## Purpose

The purpose of this brief is to confirm the framework for utilising emergency resources to maintain Transport Operations Room (TOR) minimum levels of service during any sudden or unexpected events that impact availability of personnel resources. Examples of sudden or unexpected events include a widespread infection such as COVID-19, isolation requirements, flooding, bushfires, force majeure, public transport stoppages or other unforeseen events that impact the ability of TOR staff to attend the TMC for duty and therefore TfNSW are likely to reduce service to our customers.

## Training Requirements

To facilitate the operation of this framework cross-training will be provided to staff who express an interest and who are willing and capable of achieving the required competency levels to undertake specific functions within the TOR. The Ops Capability team will be charged with building training courses to cover any gaps identified between the various functional roles in the TOR. Ops Capability team will determine if an individual's require further training and/or meets the competency levels.

## Process

Utilising emergency resources will be undertaken by the Duty Manager as a last resort after the following:

- An assessment of the resourcing levels determining that additional resource/expertise is required to assist in maintaining minimum service levels.
- All fair and reasonable efforts were made to fill the empty shifts with traditional resources and these resources were not available.
- The alternate resource:
    o Has the required competency and training at the time of utilising the resource
    o Is fit for the work required considering fatigue and
    o Is willing to assist for the shift or part thereof.

The alternate resource must not be financially disadvantaged by assisting with other TOR functions.

When such an instance occurs, the Duty Manager will via email as soon as possible advise the SMOC's and Director CJO of the requirement and confirm that the process has been followed.

## Background

This framework was developed during January 2022 when TOR resources were significantly impacted by the spread of COVID-19 with 28 staff impacted by infection or isolation in a 4-week period. In this case staff were generally required to isolate for a minimum of 7 days post positive result, however longer periods of leave may be required depending on the severity of illness. As all staff were required to test prior to each shift, multiple staff were being required to isolate resulting in the strong likelihood that the TOR would be left under resourced at short notice.

Multiple options were reviewed to bolster TOR contingency, however the most feasible was to cross-train Motorway Operations Controllers (MOC's) to assist at short notice, with Transport Operations Controller (TOC) tasks. With many common tasks across both roles including utilising TfNSW and TOR systems, use of CCTV, dispatching resources, implementing VMS, VSLS and SCATS plans, logging incidents, use of ERTS (radio and telephone system), ROL and worksite management and liaising with emergency services, the MOC's experience and skillset was deemed suitable. Training completed in 2020 focused on STOC's learning the MOC role which was implemented successfully with feedback demonstrating comparable skills and knowledge between roles.