

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> • Workforce has the skills and abilities to deliver short and long-term organisational objectives leading to improved customer service and commerciality 	<ul style="list-style-type: none"> • Number of posts in establishment v staff on payroll by level and Directorate • Number of Staff: Perm; Agency; Contract • Staff turnover rates • Number of leavers (Inc. through VLS) • Number of staff in customer facing roles • Training spend per head on customer facing roles
<ul style="list-style-type: none"> • High quality candidates, apprenticeships, interns and graduates are attracted to working at ScotRail 	<ul style="list-style-type: none"> • Number of Apprenticeships, graduates and internships by gender and directorate • Retention levels • Vacancies to applicants; time to recruit, by gender, full & part-time and directorate • Cost to recruit
<ul style="list-style-type: none"> • Key staff are retained and receive appropriate recognition 	<ul style="list-style-type: none"> • Retention levels • Engagement levels • Number of staff by Directorate who achieve recognition awards • Number of staff participating in talent management programme
<ul style="list-style-type: none"> • Rostering, deployment and abstraction is managed effectively reducing cost to the business 	<ul style="list-style-type: none"> • Number of hours of overtime and rest day working by function/grade/discipline and directorate • Percentage staff abstracted from role by function by period
<ul style="list-style-type: none"> • Workforce diversity increased underpinned by effective policies 	<ul style="list-style-type: none"> • Number of males, females, other, part-time, full-time • Age profiles • Gender pay gap • Number of staff by ethnicity, religion and other protected characteristics

2. Effective Leadership

Outcome

Our leaders and managers provide inspirational leadership that drives high performance

We will develop our leaders and managers 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 staff 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 leaders and senior managers – assessing and enhancing our collective capability
- Understanding what our managers need and investing in the right training and development to allow them deliver on their potential
- Building change management capability in our leaders and managers through a common framework and learning from experience
- Creating the capacity for our managers 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 staff 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"> • Enhance the quality of leadership through investing in leadership development of the Executive and functional Heads 	<ul style="list-style-type: none"> • Executive team completing 360 assessments • Number of Executive and senior managers assessed through the Abellio Leadership Framework and working to Personal Development Contracts • Number of leaders and manager participating in masterclasses, action learning sets and programmes
<ul style="list-style-type: none"> • Define Leadership and Management behaviours and competencies required to support our strategic objectives 	<ul style="list-style-type: none"> • Approved a Leadership Competence framework that underpins recruitment, development, assessment and performance management
<ul style="list-style-type: none"> • Improve capability to support organisational transformation and change management 	<ul style="list-style-type: none"> • Number of staff participating in first line management programmes • Number of staff participating in middle management programmes • Number of staff who have successfully completed “Programme and Project” management skills training
<ul style="list-style-type: none"> • Provide first line and middle management training to ensure our staff are supported and managed effectively 	<ul style="list-style-type: none"> • Number of staff participating in internal/external exchanges, and secondments
<ul style="list-style-type: none"> • Provide a talent management and succession planning framework to develop an internal talent pipeline 	<ul style="list-style-type: none"> • Number of staff identified to fill key leadership and management posts
<ul style="list-style-type: none"> • Provide coaching and mentoring for leaders and managers and build learning into day to day supervision and management 	<ul style="list-style-type: none"> • Number of staff trained through the Abellio coaching programme • Number of staff coached by internal and external coaches

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 staff 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 staff on the new values and incorporate these in the PD process
- Creating and implementing an internal communications strategy; improving 2-way communications
- Reviewing 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 staff and improve attendance
- Reviewing and developing an employee relations strategy to support improved dialogue with the Trade Unions
- Reviewing our approach to personal development and recognition.
- Supporting leaders and managers to manage performance and recognise staff contribution

We will deliver and measure success through:

Delivery	Key Performance Indicator
<ul style="list-style-type: none"> • Values and safety are embedded and role modelled by 'leaders and managers' 	<ul style="list-style-type: none"> • PDs completed for top 500 • Number of briefings on new V/M/V
<ul style="list-style-type: none"> • Improved Employee engagement; staff feel informed and heard 	<ul style="list-style-type: none"> • Employee engagement score • Numbers of staff represented on groups/forums
<ul style="list-style-type: none"> • Effective and progressive HR policies, processes, systems and data management 	<ul style="list-style-type: none"> • Number of HR policies/systems updated • Number of disciplinaries/grievances • Compliance with UK Equal Pay and Equality Legislation
<ul style="list-style-type: none"> • Reward and recognition policies and procedures recognise staff contribution 	<ul style="list-style-type: none"> • Number of staff achieving performance bonuses • Number of recognition awards presented
<ul style="list-style-type: none"> • Personal development process is embedded and actioned by leaders and managers 	<ul style="list-style-type: none"> • PDs completed for top 500 • TWYM – completed for other staff (by function)
<ul style="list-style-type: none"> • Health and wellbeing of staff improved 	<ul style="list-style-type: none"> • Actual absence v target (4.25%) • Number of OH referrals • Number of injuries/accidents • Number of Stage 1, 2, and 3 interventions
<ul style="list-style-type: none"> • ER / IR environment improved 	<ul style="list-style-type: none"> • Number of staff recognised for contribution • Number of live grievances – and duration • Number of live disputes • Number of issues closed down • Number of meetings/consultations
<ul style="list-style-type: none"> • Effective planning and governance enables organisational change/continuous improvement 	<ul style="list-style-type: none"> • Number of HR policies/systems updated • Time to deliver organisational change from approval to implementation
<ul style="list-style-type: none"> • Organisational change achieved in line with organisational business plan 	<ul style="list-style-type: none"> • Number of staff leaving through VLS • Number of staff transferred internally • Number of posts introduced / changed / closed

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 and support organisational demands
- 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 staff 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
- 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"> • Learning and development programmes delivering competencies that enable high quality operational and customer service 	<ul style="list-style-type: none"> • Lead in time for training • Number of staff completing training courses at all levels and subjects • Number of staff participating in e-learning • Investment x function
<ul style="list-style-type: none"> • Investment in learning and development has enabled enhanced performance 	<ul style="list-style-type: none"> • Detail of training spend - £1m • Evidence of performance improvement by function. (View across general people measures. TBC)
<ul style="list-style-type: none"> • Individuals are motivated through participating in learning that is aligned to individual and organisational need and which is aligned to the personal development process 	<ul style="list-style-type: none"> • Number of staff participating in informal on the job learning • Number of staff participating in work shadowing/external placements
<ul style="list-style-type: none"> • Individuals access learning opportunities - become more engaged and effective in the workplace 	<ul style="list-style-type: none"> • Number of staff participating in SULF/IRO funded programmes • Number of courses funded through SULF/IRO

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

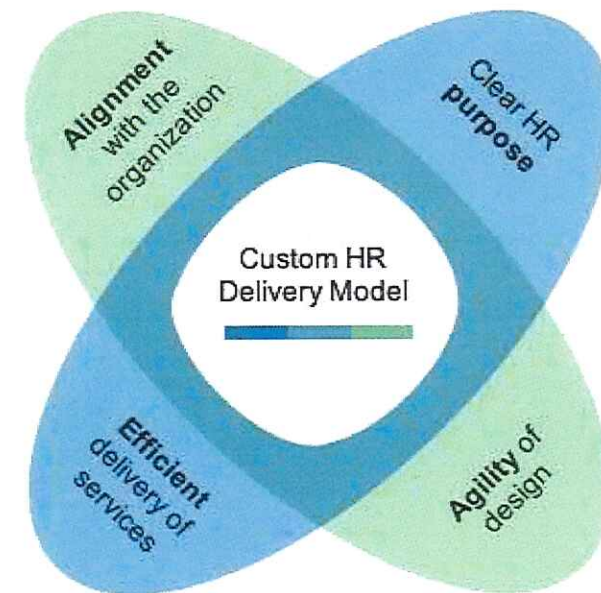
Our **Advisory Model**, delivered through HR advisers and Business Partners provides first, second and third level advice on:

- 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 and talent management

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 MMA. We will create a culture through our vision and values where our people feel supported and are encouraged to 'go beyond'.



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 staff, partners, government and customers.

Monitoring and Evaluation

We will monitor deliver of the organisational development strategy through the monthly OD strategy Group meeting. 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.

Appendix 1: Outcome Mapping

Scottish Government				
Purpose: To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth.				
National Outcomes				
We live in a Scotland that is the most attractive place for doing business in Europe		We realise our full economic potential with more and better employment opportunities for our people		
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others		We take pride in strong, fair and inclusive national identity		
Our public services are high quality, and continually improving, efficient and responsive to local people's needs		We reduce the local and global environmental impact of our consumption and production		
Rail Priorities	Improving journey times and connections	Reducing emissions	Improving quality, accessibility and affordability	
ScotRail				
Our Vision	Every journey made effortless			
Our Mission	Building the best Railway Scotland's ever had			
Priorities	Best Workforce	Effectiveness Leadership	Sustainable Organisation	Learning Organisation
Outcome	Our Workforce aligns with changing business need; is agile and increasingly diverse	Our leaders and managers provide inspirational leadership that drives high performance	Our organisation is recognised as a great place to work	Our people are capable and confident