

People Highlights FY 2019/20

For decision:

For noting:

Te tūhunga / Recommendation

That the Auckland Transport Board (board):

- a) Note the key outcomes delivered and progress made in the past year through the multiple people initiatives delivered across Auckland Transport (AT).

Te whakarāpopototanga matua / Executive summary

1. The purpose of this paper is to provide a retrospective snapshot of the past financial year and the progress made in our culture and transformation journey.
2. Progress in the current financial year will be addressed in the next People Committee on 17 November 2020.
3. The People Highlights FY19/20 overview (refer attachment 1) provides insight into the people outcomes delivered by AT.
4. These achievements align to the Culture and Transformation (C&T) strategy and our core focus to build a high performing constructive organisational culture where everyone feels they can be their best and do meaningful work. This enables our purpose, creating easy journeys for our customers and communities and aligned to AT Strategy.
5. In FY19/20 we achieved many deliverables outlined in our C&T plan whilst facing significant challenges, including our response and ongoing responses to the COVID-19 pandemic (COVID-19) and the impact on our people, organisation and communities. Our C&T team has embraced the challenges, exhibited an agile mindset, adapted to new ways of working, and supported AT in parallel.

Ngā tuhinga ō mua / Previous deliberations

6. Not applicable.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

7. The recently refreshed C&T strategy identified seven key pillars, critical to building a thriving, inclusive and high performing culture. Our roadmap to achieve the desired outcomes focused on these seven core areas:
- a. **Leadership:** Enable our leaders to lead our people constructively through the volatile, uncertain, complex and ambiguous (VUCA) world and within the new commercial constraints.
 - b. **Talent:** We want to build a sustainable workforce for the future with the ability to attract, grow and retain talented people with a heightened focus on total workforce planning, elevating our employment brand and better governance of the contingent labour.
 - c. **Change and Engagement:** We are looking to reshape AT by driving successful, smooth change practices and executing engaging impactful communications to shift behaviour and culture.
 - d. **Culture:** Create a thriving, inclusive and high performing culture by focusing on our people's wellbeing and sense of belonging with our values becoming decision way-points.
 - e. **Capability:** Build a learning organisation with capabilities to be agile in our approach and continuously grow with the changing demands of the world.
 - f. **People Experience:** Enhancing our employee experience along the employment journey with AT by removing barriers and making life easier for our people.
 - g. **Future of Work:** How might we plan for and leverage the changes in the way work gets done over the next decade as influenced by social, generational and technological shifts.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

8. Last year the workforce grew by 2.6% this includes 24 new graduates onboarded into AT as part of our future talent pipeline. Our graduate programme provides a career gateway to high potential talent from across New Zealand and builds a robust talent pipeline for the organisation. We also welcomed five interns from TupuToa (three continued with AT and joined our graduate programme).
9. Leadership and culture has been one of our key focus areas. Feedback collated through the AT Viewpoint culture survey showed an 11% uplift in the humanistic and affiliative constructive styles in the past 18 months (with a response rate of 85%). This shows that the interventions are helping to create a thriving, inclusive and high performing culture.
10. Our Diversity and Inclusion (D&I) vision is that AT reflects the increasingly diverse communities we serve in this growing, vibrant region. We have an inclusive, thriving and high performing culture where people come first, feel safe, respected, valued and supported, regardless of

differences. We give everyone equal opportunity and celebrate the different perspectives and talents that each of us brings. This has resulted in women in leadership roles rising from 26.3% in FY18 to 29.4% in FY20 and Maori and Pasifika representation in our workforce growing from 9.1% to 13.7% for the same period - which is an 18.1% increase.

11. We set up the Learning Centre of Excellence (our Learning Experience team) and invested in enhancing our people's skills in technical competencies, leadership, health and safety, and Maori learning programmes. We continue to build a learning culture focusing on growing the capability of our people to deliver the changing needs of our business and our customers.
12. We continue to build a strong working relationship with the PSA and successfully concluded the collective bargaining process and ratified 22 terms in the last year.
13. Another significant milestone this year was the completion of the Holidays Act Compliance project which amended payroll non-compliance to the legislation since AT's inception in 2010. We have made payments to 1829 current employees, configured our payroll system correctly to ensure ongoing compliance and are in the process of making payments to all eligible ex-employees.
14. Employee wellbeing is a key focus for us in building a thriving culture. We piloted the Thrive Index to regularly check in with our people and plan for an organisation wide roll-out in Q2 of FY20/21 (re-named the 'Checking In' Index). We also connected with our people, through a number of coffee kōrero sessions after the first COVID-19 lockdown to understand how people felt, lessons learned and the support required.
15. COVID-19 has had a significant impact on AT's revenue streams including impact on our operating budget and capital programme. Several workforce levers were pulled to help manage through this, while preserving as many permanent jobs as possible. Examples include, implementing a voluntary remuneration reduction for those earning over \$100K (77% employees signed up), cancelling the FY20/21 annual remuneration review, reduced recruitment, targeted reduction of contingent workforce, focused management of leave liability and reductions in learning and development and professional services spend.
16. To demonstrate our AT Values, particularly '*Manaakitanga - We care ... Full stop*', we established a Welfare Support Fund. This was designed to assist our people going through financial hardship as a result of COVID-19. We also extended special leave to 280 of our people who could not perform their normal duties or were categorised as high-risk individuals. Free flu vaccines were made available to aid in the physical wellbeing of our people (with greater options around vaccine locations).
17. Our employee attrition rate has dropped significantly to 14.4% now from 19.1% at the beginning of the financial year, which we note is in line with external trends and, in part, reflective of the impact of COVID-19 on the labour market.

Ngā tūraru matua / Key risks and mitigations

18. We have detailed the following risks and mitigations that have been identified which could potentially undermine the efforts

Key risk	Mitigation
Ongoing delivery of C&T programme of work in current environment.	Continual review of programme of work 90 day plans with the business to ensure delivery is fit for purpose and our people are leaders are ready and able to adopt relevant initiatives.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

19. Not applicable

Ngā whaiwhakaaro o te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

20. Not applicable.

Ngā reo o mana whenua rātou ko ngā mema pooti, ko ngā roopu kei raro i te maru o te Kaunihera, ko ngā hāpori katoa / Voice of mana whenua, elected members, Council Controlled Organisations, customer and community

21. Not applicable.

Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

22. Not applicable.

Ā muri ake nei / Next steps

23. Continued focussed delivery of the C&T strategy and core focus areas.

24. Progress in the current financial year will be provided to the board at the People Committee on 17 November 2020.

Te whakapiringa / Attachment

Attachment number	Description
1	People Highlights FY19/20 overview

Te pou whenua tuhinga / Document ownership

Submitted by	Dr. Regina Aldrin People Insights, Remuneration and Payroll Manager	
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