Purpose

The purpose of this brief is to confirm the framework for utilising emergency resources for operationally critical roles maintain Transport Operations Room (TOR) minimum levels of service during any sudden or unexpected events that impact availability of personnel resources. The framework is not for the purposes of filling ongoing vacancies nor undermining the industrial rights of employees within the TOR, including where employees take part in lawful industrial action. Examples of sudden or unexpected events include a widespread infection such as COVID-19, isolation requirements, flooding, bushfires, , public transport stoppages or other unforeseen events that impact the ability of TOR staff to attend the TMC for duty and therefore 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 Training Capability Team within CJM will be charged with building training courses to cover any gaps identified between the various functional roles in the TOR. Training and Capability team will determine if an individual requires 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 unexpected or sudden event has occurred preventing employees in operationally critical roles from attending work. A sudden or expected event does not include circumstances where the employer had opportunity to plan for alternate resources nor does it include where employees are taking part in lawful industrial action.

- An assessment of the resourcing levels determining that additional resource/expertise is required to safely maintain minimum service levels for that day. [*Include a definition of what minimum service levels are – members can provide the PSA with assistance in how to frame this*]. Where service levels will be affected for greater than one day the Duty Manager is to utilise normal processes for filling vacancies, including but not limited to overtime or utilising temporary contracts.

- All fair and reasonable efforts were made to fill the empty shifts with traditional resources and these resources were not available. Fair and reasonable effort must include contacting all employee's whose role it is to fill the vacant shift, this includes those who may have said they were unavailable, this will include the utilisation of a system such a TOIS.

- The alternate resource:
  - Will not be called on, nor expected to undertake the full role of the other employee. The purpose is to assist with some of the tasks as employees whose role it is normally have been unable to be attend work. As such the emergency resource will be referred to as their substantive title;
  - Has the required competency and training at the time of being utilised;
  - is fit for the work required considering fatigue and is willing to assist for the shift or part thereof.

- o must not be financially disadvantaged by assisting with other TOR functions.
  - The use of the alternate resource must not impact an employee's ability to access overtime nor alter the existing roster of an employee without permission of the employee who will be affected.

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

Employee representatives will be advised that the framework has been utilised.

Review

The framework with be reviewed with the employee representatives:

1. six months after implementation; and
2. when it has been utilised more than 3 times in a six month period.

Background

This framework was required during January 2022 when Transport Operations Room resources were significantly impacted by the spread of COVID-19 with 28 staff impacted by infection or isolation in a four (4) week period. In this case staff were generally required to isolate for a minimum of seven (7) days post positive result, however longer periods of leave was also experienced 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.

Under this framework multiple options were reviewed to bolster TOR contingency, however the most feasible option was to cross-train Motorway Operations Controllers (MOC's) to assist at short notice, if required, with Transport Operations Controller (TOC) tasks. With many common tasks across both roles including utilising TfNSW and TOR systems, monitoring CCTV, dispatching resources, implementing VMS, VSLS and SCATS plans, logging incidents, incident escalation, use of ERTS (radio and telephone system), ROL and worksite management and liaising with private operators and 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.