



Government of **Western Australia**
Department of **Transport**

Capability Strategy and Action Plan 2023 - 2025



Introduction

The Department of Transport (DoT) and the Western Australian Public Sector is currently faced with critical skills shortages which are required to deliver on the Western Australian State Government priorities. DoT is experiencing staff shortages across multiple areas including IT, engineering, urban planning, procurement, accounting and finance, generalist HR, change and project management, policy writers, analysts, economists and maritime professionals. Many of these skills have been identified on the [State priority occupation list \(SPOL\)](#) which is a list of occupations rated according to their priority status for WA.

The SPOL informs the WA State Training Plan, which guides the allocation of subsidised training programs into areas of prioritised need. It also informs WA workforce development planning and the Western Australian skilled migration occupation list (WASMOL).

DoT is seeking to address the skills shortages through a capability strategy which targets specific skills and capabilities required to meet government priorities and achieve our Purpose and Strategic Intent. In addition to skills shortages, DoT continues to focus on the delivery of key projects to provide sustainable transport solutions and community centric services for the health and wellbeing of Western Australians.

As we build a capable and future ready workforce and transform to a values driven organisation, our focus on building skills and capability continues to be a high priority for DoT.

Our strategy needs to be flexible to move with the changing needs of the environment and landscape in which we work.

Image 1: Snapshot of the learning landscape over the 2021 – 2022 Financial Year.

\$738,572

Spent on external training courses.

9,110

Courses were completed through myJourney.



\$60,838

Investing in online learning platforms.

2,741

Employees completed online learning courses

Building skills and capabilities helps us to improve employee innovation and productivity whilst preparing DoT for the future state of work and skill needs.

A proactive skills and capability building approach also enhances our People Value Proposition (PVP), as shown in Image 2, whereby we manifest a progressive culture and enable employee development for current and future roles requirements.

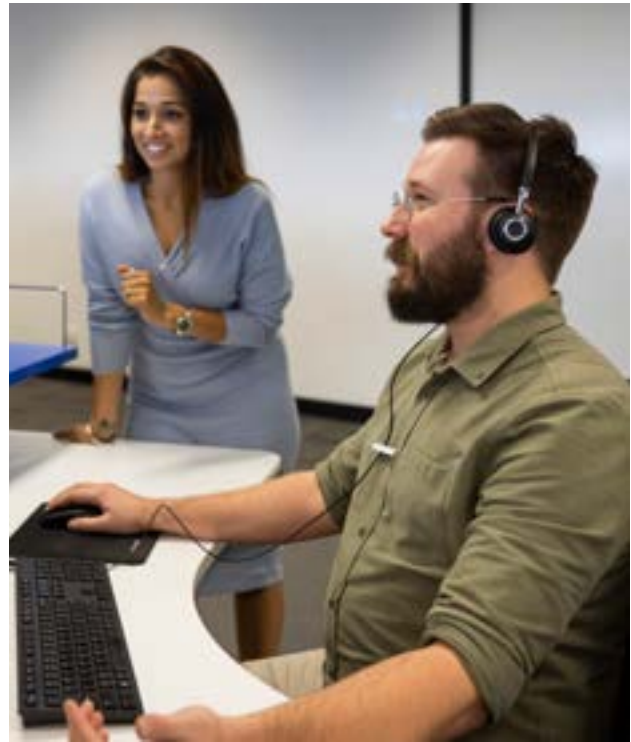


Image 2: People Value Proposition (PVP)



(Based on the Gartner Model from CHRO Guide: Reinvent Your EVP for a Post Pandemic Workforce)

Capability Strategy 2023-2025

Current state

Strengths

- Learning and development is currently supported through strong financial investment from DoT.
- High standard of foundational compliance-based learning courses.
- Positive appetite for learning and a high rate of foundational, compliance-based learning completion.

Opportunities for change

- Current learning model is decentralised without direct linkages to strategy, opportunity to shift to one where our people understand how their role contributes to the Purpose and Strategic Intent.
- Core learning strategies, priorities and capabilities are not defined in a structured framework.
- Leadership and management capabilities are not defined.
- Individual learning and other learning programs rely on face-to-face delivery which has restrictions in a flexible, hybrid work environment and does not fully support an inclusive, equitable approach to learning.
- Online learning is limited to compliance-based courses and limits the opportunity for extended learning through technology at the speed and scale required for DoT to meet the capability requirements to deliver on our priorities.

Our plan

Our vision

A capable and future ready workforce where our people engage in meaningful and purposeful learning and development to ensure that we have the capability to deliver on both current and future needs of DoT.

Key Initiatives

Short term

- Deliver a capability strategy that demonstrates clear alignment with the DoT Strategic Intent and creates meaningful and purposeful learning experiences for our people.

Medium term

- Expand our eLearning offering to knowledge based, just-in-time micro learning for measurable shifts in capability, allowing DoT to develop capabilities at the speed and scale required to achieve our strategic priorities.
- Create an agile and adaptive learning approach to optimise opportunities and outcomes for all employees within an inclusive, equitable, flexible and hybrid work environment.
- Build a capability framework to identify competencies and career pathways for all employees.

Long term

- Build the capabilities priorities that will support DoT to achieve our Purpose and Strategic Intent and support our people in their career development.
- Support our leaders and managers to develop the skills and knowledge needed to be successful in their roles to inspire and lead our people.
- Create shared responsibility for learning and improved learning experiences through co-design and collaboration with our people.

Key assumptions

- The DoT Strategic Intent sets a clear priority to build a values driven, capable and future ready organisation.
- Imperative for building capability is predicted to remain strong due to high demand for skills across DoT and the public sector.
- An adaptive and agile workplace is critical to achieving our purpose and strategy.
- Leadership and management skills and behaviours drive our success.
- An expanded eLearning offering is dependent on increased funding.
- Employees are constrained by time and work commitments and will continue to be for the foreseeable future.

Future state

Building our mindset capability

- We are a values driven, capable and future ready workforce.
- We embrace a learning culture through demonstrated behaviours and measurable shifts in our capability priorities.
- We are agile and adaptive and can work across functions to collaborate on core business such as strategy, policy, project management and workforce planning.
- We engage our people as active collaborators in the design and delivery of learning experiences.
- We embed learning through coaching conversations to create social learning opportunities and greater transfer of skills back into the workplace.

Creating behavioural shifts with the support of technology

- We use technology to create personalised learning experiences and deliver inclusive and equitable access to development.
- We deliver a suite of learning and development solutions across the full spectrum, from mandatory training through to development aimed at enabling people to thrive at DoT and into the future.
- We expand learning opportunities through eLearning to build capability at speed and at scale, adapting as we go.
- Our decisions are based on current priorities, values and are data-driven. We measure shifts in capability and organisational priorities and pivot as needed.



Our approach in a complex working environment

The future of work is changing.

Since COVID-19 the working environment has become more flexible and hybrid working models are becoming the norm. A recent study by Gartner, providers of strategic HR research and advisory services, highlighted that a human-centric approach where employees have more control over their work and work environment is key to a more productive workplace.

A human-centric approach offers a hybrid model, providing employees with flexibility to balance personal needs and the autonomy to achieve business outcomes. With this comes an imperative to leverage technology to improve the way we work.

Digital technology has transformed the way we work, particularly post COVID-19, where we have learnt to adapt to new ways of collaborating and working with technology.

According to McKinsey and Company, when an organisation operates in an environment that is more automated, digital and dynamic, all employees benefit from having a set of foundational skills that help them fulfil the following criteria:

- add value beyond what can be done by automated systems and intelligent machines
- operate in a digital environment
- continually adapt to new ways of working and new occupations.

Upskilling and reskilling employees to better meet current and future demands becomes critical when addressing skill shortages within DoT.

We aim to create a learning organisation where we are at the forefront of learning and investing in our people to build the skills and capability required for our future.

As we adapt to a complex working environment, learning needs to be incorporated into multiple aspects of our business strategy.

Learning can no longer be a one-off event and must be incorporated into the ongoing flow of work to provide learning when it's needed, where it's needed, and in a way that enables our employees to apply it immediately to a real problem or issue at hand.

Future learning should be packaged into short courses, tips, videos, and other easily accessible, readily digestible chunks of knowledge that are integrated into the tools and environments that our people are already using in their daily work.

A capable and future ready workforce that is adaptable and able to stay relevant, is grounded in a culture of lifelong learning that is embedded in our every day work.

It's about embedding learning into activities that are already part of our daily responsibilities and using tools we are familiar with, to create a highly effective learning environment.

Our approach is to deliver learning solutions that are targeted to the specific needs of business areas across DoT.

Learning is immediately applicable and available in real time, when and where it's needed, to have maximum impact for employees and DoT.

DoT core capability priorities

The DoT Strategic Intent highlights key strategic priority areas to achieve over the period 2022 – 2025.

A review of the Strategic Intent, which was developed in consultation with DoT employees and aligned to the Business Directorate People Plans, identified the following core capability priorities as critical to the success of DoT in reaching our objectives by 2025.

CAPABILITY PRIORITY	KEY SKILLS	VALUES ALIGNMENT	STRATEGIC ALIGNMENT
Strategic planning	<ul style="list-style-type: none"> → Strategic thinking and planning → Workforce planning 	Accountability	Sustainable Transport Solutions
Policy development	<ul style="list-style-type: none"> → Shape and manage the development of policy aligned to government policies, priorities and public interest → Develop responsive, innovative, evidenced-based, practical policy and programs that deliver desired outcomes and value for money → Build and manage productive and effective relationships and partnerships that engage stakeholders → Manage policy implementation and ensure ongoing monitoring and evaluation to deliver desired outcomes 	Accountability	Sustainable Transport Solutions
Change management	<ul style="list-style-type: none"> → Developing and applying an adaptive mindset → Navigating the change environment → Change management methodology and practice → Project management skills and methodologies 	Adaptability	Sustainable Transport Solutions Community Centric Services

CAPABILITY PRIORITY	KEY SKILLS	VALUES ALIGNMENT	STRATEGIC ALIGNMENT
Digital literacy	<ul style="list-style-type: none"> → Better understand the structure of data and the associated principles and terminologies → Effectively prepare and analyse data → Appropriately manage data → Improved skills to adopt new technologies and incorporate them into our way of work 	Adaptability	Community Centric Services
Communication and engagement	<ul style="list-style-type: none"> → Effectively engaging in difficult conversations → Providing clear direction and meaningful feedback → Positive, productive stakeholder engagement → Community Centred Design → Collaborating with others for impact 	Collaboration	Community Centric Services
Inclusion, equity and diversity	<ul style="list-style-type: none"> → Understanding Unconscious Bias → Building and working in diverse teams → Applying Equal Employment Opportunity principles to our ways of work → Creating psychologically safe workspaces and an inclusive speak up culture 	Wellbeing	Capable and Future Ready Organisation
Leadership and management	<ul style="list-style-type: none"> → Understanding key expectations through onboarding and induction → Incorporating DoT processes, values, behaviours and culture → Effective performance conversations and coaching → Essential management skills → Values driven leadership practice 	Collaboration Wellbeing Adaptability Accountability	Capable and Future Ready Organisation

Our action plan

	BUILD THE STRATEGY	CREATE THE ENVIRONMENT	DEVELOP OUR CAPABILITY	MEASURE OUR IMPACT AND ADAPT AS NEEDED
Action	Design a Capability Strategy and implementation roadmap that demonstrates a clear link between the DoT Strategic Intent, and required core capabilities.	Create a performance and learning environment that provides opportunities for continuous development and high performance.	Deliver learning initiatives to develop capability at the speed and scale required to adapt to a constantly changing environment.	Use technology to measure tangible capability shifts and adapt our approach as needed.
What have we done so far?	<ul style="list-style-type: none"> → Analysed current performance and learning environment. → Reviewed Strategic Intent and Business Unit People Plans to determine core capability priorities. → Researched current trends in learning and development. → Collaborated with business areas to understand capability requirements at business levels, as part of people planning processes. 	<ul style="list-style-type: none"> → Conducted eLearning trial across DoT to assess demand for and suitability of new eLearning platforms. → Completed myJourney performance platform pilot with P&C and the Transport executive. → Launching myJourney performance platform across DoT. 	<ul style="list-style-type: none"> → Provide training in alignment with various DoT strategies and frameworks and to meet mandatory learning requirements. → Deliver learning workshops and programs to build core capabilities. → Partner with the business to provide tailored learning solutions. → Collaborate across DoT on significant projects that link to capability development. 	<ul style="list-style-type: none"> → Utilise current learning system to extract and analyse learning data. → Reviewed external eLearning platforms to understand data functionality and capabilities to integrate with current DoT learning systems.

	BUILD THE STRATEGY	CREATE THE ENVIRONMENT	DEVELOP OUR CAPABILITY	MEASURE OUR IMPACT AND ADAPT AS NEEDED
What are we planning to do next?	<ol style="list-style-type: none"> 1. Consult with Corporate Executive to preview Capability Strategy and Action Plan. 2. Present Capability Strategy and Action Plan to Corpex for endorsement. 3. Collaborate with Digital Communications for graphic design to create final copy for publishing. 4. Launch Capability Strategy across DoT. 	<ol style="list-style-type: none"> 5. Procure new eLearning provider/s and integrate into current learning environment. 6. Develop and embed career and succession planning in myJourney. 7. Introduce new eLearning platform/s across DoT and provide support to adopt into learning and development planning. 	<ol style="list-style-type: none"> 8. Develop a capability framework and implement across DoT. 9. Build inhouse learning programs that integrate eLearning, contemporary learning solutions and coaching to optimise learning outcomes for our people. 10. Source and procure new providers to deliver learning experiences for DoT employees. 	<ol style="list-style-type: none"> 11. Develop key measures of success to demonstrate shifts in core capabilities and track against strategic objectives. 12. Interpret data to report on current and future state of learning. 13. Utilise data insights for ongoing adaptation, and to embed relevant improved practices.

Our action timeline

	ACTION	TIMELINE
Short term actions	1. Consult with Corporate Executive to preview Capability Strategy and Action Plan.	Nov 2022 ✓
	2. Present Capability Strategy and Action Plan to Corpex for endorsement.	Nov 2022 ✓
	3. Collaborate with Digital Communications for graphic design to create final copy for publishing.	Dec 2022 ✓
	4. Launch Capability Strategy across DoT.	March 2023
Medium term actions	5. Procure new eLearning provider/s and integrate into current learning environment.	Dec 2022 - Apr 2023
	6. Introduce new eLearning platform/s across DoT and provide support to adopt into learning and development planning.	June 2023
	7. Develop a capability framework and implement across DoT.	Jun - Dec 2023
Long term actions	8. Build inhouse learning programs that integrate eLearning, contemporary learning solutions and coaching to optimise learning outcomes for our people.	Jun 2023 - ongoing
	9. Source and procure new providers to deliver learning experiences for DoT employees.	Ongoing
	10. Develop key measures of success to demonstrate shifts in core capabilities and track against strategic objectives.	Jul 2023 - ongoing
	11. Interpret data and report on current and future state of learning.	Aug 2023 - ongoing
	12. Utilise data insights for ongoing adaptation, and to embed relevant improved practices.	Ongoing
	13. Develop and embed career and succession planning in myJourney.	Sep 2023 – Jun 2024

✓ = Completed



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This material is available in alternative formats upon request.

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