



## Human Resource Management

### Martin Fletcher – New Zealand

- Transit New Zealand
- General Manager Corporate Services
- [Martin.fletcher@transit.govt.nz](mailto:Martin.fletcher@transit.govt.nz)



## Headings to be Covered

- ✚ Terms of reference
- ✚ How we met the Terms of Reference – Methodology
- ✚ Problems facing Road Administrations
- ✚ The HR Strategy and its importance
- ✚ Survey of techniques used different countries
- ✚ Recommendations

# Terms of Reference

## Issue 1.3.2

### Development of Human Resource Skills

Strategies	Outputs
<p>Investigate what are the competencies necessary to face the future challenges, <b>identify what should be changed and/or introduced in education curriculum.</b></p>	<p>Recommendations</p>
<p>Identify new ideas, innovative methods introduced in the field of education and training in road and road transport (within the different contexts of developed and developing countries).</p>	<p>Best Practises</p>

# Methodology

Seminars and workshops – experts outside Committee  
Questions in the Committee Main Questionnaire  
Separate targetted survey – 27 questions, 18 replies

Czech Republic

Denmark

Finland

Hungary

Italy

Latvia

Japan

Mexico

Netherlands

New Zealand

Norway

Poland

Quebec, Canada

Slovak Republic

South Africa

Sweden

Switzerland

United States of America

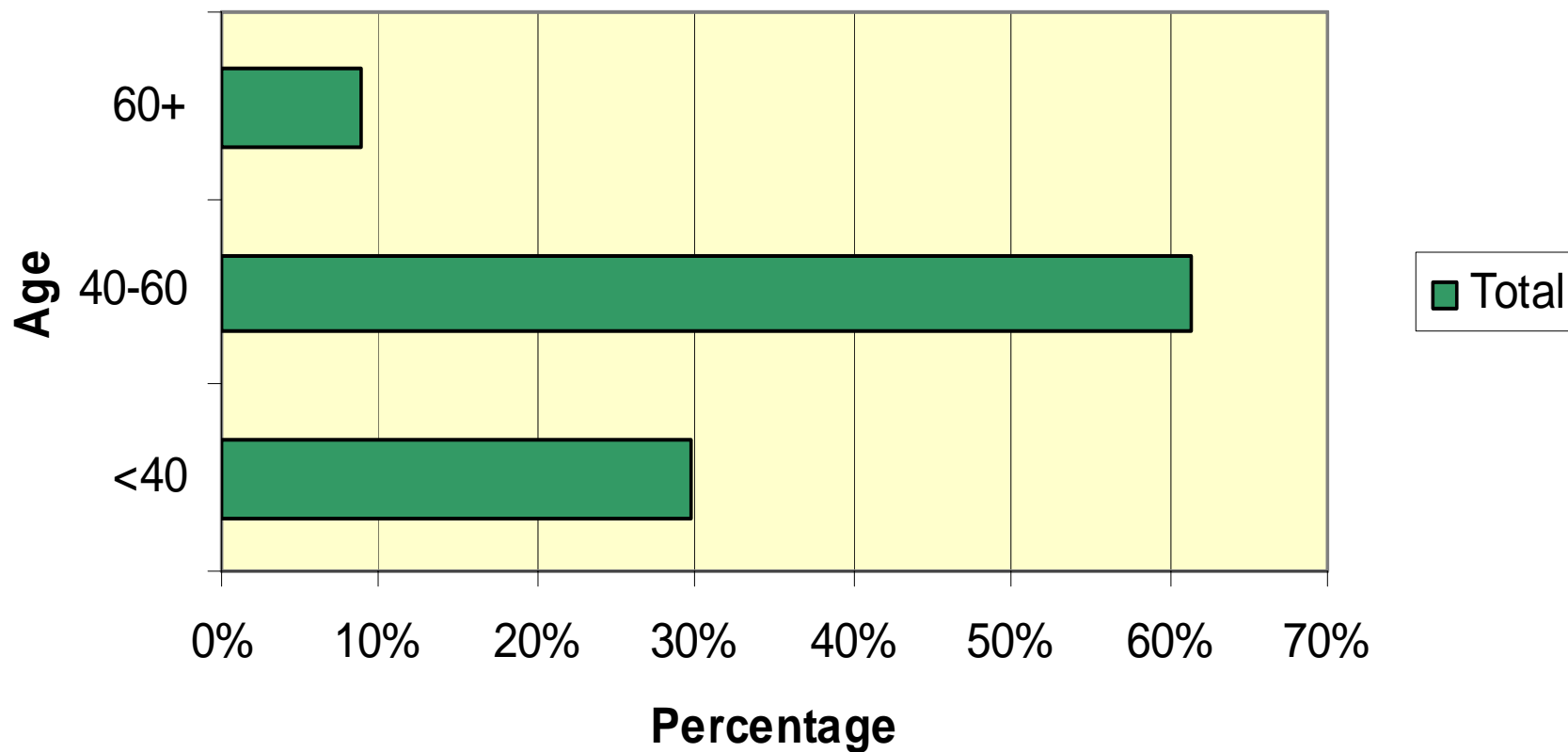


## The Challenge

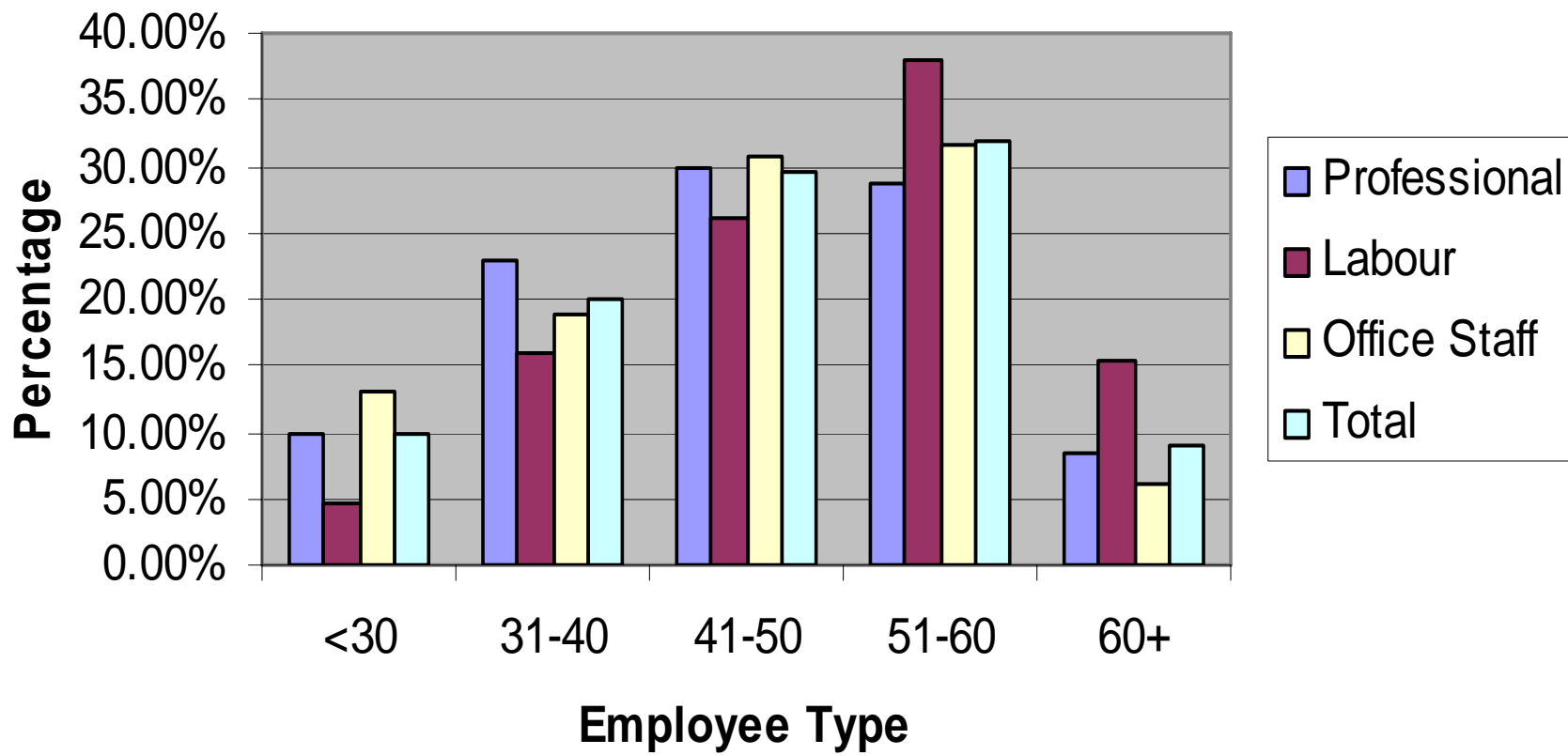
Road Administrations are facing:

- ✚ **An Aging workforce**
- ✚ **Inadequate supply of graduates (55%)**

## Summary of Employee Age Profiles



## Summary of Employee Age Profiles



## The Challenge - Continued

Road Administrations are facing:

- # An Aging workforce
- # Inadequate supply of graduates (55%)
- # **Shifting from in-house resourcing to outsourcing**
- # **Higher customer service expectations**
- # **Shortages in many competencies (up to 28%)**



# The Most Common Competency Deficiencies Identified:

- ✚ Procurement and contract management (28 %)
- ✚ Project management (22 %)
- ✚ Customer orientation (28 %)
- ✚ IT/user applications/ (22 %)
- ✚ Management skills (22 %)
- ✚ Leadership (22 %)
- ✚ Technical/bridge/road building engineering (22%)

## ALSO

- ✚ Business skills, Cost and Financial Management
- ✚ Negotiation/conflict resolution

## The Challenge - Continued

Road Administrations are facing:

- # An Aging workforce
- # Inadequate supply of graduates (55%)
- # Shifting from in-house resourcing to outsourcing
- # Higher customer service expectations
- # Shortages in many competencies (up to 28%)
- # **Requirements to reduce staff numbers (55%)**
- # **Increased competition from other professions**

# The Opposition

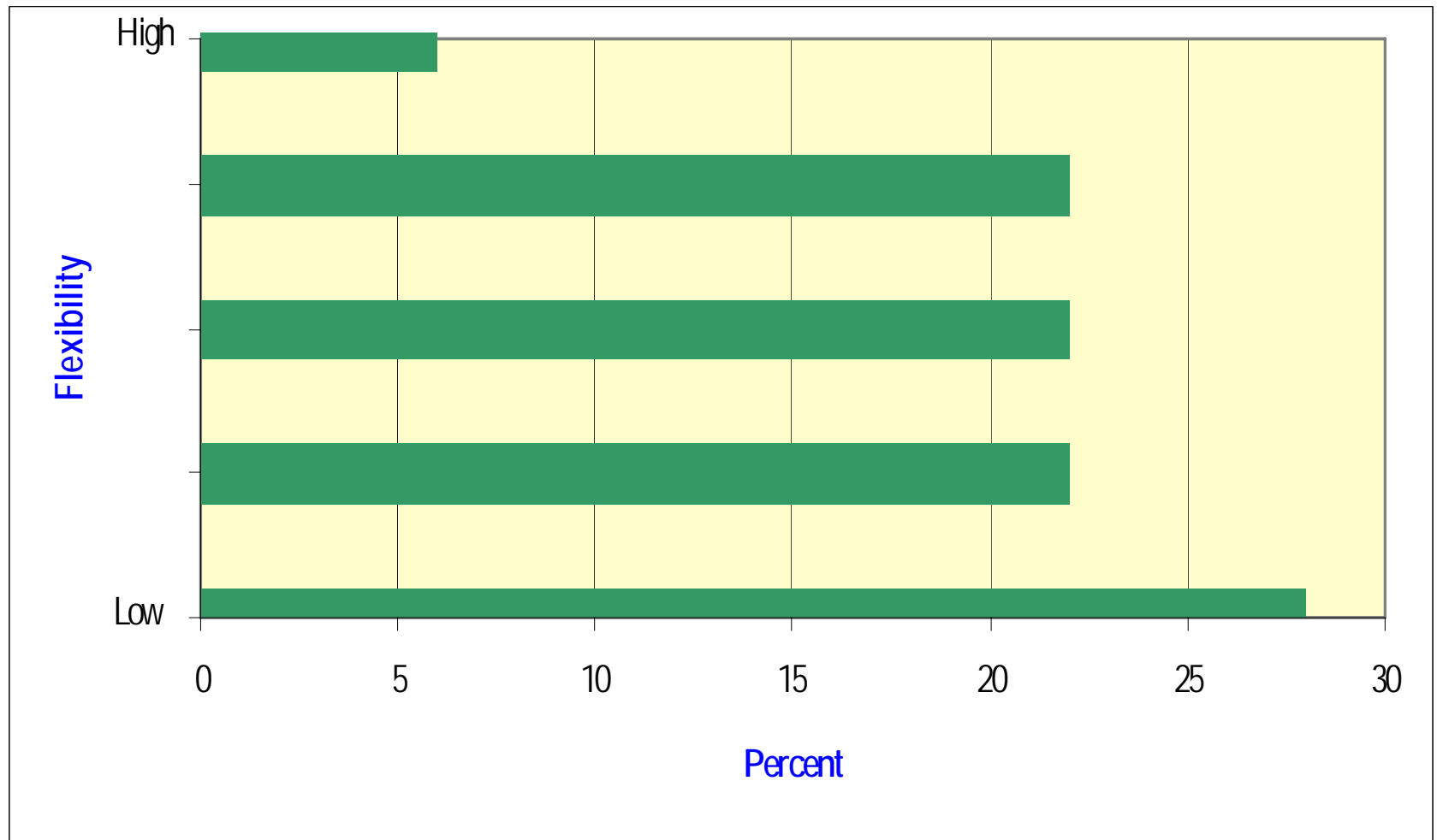


## The Challenge - Continued

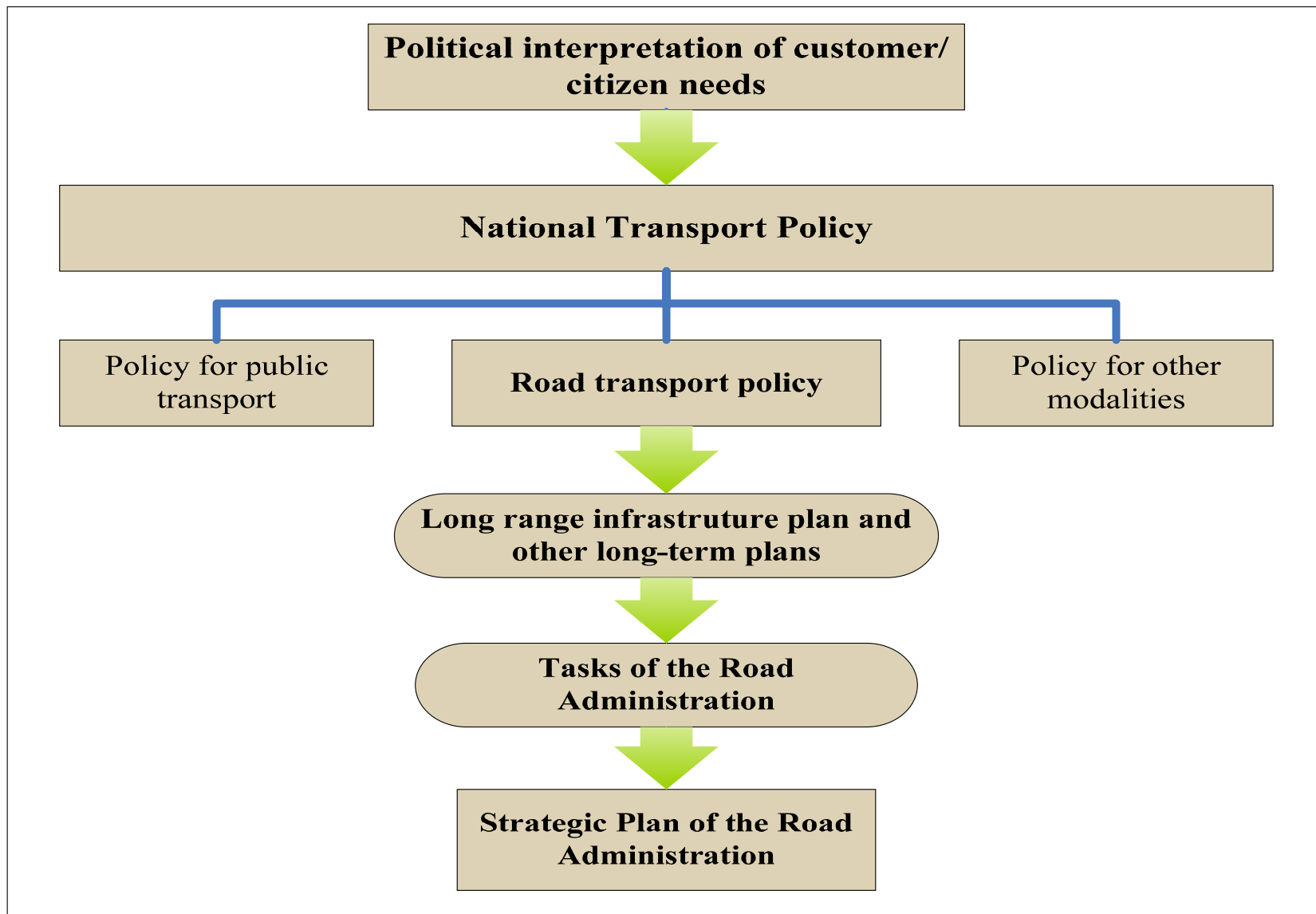
Road Administrations are facing:

- ✚ An Aging workforce
- ✚ Inadequate supply of graduates (55%)
- ✚ Shifting from in-house resourcing to outsourcing
- ✚ Higher customer service expectations
- ✚ Shortages in many competencies (up to 28%)
- ✚ Requirements to reduce staff numbers (55%)
- ✚ Increased competition from other professions
- ✚ **An inability to match Private Sector remuneration**

# Ability to Match Private Sector Salaries



# Going Forward



## Human Resources Strategy/Plan – 55%

- ✚ Strategic Plan is the foundation
- ✚ Also take account of other internal and external drivers
- ✚ **Objective: to have**
  - ✚ The right people, with;
  - ✚ The right skills, experience and values, at;
  - ✚ The right place, at;
  - ✚ The right time, with;
  - ✚ The right leadership.
- ✚ **Common Elements in most Human Resources Strategies:**
  - ✚ Recruitment – (who, what, when, where, how?)
  - ✚ Retention – (Surveys, statistical analysis, market, unions, valued)
  - ✚ Maximising the productivity of existing and new staff.

# Maximising the productivity of existing and new staff.

## + Learning and Growth

- + Training – (technical, managerial, new competencies)
- + New employees - induction (<20 to >80hours)
- + Existing employees (<20, >80, **40-60**)

## + Leadership

- + clear vision, direction, expectation and values
- + communication and promotion of directions and expectations – WIFM or WIFT
- + 'walk the talk'
- + Trust that Management treat employees fairly
- + Being prepared to hold people to account

## + Motivation

- + Taking an interest
- + Clear, fair, accepted Performance Measurement
- + Recognition



## Survey Analysis – Tool Kit – 170 Ideas

- ✚ Strategies for successfully implementing HR Policies (23)
- ✚ Initiatives for encouraging graduates (13)
- ✚ Strategies for addressing the requirement to reduce numbers (21)
- ✚ Successful recruitment strategies (17)
- ✚ Strategies for promoting Road Administrations as an employer (15)
- ✚ Techniques for recruiting employees with the right attitudes and values (13)
- ✚ Strategies for building good relationships with Unions (14)
- ✚ Strategies to counter private sector salaries (9)
- ✚ Strategies to retain older workers (8)
- ✚ Strategies for transferring knowledge from senior staff (12)
- ✚ Other capability enhancement initiatives (18)
- ✚ Incentives (7)

## RECOMMENDATIONS

- ✚ Road Administrations should focus on interfaces in the value chain and its own position therein.
- ✚ An imbalanced, aging workforce is a major threat for the continued successful operations of Road Administrations.
- ✚ An innovative, coordinated approach for engaging young people has to be found in order to attract them to engineering profession particularly to the road sector.
- ✚ Effective strategies for the recruitment and retention of staff, as well as maximising their productivity are the core Human Resource Management elements needed for the continued successful operation of Road Administrations.



End

**Thank you**

# Strategies for coping with requirements to reduce staff numbers

- ✚ Developing indicators to compare productivity of units
- ✚ Targeting areas for reduction as compared percentage reductions
- ✚ Adapting products, services and working methods to accommodate reduced numbers
- ✚ Centralising human resources management at General Manager or national level to overcome regional self perpetuation
- ✚ Endeavouring to retain experienced workers
- ✚ Building managers' skills
- ✚ Recruiting employees for the long-term needs of organisations

**MORE**

## Strategies for coping with requirements to reduce staff numbers ..... Continued

- ✚ Working on relationships with unions
- ✚ Outsourcing of routine tasks/use of contract personnel to fill gaps
- ✚ Moving to privatisation - outsourcing and competitive tendering
- ✚ Building empowerment within the organisation
- ✚ Increasing use/sophistication of IT
- ✚ Increasing use of life cycle model and public private partnerships
- ✚ Measures to improve effectiveness and efficiency, including restructuring

**MORE**

## Strategies for coping with requirements to reduce staff numbers ..... Continued

- ✚ Broadening training, education and development
- ✚ Moving from single-professional to multi-professional job descriptions, i.e. broadening the responsibilities of staff
- ✚ Effective Strategic and Business planning
- ✚ Aligning positions with the organisation's strategic goals
- ✚ Accurate personnel planning – both quantitative and qualitative
- ✚ Working in collaboration with other administrations in regards to recruitment and employment
- ✚ 'Sinking lid' policies – not filling vacancies when they arise.