



SPECIAL EDITION JUNE 2014: RTAA's STRATEGIC PLAN 2014 – 2017

Dear RTAA Members and Friends

Since completing our Strategic Action Plan 2010-2013, and undertaking a follow-up member survey at the end of 2013, we have been developing our plan for the next three years. This has been through a number of forums including a working group and consultation with our members and key stakeholders. The results have been fairly consistent. We believe they reinforce the key messages of what we, as an industry, face as challenges for the future.

This Special Edition of *EnGauge* invites you, our members, to participate. We hope that, by providing you with in-depth details about the plan, and by offering opportunities for all members to volunteer, we will encourage more people to get involved. Please consider which ever area attracts your interest and 'raise your hand'. We are looking for enthusiastic volunteers to become our 'ambassadors' or local support members. Please contact us at secretary@rtaa.org.au

The Strategic Plan 2014-20217 contains four priority areas for the RTAA to focus on:

Priority Area 1 Broaden the appeal of rail to women, young people and Indigenous people.	Priority Area 2 Be truly national – the Field Days, networking events and other RTAA activities.	Priority Area 3 Participate in the establishment of uniform track standards.	Priority Area 4 Promote grassroots knowledge sharing by working with section track managers from one generation to the next.
Key Actions	Key Actions	Key Actions	Key Actions
<ul style="list-style-type: none"> ■ Establish a benchmark of participation in relation to women, young people and Indigenous people. <i>(Note: This key action aims to provide the RTAA with a benchmark in order to assess the success of other strategies in this priority area.)</i> ■ Appoint national ambassadors for women, young people and Indigenous people. ■ Work collaboratively with other organisations to host/support events that are inclusive of, and recognise, women, young people and Indigenous communities. ■ Produce materials that promote rail to women, young people and Indigenous people. 	<ul style="list-style-type: none"> ■ Develop a targeted communication strategy/plan to promote a 'national RTAA'. ■ Expand networking events to all states/territories. ■ Hold Field Days event/s in a state other than NSW. ■ Identify location-based RTAA champions. 	<ul style="list-style-type: none"> ■ Engage with RISSB in a proactive way to promote uniform track standards. ■ Engage with ONRSR in a proactive way to promote uniform track standards. ■ Ensure RTAA has representation on appropriate committees/working groups. ■ Inform members of RTAA's work in relation to track standards. 	<ul style="list-style-type: none"> ■ Host/sponsor a targeted workshop that addresses key knowledge sharing issues. ■ Partner with Engineers Australia to provide learning/other professional development courses. ■ Establish an online forum on the RTAA website.

RTAA Strategic Plan: 2014-17

Priority Area 1: Broaden the appeal of rail to women, young people and Indigenous people.

Champion: TBC

Key Actions	Steps	Get involved
<p>Establish a benchmark of participation in relation to women, young people and Indigenous people.</p> <p>(Note: This key action aims to provide the RTAA with a benchmark in order to assess the success of other strategies in this priority area.)</p>	<ol style="list-style-type: none"> 1. Conduct broad demographic research project (in partnership with another organisation) to determine make-up/diversity of rail sector in relation to women, young people and Indigenous people (or access existing research if possible). This may include a targeted survey to the rail community. 2. Publish findings on RTAA's website and via EnGauge. 3. Distribute information to other relevant organisations. 	<p>You can help by participating in our survey or helping oversee the research – more details to be provided.</p>
<p>Appoint national ambassadors for women, young people and Indigenous people.</p>	<ol style="list-style-type: none"> 1. Establish a role statement for each ambassador, i.e. define their role. Key elements of the role statement should include: <ol style="list-style-type: none"> a. Promoting the RTAA and rail sector to peers/colleagues b. Providing materials/articles for EnGauge and the website c. Representing the RTAA at events (both RTAA events and others) d. Reporting on activities and outcomes to the AGM (and EC as requested) e. Using LinkedIn/other forums to promote rail/RTAA 2. Call for nominations for ambassadors via EnGauge and the RTAA website. 3. Establish a transparent process for appointing ambassadors. 4. Appoint ambassadors on a one plus one year basis. 5. Ambassadors will promote a free individual RTAA membership to women, young people and Indigenous people in rail. 	<p>Nominate yourself or someone you know to be one of our ambassadors for:</p> <ul style="list-style-type: none"> • Women • Young people • Indigenous people
<p>Work collaboratively with other organisations to host/support events that are inclusive of, and recognise, women, young people and Indigenous communities.</p>	<ol style="list-style-type: none"> 1. Work with RTAA members' organisations and other appropriate organisations to target women, young people and Indigenous people in rail and invite to RTAA events. 2. Encourage participation through a range of promotional activities - 'bring a friend' and asking women, young people and Indigenous people to present at events. 3. Identify other (non-RTAA) events (for women, young people and Indigenous people) and present at these in order to promote rail and the RTAA. (This may include International Women's Day, Australian Businesswomen's Network, Propellher, Business Chicks, university/TAFE events, school-based career events, Indigenous training/employment organisational events, Indigenous training/employment conferences, and Engineers Australia.) 4. Explore opportunities for co-membership benefits/arrangements (for example discounting membership of more than one organisation) to encourage participation across organisations. 5. Invite other organisations to contribute to RTAA's publications including forums, LinkedIn, EnGauge and the website. 	<p>Let us know if you:</p> <ul style="list-style-type: none"> • Work with any of these, or other organizations, and think we should too • Have contacts in these or other organisations who would be willing to collaborate • Or someone you know would be willing to present at one of our meetings • Wish to 'bring a friend' to a meeting – we'll make sure they're made welcome.

Priority Area 1: Broaden the appeal of rail to women, young people and Indigenous people.

Champion: TBC

Produce materials that promote rail to women, young people and Indigenous people.

Identify women, young people and Indigenous people and profile them in EnGauge and Track and Signal.
 Develop case studies profiling women, young people and Indigenous people and their careers in rail.
 Produce a 'diversity promotional flyer' for employers – '10 good reasons to encourage a diverse workplace' (or similar).
 Work with the Diversity Council of Australia (DCA)/other appropriate organisations to assist in articulating a business case for industry regarding the inclusion of women, young people and Indigenous people and strategies that may be used by employers to encourage participation.
 Show-case employers with a strong diversity track record in EnGauge and RTAA's website.

Help us to:

- **Identify women, young people and Indigenous people in rail that we can work with and celebrate their success**
- **Find organisations or programs that are working with women, young people and Indigenous people – we want to showcase their success and help others do the same.**

Priority Area 2: Participate in the establishment of uniform track standards.

Champion: TBC

Key Actions	Steps	Get involved
Engage with RISSB in a proactive way to promote uniform track standards.	<ol style="list-style-type: none"> 1. The Champion and supporting personnel will represent the RTAA on key groups/committees involved in the development of track standards. They will proactively work towards the establishment of uniform track standards with these groups. 2. The Champion and supporting personnel will work with key agencies to proactively promote the establishment of uniform track standards. 3. The Champion and supporting personnel will work proactively with relevant committees and agencies to promote the development of uniform track materials standards. 4. The Champion will report to the AGM and EC on activities and outcomes in this area. 5. The Champion and supporting personnel will provide updates and information (articles) for RTAA publications including the website and EnGauge. 	<p>Do you know someone who can get involved in track standards? Let us know – we'd like to work with them.</p>
Engage with ONRSR in a proactive way to promote uniform track standards.		
Ensure RTAA has representation on appropriate committees/working groups.		
Inform members of RTAA's work in relation to track standards.		

Priority Area 3: Be truly national – the Field Days, networking events and other RTAA activities.

Champion: TBC

Key Actions	Steps	Get involved
Develop a targeted communication strategy/plan to promote a 'national RTAA'.	<ol style="list-style-type: none"> 1. Develop a targeted communication strategy/plan to promote a 'national RTAA'. This will include the identification of appropriate publications/media, types of articles/activities, target audience and frequency. It will include existing and new communications both produced and accessed by RTAA. Publications by Engineers Australia and other relevant organisations will be considered 2. Use of LinkedIn and the RTAA Group will be further explored. 3. The plan will be implemented by the RTAA secretary with input from other key personnel such as ambassadors, Field Days coordinator and specialist support as needed. 	<p>Do you have ideas regarding how we can better communicate with our members? – let us know – we always want to do better!</p> <p>Would you like to help the RTAA use technology and professional forums such as LinkedIn better – volunteer to run our LinkedIn Group.</p>
Expand networking events to all states/territories.	<ol style="list-style-type: none"> 1. Key states/areas to be targeted over the next three years will include: <ol style="list-style-type: none"> a. South Australia b. Tasmania c. Rural and remote locations (the Pilbara and others) d. New Zealand. 	<p>Local knowledge is the key to our success in these new areas. We need your knowledge – volunteer to help us make these new events a success.</p>
Hold Field Days event/s in a state other than NSW.	<ol style="list-style-type: none"> 1. This action is the remit of the RTAA President. Key activities will include identifying and negotiating with key rail industry bodies (including government and non-government) to determine appropriate venue/s, roles/responsibilities, liabilities, other. 2. The President will report on activities at the AGM and EC as required. 3. The President will provide information for publication in EnGauge, as appropriate. 	<p>This will be the remit of the RTAA President, however he's always interested in people who can help.</p>
Identify location-based RTAA champions.	<ol style="list-style-type: none"> 1. The key focus for location-based RTAA champions will be to assist with organising RTAA networking events. 2. Champions will be called for via EnGauge and the RTAA website. 	<p>Nominate a local champion! We need locally based people to help us with events in your state and location.</p>

Priority Area 4: Promote grassroots knowledge sharing by working with section track managers from one generation to the next.

Champion: TBC

Key Actions	Steps	Get involved
Partner with Engineers Australia to provide learning/other professional development courses.	<ol style="list-style-type: none"> 1. The Champion will work with Engineers Australia to identify collaboratively teaching and learning opportunities. 2. Consider forming a training/innovation working group and develop a strategy that identifies key training/innovation and knowledge sharing issues. Topics may include specific rail track challenges such as rail asset management, work solutions in tight possession windows, solutions to optimising whole of life costs with min capex, high performance track machines benefits for track. 3. Consideration will be given to offering targeted one day workshops for section track managers. 4. Present ideas to the EC for consideration. 	Are you a champion? We need you to help us work with EA and share knowledge across the industry.
Establish an online forum on the RTAA website.	<ol style="list-style-type: none"> 1. Scope website requirements to establish an online forum. 2. Implement and test the website. 3. Document forum 'rules of engagement' and topics for discussion. Topics may include standards, qualifications for track workers, innovations, the Frank Franklyn awards and others. 4. Identify forum hosts and rotate for agreed periods of time. 	Website whizz? We need you to help us establish a new online forum for other rail professionals.

Reporting and Review

- The Strategic Framework will be reviewed annually by the working group and refreshed in 2017.
- Champions will provide annual reports at the AGM to report on progress and outcomes against each key action.
- Champions and other supporting personnel will provide regular updates to the EC and for inclusion in EnGauge.

RTAA 2014-17 Strategic Plan – How did we get here? What was the process?

Following two workshops involving the RTAA Management Committee and other representative individuals, the RTAA prepared a draft strategic plan for 2014 – 2017. Feedback from members and stakeholders was then sought on the draft document.

Summary of Feedback

- All respondents agreed with the four priority areas
- All respondents agreed that the implementation timeframe for the strategic plan (2014-17) was appropriate
- All respondents agreed with the actions for Priority Areas 1-4
- All respondents agreed with the implementation strategies for Priority Areas 1-3
- One respondent (of eight) did not agree with the implementation strategies for Priority Area 4
- All respondents agreed with the Guiding Principles for decision making.

Other comments included:

Comment	Priority Area or Principle
<i>Can we provide complementary individual membership for these categories for a period of time to encourage participation in RTAA?</i>	Priority Area 1: Broaden the appeal of rail to women, young people and Indigenous people.
<i>There is a large rail presence in heavy haul in the Pilbara so that would be an obvious place to target a meeting/session.</i>	Priority Area 2: Be truly national – the Field Days, networking events and other RTAA activities.
<i>New innovations/technologies should be made available to all members more regularly, which will assist in developing the industry as a whole. In particular the FF nominations should be made available for public viewing to demonstrate the innovations to the industry.</i>	
<i>Metro Trains have a good training area with track which could be used, though it may not be quite as large as the Clyde yard.</i>	

Comment	Priority Area or Principle
<p><i>It would be good to have a "forum" facility on RTAA website to discuss standards in an open way. There is no mention of rail worker qualification of plant and equipment standardisation.</i></p> <p><i>Standards also include Track Materials Standards (Standards Australia), and standardising materials specifications.</i></p> <p><i>I believe that this priority should be second as this is a huge issue widespread across the industry.</i></p>	<p>Priority Area 3: Participate in the establishment of uniform track standards.</p>
<p><i>Look at running, say one (1) day, targeted workshops (similar to the ARA-RTSA Workshops); can then target section track managers and their staff. We need to "Take RTAA to the Troops", and not always expect them to come to us!</i></p> <p><i>Key action 2 - The FF award should be broadcast to younger engineers to demonstrate the merit and value that the industry place on young engineers. This should be liaised through EA.</i></p> <p><i>I believe that further marketing and advertising through EA monthly magazines would provide greater exposure to the RTAA.</i></p>	<p>Priority Area 4: Promote grassroots knowledge sharing by working with section track managers from one generation to the next.</p> <p>Guiding principles (general)</p>

Where possible, this feedback was incorporated into the final strategic plan.

We thank all those members and stakeholder who provided their thoughts and comments on the plan.

This Strategic Plan was prepared in consultation with Julie Tassone



<http://julietassone.com.au>