

People Development Strategy

2018-2021



ScotRail People Development Strategy

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Executive Summary

Scotland's railway is going through significant transformation. In 2018, we will see the introduction of new Intercity High Speed and Express 385 trains. This will generate an improved experience for many of our customers and will underpin one of the biggest transformations in rail in Scotland for decades. Critical to the introduction of these new services and improvement to the customer experience is the investment in our people.

Our People Development strategy sets out our commitment to ensuring that our people have the skills to provide the highest level of customer service and sector leading operational performance. It sets out 4 strategic priorities: Best Workforce, Effective Leadership, Sustainable Organisation and Learning Organisation.

Our first priority focuses on the planning of our future workforce to ensure we have people with the right skills, at the right time and in the right place. It also sets how we will strengthen our employer brand to attract 'the best' and to increase the diversity of the workforce.

Our second centres on strengthening our leaders and managers to ensure they have the skills to support future transformational change and to deliver operational and customer service excellence. It will also ensure that we implement effective succession planning and create a talent pipeline of future leaders and managers.

Our third sets out how we will create a sustainable and agile organisation by enabling cultural change through our new vision and values, and the recognition and reward of people who deliver outstanding performance and role model our values day to day. It also sets out our ambition to improve our approach to the health and wellbeing of our employees as well as modernise our organisation structure, HR systems and processes.

Our fourth focuses on our investment in our employees to ensure they have the skills to deliver the highest quality customer service and operational excellence. It identifies how we will create opportunities for personal development and informal learning and encourage the uptake of exchanges and work shadowing to identify innovative practice to support individual development and continuous improvement. To achieve this, we will work with colleges, universities, industry bodies and partners to inform and deliver our learning and development. We will also work with our Trade Unions to provide access to learning.

We believe that our strategy will deliver at pace a modern and agile organisation with capable, high performing people who are able to deliver the best railway Scotland has ever had.

All of this will be possible with the commitment of all our people, alongside strong and effective relationships with Transport Scotland, Scottish Government, Abellio Group, Network Rail and the Trade Unions.

Introduction

ScotRail is committed to building the best railway Scotland has ever had as part of a UK rail transformation programme supported by an investment of c.£3bn in new fleet and infrastructure. This will see the introduction of new Intercity High Speed and new Class 385 trains which will transform the experience for our customers.

As we look forward, we also have strong aspirations to further improve our operational and commercial performance. This can only be achieved by maintaining our current passenger flows and bringing new customers onto our trains. Critical to this is an improvement in operational performance, punctuality and reliability. We also need to transform the organisation and maintain a focus on quality and continuous improvement. Our employees are at the heart of our business and we are committed to ensuring we have well trained, customer driven and motivated people able to adapt to the evolving demands of customers and stakeholders.

To support our business plan, we need to make smart investment decisions. This will involve the appropriate management of opportunity and risk. It will require adapting to changing customer behaviour, investment in our customer service, operational and support functions. It will also include investment and development in new systems and processes that work towards our vision to make every journey effortless. It will also ensure our customers and colleagues live our guiding principle of “everyone home safe every day”.

We recognise the important contribution of our colleagues to deliver our service. We need to encourage them to make decisions and provide them with the tools to do the job. It is important that we recognise and reward achievement, incentivise high performance, enable promotion and invest in training and development.

We recognise the important role our leaders and managers play across the organisation. To achieve our vision and purpose, it is important that the capacity and capability of our leaders and managers is developed so that we can further

devolve accountability. Our leaders and managers will become inspirational, visible across the organisation and able to drive efficiency and effectiveness. They will always act as role models.

All this requires us to better align our people objectives with our strategic priorities and for our values to be embedded across the organisation. We must aspire to make our organisation a ‘great place to work’ enabling it to become a Grade ‘A’ organisation - modern, agile, confident and commercial. An organisation that attracts and retains people that are representative of the communities we serve and to become an ‘employer of choice’.

To do so, our people need to understand and be passionate about our business. We will involve them in planning and delivery, seek opportunities for innovation, identify measures to increase productivity and strive for continuous improvement. This will enable improvements to key targets such as PPM leading to better control of costs and increased revenue.

We will maximise the potential of the diverse range of people we currently employ whilst continuing to seek out high calibre candidates from a diverse range of backgrounds to join ScotRail. We will seek to increase the number of young people, women and ethnic minorities in our business. This will enable us to demonstrate the importance of our people to service delivery and help us achieve external recognition through Investors in People and Investors in Diversity and continue our commitment to the Scottish Business Pledge.

To achieve all of this, we believe that there is strength in creating a stronger alliance with Network Rail Scotland. Allowing each organisation to deliver their own strategic priorities but collaborating in key areas for the benefit of our customers. We are stronger as a result of being part of the growing Abellio family in the UK and through building relationships with other train and bus operating companies within the Group and beyond. Through these relationships it will be important to share best practice, look for further collaboration opportunities and for ScotRail to become a leading and influential voice across the Abellio group. This will strengthen our ability to deliver on our vision and purpose, and will help us to become a world class train operating company as well as building the best railway Scotland’s ever had.

Organisational Development

Our people development strategy enables a planned and systematic approach to improve organisational performance through our people. This will be achieved through aligning strategy, people and process.

This strategy enables a 'whole' organisation approach to the management of our people. It will enable a culture shift which will empower our people to deliver high levels of customer satisfaction and for the organisation to be effective, efficient, capable and confident. To achieve this, the organisation will take forward action at three levels:

- Organisational
- Team
- Individual

Through this framework we are able to deliver further transformational change and create a forward looking agile organisation. The focus will be on enabling a positive and supportive culture lived through our values along with a commitment to improving our structures, systems, skills and leadership capability. Together, this will enable ScotRail to be a great place to work and to become 'an employer of choice.' Enabling our vision of "Every journey made effortless" and the purpose to build the best railway Scotland has ever had.

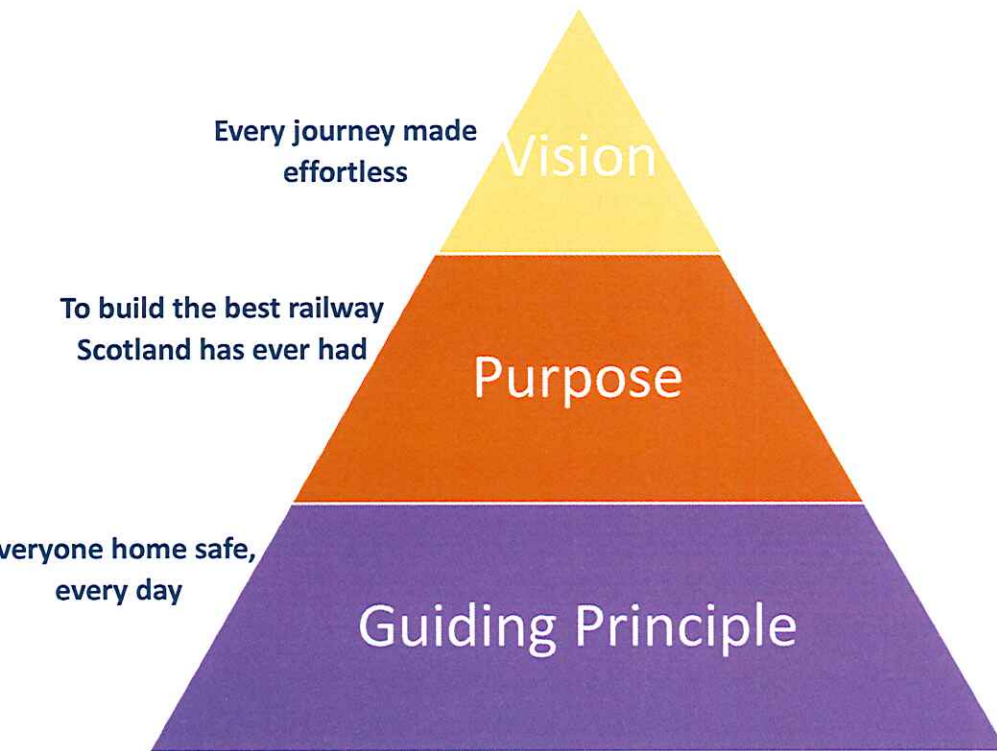


Our Vision, Purpose, Guiding Principles and Values

Our values define the way we work. We work most effectively when we are motivated by a common set of shared values, which are reflected in the attitudes and behaviours of our colleagues. We will promote, and encourage all our colleagues to adopt and work to our values within the context of our refreshed vision, purpose and guiding principle:



Everyone home safe, every day



Values



Customer driven
Make your customers' day through walking in their shoes

Collaborative
One team working together to make things easier for everyone

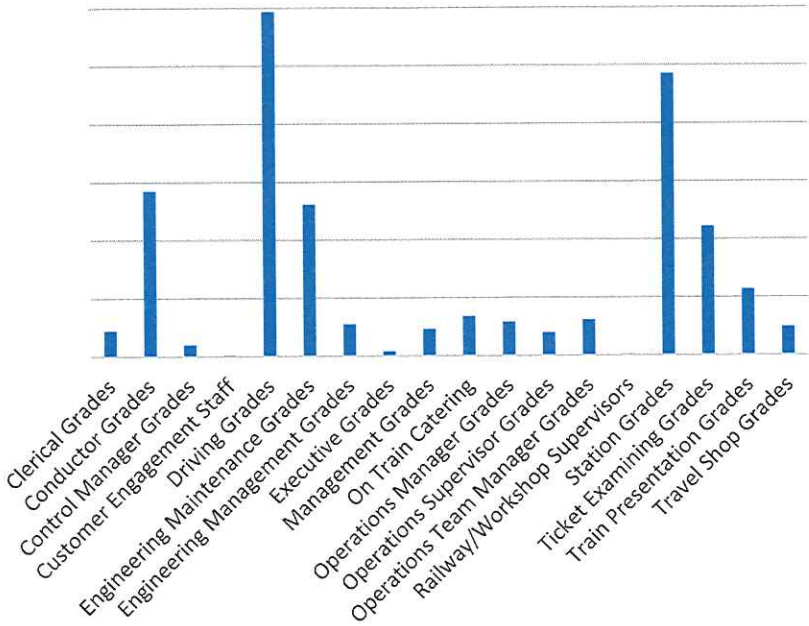
Encouraging
Support all your colleagues to be their best and go that extra mile

Honest
Build trust by doing what you say you'll do and deliver on your promises

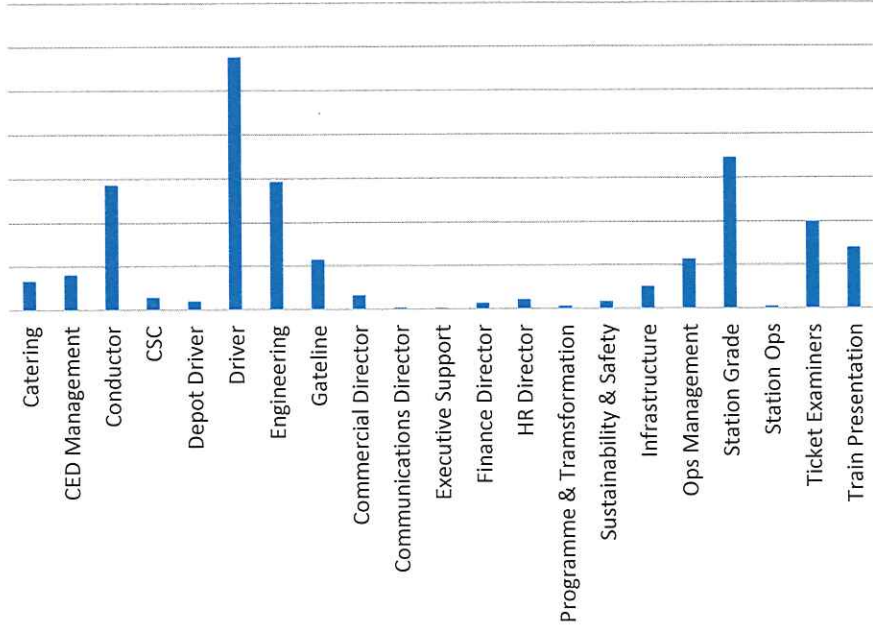
Bold
Think outside the box and feel empowered to make a difference

Our Workforce (Numbers/ Profile)

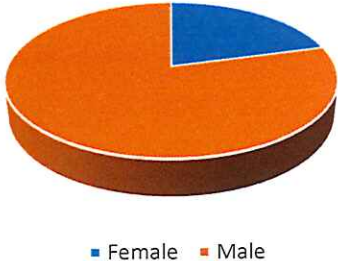
Grade Levels



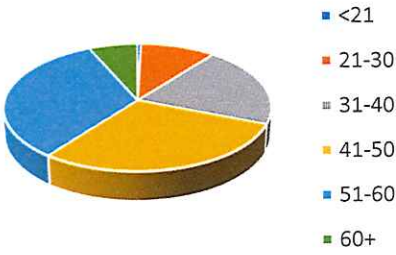
Functional Areas



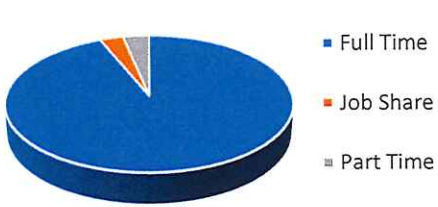
Gender



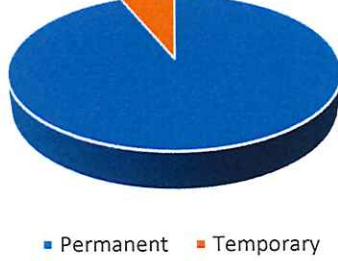
Age



Contract Basis

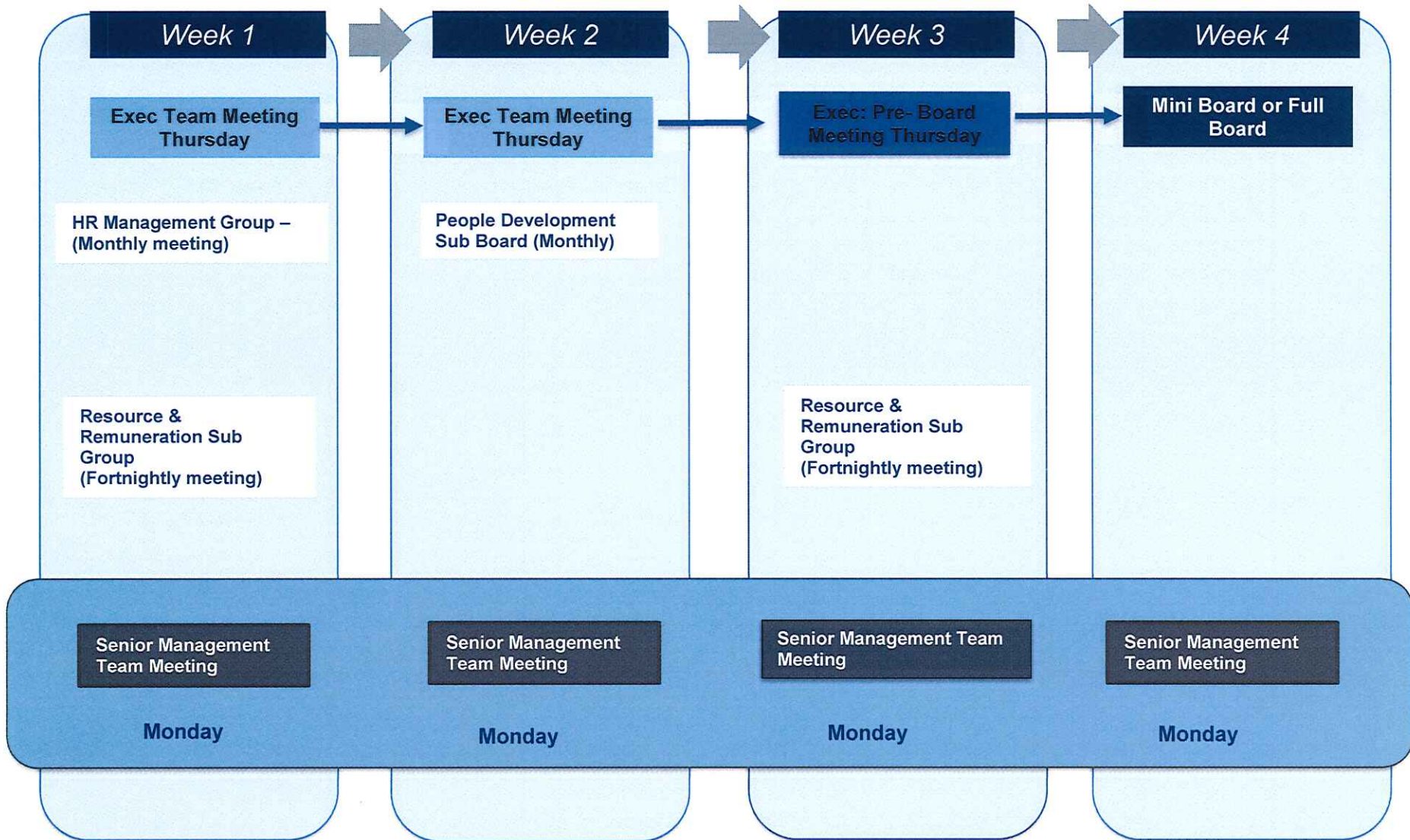


Contract Type



Governance Structure

The governance, meeting rhythm and reporting will flow as illustrated



Our Approach

We will deliver this strategy through building a dynamic, flexible and resilient workforce. One that goes the extra mile to support our customers through living our values and behaviours. We will develop our leaders to engage and become more visible and encourage them to act on new ideas. We will encourage a coaching culture and empower our employees to make decisions without fear, where honest mistakes are lessons learned shared for everyone. We will create an environment of collaboration and inclusiveness, responding positively to constructive and honest feedback from employees and customers. We will be decisive and will plan to deliver continuous improvement.

We will become an agile organisation, embracing technology, breaking down silos, encouraging collaboration, and building organisational resilience. We will work hard to provide a constructive, supportive and safe culture and promote equality and diversity, and access for all. We will provide opportunities for apprenticeships, internships and graduates, and provide facilities for local charities. We will strive to create progression opportunities through adopting fair promotion practices and enable career progression through the development of career ladders. We will continue to modernise our learning and development through updating course content, harnessing new technology and providing high quality training facilities.

We will recognise and reward contribution but will also hold people to account for the successful delivery of our strategic and operational commitments. We will deploy modern recruitment practices that ensure we are attracting high quality candidates to join our organisation and remain a living wage employer.

We recognise that every journey made effortless is about our people being engaged and passionate about delivering the highest quality customer service. We are committed to improving our internal communications through communicating the right message, at the right time to the right people. Creating opportunities for two-way discussion and feedback, so our people feel listened to and supported. We will strive for openness and honesty, communicating information that is relevant, accessible and timely to improve trust and confidence. We will create people champions and forums to better engage our people on key business issues. We will provide employees with the tools and equipment to carry out their role safely and efficiently.

We will work constructively with our Trade Unions so we achieve a more aligned approach to how we work together for the benefit of our people. We will break down barriers and work towards solutions to make Scotland's railway a better place to work. We will also reach out to other train operating companies and other organisations to benchmark ourselves against the best, implementing learning and best practice.

We will continue to maximise the benefits of being part of the Abellio family through adopting group approaches to leadership and talent development, and by sharing best practice. We will continue to work with Network Rail Scotland to deliver our collective priorities and will strive to increase cross Alliance working. We will also continue our work with Transport Scotland and all other stakeholders to demonstrate what we are doing to build the best railway Scotland has ever had.

Our priorities for 2018 – 2021

Priorities	What outputs will the priority deliver	What will the primary benefits be?	What change will this realise?	What will happen if we don't deliver?	Impact
Best Workforce	A fit for purpose organisation designed and deployed to support building the best railway Scotland has ever had	Enhanced profitability through improved productivity and customer service, increased revenue and reduction in cost	Improved attraction, recruitment, leadership and engagement of people to improve customer experience and to maximise profitability	Operating costs, workforce profile, and deployment model will diminish profitability and viability of the business negatively impacting on customer service	All of this will impact on our people, customers, our reputation and brand.
Leadership Effectiveness	Inspirational and capable leaders, and highly effective managers working more collaboratively and inspiring performance excellence	Clarity of purpose, vision and values with leaders visible and accountable	Inspirational leaders enabling our vision and purpose	A siloed, reactive, and tactical approach to leading and managing our people, and the business; our people are less engaged	
Sustainable Organisation	A positive culture with a healthy, well governed organisation with effective systems and processes	An efficient business, appropriately governed through effortless decision making and strong employee engagement	Engaged and motivated employees delivering better customer service through increased productivity	Disengaged and demotivated employees not supporting our customers leading to reputational damage and potential loss of business	
Learning Organisation	A highly skilled, capable and agile organisation able to capitalise on the significant investment in Scotland's railway	Employees skilled to deliver on behalf of our customers and colleagues	Increased skills base and a more professional workforce now and in the future	Inability to transform Scotland's railway through lack of necessary skills and capability	