survey, the identification of roles critical to the business, and the establishment of succession management guidelines to ensure ongoing expertise and skills are available to meet the business objectives of the organisation.

The PTA is an equal opportunity employer committed to achieving greater workforce diversity. The strategies in the Equity and Diversity Management Plan 2004-2006 will help PTA people achieve this outcome. The plan identifies and sets priorities to improve equity and service delivery through increasing diversity. It details specific initiatives and responsibilities to ensure the PTA meets objectives for targeted priority groups, creates a sense of well-being for all employees and is a

tool for cultural change. The Director of Equal Opportunity in Public Employment commended the plan as a best practice example of planning in this critical area.

Innovation is a key driver of sustainable business performance. The PTA developed an internal program harnessing employee suggestions for improvement in processes, systems and customer service. The *Lightglobe* program links innovative interactive software with systematic assessment, evaluation, implementation and recognition of employee ideas on better ways of doing business.

Recruitment and retention of specialist skills needed to complement Perth's expanding urban passenger rail system was particularly challenging in a year when WA's resource industry boom quickened and the labour market became increasingly tight. Rapid growth in required operational roles in the Transperth Train Operations Division saw five pooled recruitment exercises conducted during the year, which added 94 new Transit Guards and 37 new Railcar Drivers to the Division.

Workforce Planning

To address the global concerns of skills shortage, an ageing workforce and a growing trend for early retirement, the PTA developed a workforce plan that enables it to proactively prepare for future needs by ensuring that the organisation has the right number of people, with the right capabilities, in place at the right time. Implementation of strategies in the workforce plan commenced and will assist the PTA to achieve its objectives by ensuring that its workforce can deliver the business needs and required outcomes.

The long-term future capability of the organisation was addressed through the adoption of a succession management strategy which will be progressively implemented in the forthcoming year.

Performance and Development Plans

The Performance and Development Plan (PDP) process ensures a link between the strategic and operational plans, and the key tasks and projects being carried out by individuals. The process is now well established for Salaried staff and a new targeted format was developed for Wages employees.

Training in the PDP process and performance management was delivered on-line, utilising flexible, self-paced e-learning courses.

Training

The PTA Training and Development Plan, reviewed and updated in 2004/05, aims to integrate training with the Key Result Areas and Values of the PTA, particularly:

- Developing PTA people and recognising their performance;
- Promoting and supporting the safety of PTA people and facilitating their health and well-being;
- Creating a culture that supports the achievement of the organisation's goals; and
- Establishing a team-oriented environment where people are empowered to participate.

The PTA is a Registered Training Organisation (RTO) whose purpose is to provide quality training and assessment services for the PTA and Safeworking compliance for the Transperth train operations, in compliance with established best practice guidelines and the Australian Quality Training Framework. The RTO team has a key role to play in the integration of training into business planning,

It offers transit guards, train drivers (country and urban) and train controllers (urban passenger) the opportunity to achieve Certificates II and III in Transport & Distribution (Rail Operations) from the TDT02 Transport & Distribution Training Package.

A skills recognition process that has been rated as outstanding by external quality auditors is also offered to experienced urban railcar drivers, train controllers and Transit Guards, allowing them to demonstrate current competence against the units in the TDT02 Transport and Distribution Training Package.

Key initiatives implemented in the competency-based training area in 2004/05 included:

- management of re-qualification training delivery and administration;
- each Division determined training priorities as part of their operational planning process. Training requirements are now incorporated into Division business plans;

- a bank of competency-based assessment tools was developed for Transit Guards, suburban railcar drivers, train controllers and Transwa drivers;
- competency profiles were developed for signal technicians and maintainers; and reviewed for overhead catenary maintainers and Central Monitoring Room staff;
- internal workplace assessors from the operational groups were identified and/or trained;
- the Learnscope Project (jointly funded by Learnscope and the PTA) was initiated to implement online learning technology;
- establishment of a training benchmarking group with Western Power (Generation Division) and WA Police Academy.

Over the year, the RTO coordinated training for 332 PTA employees and delivered a total of 836 dedicated training days for the PTA.

The PTA's RTO and the Organisational Development teams work together to ensure that a wide range of training and education opportunities is offered to all employees. Progress against identified training priorities is monitored by the Cross-Divisional Training Committee and reported to the Executive quarterly.

The PTA was a finalist in the State Training Excellence Awards (Large Employer Category) and received a Special Commendation.

The Workplace English Language and Literacy Program was conducted for the third year at the PTA. The program continued to focus on improving employees' computer skills and focuses on literacy and effectiveness in the workplace.

Leadership Training

The third intake of supervisors and managers commenced Front Line Management training in 2004/05, including the completion of work-based projects relating to operational issues. On completion, participants will receive a Certificate IV in Business (Frontline Management), ensuring that PTA managers hold nationally-recognised qualifications.

The inaugural PTA Leadership Program also commenced, with a group of middle and senior managers participating. The program is tailored to meet the specific needs of PTA managers and will consolidate existing management skills and develop the more strategic skills associated with planning, leadership and workforce planning. On completion participants will receive an Advanced Diploma of Business Management.

People and Organisational Development

Developing a Learning Organisation

Apart from the co-ordination of access to a wide range of professional development courses for PTA employees, the Organisational Development team was instrumental in the formulation of a new Study Assistance Policy in 2004/05 which provides significant support with fees and paid time off for employees to pursue both undergraduate and postgraduate qualifications. The policy includes provision for a Chief Executive Scholarship fund of \$20,000 per annum.

Healthy Living and Corporate Identity

Following a corporate wellness program first delivered in 2003, the organisation continued to provide access to professionally-delivered fitness assessment and training for PTA employees. This program was complemented with provision of "fun" activities such as choral singing and Theatresport.

PTA people were encouraged to participate in charity-related activities. One tenth of all staff participated on a single day in the Asthma Foundation Bike Hike and the Fremantle Triathlon.

The development of a sense of corporate identity was enhanced by the introduction in 2004/05 of a new range of corporate apparel provided free of charge to salaried officers. (All wages employees already enjoyed the supply of uniforms as an industrial entitlement).

Labour Relations

The organisation negotiated with unions for improvements in terms and conditions of employment for its workforce. Following an extended and difficult period of bargaining with the Australian Rail Tram and Bus Industry Union, the PTA initiated formal bargaining in good faith under Section 42 of the Industrial Relations Act. Two arbitrated Enterprise Orders providing employment conditions for Railcar Drivers in Transperth Train Operations Division and Transwa were issued by the Western Australian Industrial Relations Commission (WAIRC) on 9 July 2004. The Public Transport Authority Railway Employees Enterprise Agreement was ratified on 9 July 2004.

The PTA ensured during the year that appropriate dispute resolution procedures are in place. Joint Consultative Committees were established providing a process by which its management and employees jointly examine and discuss issues of mutual concern and formulate and implement solutions to problems.

Two instances of alleged unfair dismissal and one instance of alleged unfair disciplinary process resulting in demotion were dismissed by the WAIRC during 2004/05.

Forty-one employees formerly covered by Workplace Agreements were transferred to Enterprise Agreement conditions in the course of the year.



The PTA's new Central Monitoring Room was unveiled