

## 1. Best Workforce

Outcome

Our workforce aligns with business need; is agile and increasingly diverse

We will create a flexible, balanced and diverse workforce through a strong employer brand, effective workforce planning and deployment to improve organisational effectiveness and to deliver outstanding customer service.

We will:

- Develop and implement a workforce planning model to ensure our people have the right skills, at the right time in the right place
- Create an employer brand underpinned by modern recruitment practices
- Review and update policy on workforce deployment and abstraction management to ensure workforce efficiency
- Create and implement an equality and inclusion strategy to enable a balanced and inclusive workforce
- Develop an employee proposition that responds to the needs of the organisation
- Review our Early Careers strategy to maximize access to talent

We will achieve this through:

- Delivering a workforce planning model aligned to organisational objectives
- Effectively planning our approach to workforce deployment, rostering and abstraction
- Reviewing and updating the recruitment processes to enable the recruitment of 'the best talent' and opportunities for apprentices, graduates and internships
- Reviewing and updating our retention policy to ensure retention of talent throughout the organisation
- Delivering equality and diversity policies to improve equality of access and inclusion for all

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> <li>Workforce has the skills and abilities to deliver short and long-term organisational objectives leading to improved customer service and commerciality</li> </ul>	<ul style="list-style-type: none"> <li>Number of posts in establishment v employees on payroll by level and Directorate</li> <li>Number of Employees: Perm; Agency; Contract</li> <li>Number of leavers (Inc. through VLS)</li> </ul>
<ul style="list-style-type: none"> <li>High quality candidates, apprenticeships, interns and graduates are attracted to working at ScotRail</li> </ul>	<ul style="list-style-type: none"> <li>Number of Apprenticeships, graduates and internships by gender and directorate</li> </ul>
<ul style="list-style-type: none"> <li>Key employees are retained and receive appropriate recognition</li> </ul>	<ul style="list-style-type: none"> <li>Engagement levels</li> <li>Number of employees by Directorate who achieve recognition awards</li> </ul>
<ul style="list-style-type: none"> <li>Rostering, deployment and abstraction is managed effectively reducing cost to the business</li> </ul>	<ul style="list-style-type: none"> <li>Number of hours of overtime and rest day working by directorate</li> </ul>
<ul style="list-style-type: none"> <li>Workforce diversity increased underpinned by effective policies</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees by age, gender, ethnicity, religion and other protected characteristics</li> <li>Number of full and part-time employees</li> <li>Gender pay gap</li> </ul>

## 2. Effective Leadership

Outcome

Our leaders provide inspirational leadership that drives high performance

We will develop our leaders to inspire and empower our people at all levels of the organisation to innovate, transform and drive continuous improvement to deliver excellent customer service.

We will:

- Enhance the quality of leadership through investing in leadership development of the Executive and functional Heads
- Improve capability to support organisational transformation and change management
- Develop and deliver first line and middle management training and development to ensure our employees have the competence and confidence to manage effectively
- Provide a talent management and succession planning framework to develop a talent pipeline
- Create coaching and mentoring opportunities for leaders and managers and build learning into day to day supervision and management

We will achieve this through:

- Developing and deploying the Abellio Leadership Framework for all leaders – assessing and enhancing our collective capability at senior, middle and frontline management
- Understanding what our leaders need and investing in the right training and development to allow them deliver on their potential
- Building change management capability in our leaders through a common framework and learning from experience
- Developing and delivering safety leadership training to ensure safety is embedded in leadership and management development
- Creating the capacity for our leaders to enable development and growth
- Developing and delivering leadership masterclasses, action learning sets and programmes to support leadership effectiveness
- Developing and delivering first line and middle management accredited training aligned to operational excellence
- Reviewing and updating the talent management and succession planning framework
- Developing opportunities for employees to engage in internal and external exchanges, secondments, and collaborative projects
- Developing internal coaches through the Abellio Coaching programme; source coaching support for the Executive Leadership Team

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> <li>Enhance the quality of leadership through investing in leadership development of the Executive and functional Heads</li> </ul>	<ul style="list-style-type: none"> <li>Number of Executive team completing 360 assessments</li> <li>Number of senior managers assessed through the Abellio Leadership Framework</li> </ul>
<ul style="list-style-type: none"> <li>Define Leadership and Management behaviours and competencies required to support our strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Number of leadership roles adopting the Abellio Leadership Competence framework for recruitment</li> </ul>
<ul style="list-style-type: none"> <li>Improve capability to support organisational transformation and change management</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees who have successfully completed "Programme and Project" management skills training</li> </ul>
<ul style="list-style-type: none"> <li>Provide first line and middle management training to ensure our employees are supported and managed effectively</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees participating in first line management programmes</li> <li>Number of employees participating in middle management programmes</li> </ul>
<ul style="list-style-type: none"> <li>Provide a talent management and succession planning framework to develop an internal talent pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees assessed through the talent management process</li> <li>Number of role assessed through the succession planning process</li> </ul>
<ul style="list-style-type: none"> <li>Provide coaching and mentoring for leaders and managers and build learning into day to day supervision and management</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees trained through the Abellio coaching programme</li> <li>Number of employees coached by internal and external coaches</li> </ul>

### 3. Sustainable organisation

Outcome

Our organisation is recognised as a great place to work

We will develop a progressive, values driven organisation which supports our people and works effectively with our stakeholders to enable a healthy, safe, engaged and sustainable organisation.

We will:

- Roll out and embed the new vision and values in a collaborative manner; setting safety as the guiding principle
- Engage our people through internal communications, encouraging individual and collective participation
- Ensure organisational change is planned and governed to improve organisational agility and delivers change within budget
- Develop our approach to Health and Wellbeing to support our people, driving improved performance, engagement and sustainability
- Define our longer-term employee relations strategy enabling effective engagement with our trade unions
- Establish simple and effortless people processes and systems that allow leaders, managers and employees to do their job
- Embed a Reward Strategy that identifies and rewards differential performance and reinforces excellent customer service
- Review our approach to recognition to acknowledge contribution, supports high performance and which is aligned to our values and behaviours

We will achieve this through:

- Providing briefing sessions to employees on the new values and incorporate these in the PD process
- Creating and implementing an internal communications strategy; improving 2-way communications
- Creating groups and forums to ensure alignment with organisational priorities and enable cross functional and widespread participation
- Implementing effective change processes to enable organisational change
- Developing our people plan supported by policies that align with the employee lifecycle
- Providing innovative occupational health, mental health and wider wellbeing activities to support employees and improve attendance
- Developing an employee relations strategy to support improved dialogue with the Trade Unions
- Developing our approach to personal development and recognition.
- Supporting leaders to manage performance and recognise employees' contribution

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> <li>Values and safety are embedded and role modelled by 'leaders and managers'</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees participating in vision and values roll out</li> <li>Number of leaders and managers carrying out/trained for safety critical roles</li> <li>Number of Lost Time Injuries</li> </ul>
<ul style="list-style-type: none"> <li>Improved Employee engagement; employees feel informed and heard</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement score</li> </ul>
<ul style="list-style-type: none"> <li>Effective and progressive HR policies, processes, systems and data management</li> </ul>	<ul style="list-style-type: none"> <li>Number of HR policies/systems updated</li> <li>Number of disciplinaries/grievance</li> <li>Number of people in MFA process</li> </ul>
<ul style="list-style-type: none"> <li>Reward and recognition policies and procedures recognise employees' contribution</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees achieving performance bonuses</li> <li>Number of employees gaining recognition awards</li> </ul>
<ul style="list-style-type: none"> <li>Personal development process is embedded and actioned by leaders and managers</li> </ul>	<ul style="list-style-type: none"> <li>Number of PDs completed for leaders and managers</li> <li>Number of employees having Time with Your Manager (TWYM) conversations</li> </ul>
<ul style="list-style-type: none"> <li>Health and wellbeing of employees improved</li> </ul>	<ul style="list-style-type: none"> <li>Actual absence v target (4.25%)</li> <li>Number of OH referrals</li> <li>Number of injuries/accidents</li> </ul>
<ul style="list-style-type: none"> <li>ER / IR environment improved</li> </ul>	<ul style="list-style-type: none"> <li>Number of live grievances – and duration</li> <li>Number of live disputes – and duration</li> <li>Number of planned proactive TU engagements</li> </ul>
<ul style="list-style-type: none"> <li>Effective planning and governance enables organisational change/continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Number of HR policies/systems updated</li> <li>Number of managers trained in change/project management</li> </ul>
<ul style="list-style-type: none"> <li>Organisational change achieved in line with organisational business plan</li> </ul>	<ul style="list-style-type: none"> <li>Change initiatives – delivered to project plan / timeline</li> <li>Time to get initiative from concept to implementation</li> <li>Number of employees leaving through VLS</li> <li>Number of employees transferred internally</li> </ul>

## 4. Learning Organisation

Outcome

Our people are capable and confident

We will enable excellence in customer service through providing responsive, proactive, high quality learning and development for our people

We will:

- Provide quality assured customer service and operational training to enable the delivery of high quality service that supports organisational demand
- Provide quality assured learning and development opportunities aligned to our peoples' personal and skills development
- Provide opportunities for informal learning, work shadowing/placement and exchanges to support career progression
- Work with the Scottish Union Learning Fund, Further and Higher Education, Training Providers and the Institute of Rail Operators (IRO) to open opportunities for wider learning to support individual aspirations.

We will achieve this through:

- Delivering learning and development to employees that is modern, up to date, that supports the introduction of new train services and improves customer service
- Aligning the training budget with organisational priorities to deliver high levels of operational and customer service training
- Enabling individuals to participate in informal learning, and experiencing other directorates within ScotRail or externally with other organisations
- Working in partnership with Scottish Union Learning Fund and the IRO to open opportunities for learning and personal development for all.

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> <li>• Learning and development programmes delivering competencies that enable high quality operational and customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees completing training courses at all levels and subjects</li> <li>• Number of employees participating in e-learning</li> </ul>
<ul style="list-style-type: none"> <li>• Investment in learning and development has enabled enhanced performance</li> </ul>	<ul style="list-style-type: none"> <li>• Planned and actual Training spend by Directorate</li> </ul>
<ul style="list-style-type: none"> <li>• Individuals are motivated through participating in learning that is aligned to individual and organisational need and which is aligned to the personal development process</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees participating in informal on the job learning</li> </ul>
<ul style="list-style-type: none"> <li>• Individuals access learning opportunities - become more engaged and effective in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees participating in SULF/IRO funded programmes</li> <li>• Number of courses funded through SULF/IRO</li> </ul>



## Our Services

We will provide a range of HR services to the organisation, line managers, employees, pensioners and trade union colleagues. These services are split into 3 areas; **Specialist Support, business partnering/advisory and operations.** Our aim is to deliver professional, commercially sound advice and outcomes that enable our customers to deliver their operational requirements and strategic outcomes.

Through our **Specialist Support**, we will provide expert services in:

- Workforce Planning
- Leadership and management development
- Training and development
- Strategy and organisational development
- Diversity and inclusion
- Talent management and succession
- Performance Management
- Reward, Pay, Benefits and recognition
- Policies relating to specialist functions
- Pensions
- Recruitment

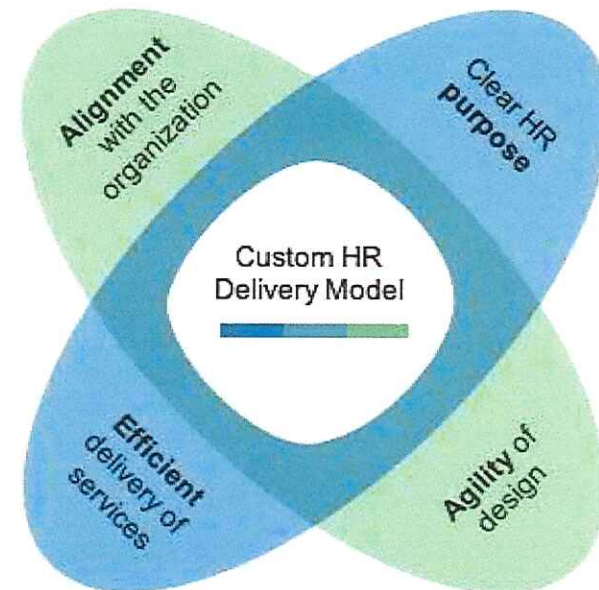
Our **Advisory Model**, delivered through HR advisers and Business Partners provides first, second and third level advice on:

- Organisational change and restructuring
- Health and wellbeing including attendance management
- Employee relations
- Discipline and grievance
- Employment law
- General queries across all people policies
- Data protection
- Coaching and mentoring

Our HR Business Partners own the people strategy for their business area which includes leadership, training and development, strategic workforce planning, succession, talent management, Health & Wellbeing and employee engagement.

Our HR operations function owns all our people processes, data and insights across the following services:

- HR people data management
- Absence recording
- Discipline and grievance recording
- Pensioner trustee and pensioner support
- Trade union duties and associated activities
- Benefits administration
- Training administration
- Payroll interface



## Outcome

We believe that we will be able to build a highly skilled and engaged workforce, that has the agility and resilience to meet short and longer term organisational demand. An organisation committed to safety, excellent customer service, operational excellence, and continuous improvement. A truly commercial train operator that has transformed its ability to generate revenue through enhancing customer experience, increasing patronage and improving profitability.

## Impact

We will deliver real impact for our people, our customers and our stakeholders through delivering our Organisational Development Strategy. We will create an agile, efficient and effective organisation able to meet the challenges of delivering 'effortless journeys' throughout Scotland.



We will see improvements to our employee engagement score, NRPS and PPM/MAA. We will create a culture through our vision and values where our people feel supported and are encouraged to go the extra mile.

All of this will deliver improvements to revenue through putting the customer at the heart of what we do, improve earnings before interest and tax (EBIT), and improve the confidence of our employees, partners, government and customers.

## Monitoring and Evaluation

We will monitor deliver of the organisational development strategy through the monthly People Development Sub Board. This forum will supersede the People & Organisation Sub Board and involve various ScotRail Directors, Heads of HR Service and Head of OD plus the Abellio Group HRD.

Strategic updates / progress will be provided to the ScotRail Executive team as appropriate with further updates flowing to the quarterly Abellio ScotRail Boards.