



RTBU

MAKING IT HAPPEN

National Office Operation Plan 2022

RTBU National Council

November 2021

INTRODUCTION

The development of a strategic planning framework for the RTBU came at a fortuitous time – just before our Union and our industries were plunged into the chaos of the global COVID-19 pandemic.

The pandemic could have led to organisational panic and paralysis, but instead we remained focused on the clear goals we had set for ourselves through our strategic plans and operational plans. As it turned out, the work plan that we developed became a compass to guide us through the fog of the pandemic, and ensured that we never lost sight of our purpose and our mission.

Having put the framework in place, it is vital that we continue to set new goals each year and push ourselves. But more importantly, we must remain accountable for our performance and delivering our desired outcomes.

This document sets out National Office's Operational Plan for 2022. We continue to strive towards our four over-arching goals by building on our achievements over the past two years. Highlights of our 2022 work program will include the delivery of a national member census, the national training calendar, and advocacy campaigns in support of our Policy Action Plans.

I am proud of the work that we are doing as a national union to support our members in the rail, tram and bus industries.

We are a campaigning union that is built from the ground up. We are a fighting force that never loses sight of our values. We are a union that plans for the future, and then makes it happen.

In Unity

Mark Diamond
NATIONAL SECRETARY

Plan Level (National/Branch/Div/SB): **NATIONAL OFFICE**

Name of Secretary (owner): **NATIONAL SECRETARY**

Plan Category (Cascaded Operation or Local): **CASCADED OPERATIONAL PLAN 2022**

S – specific
M – measurable
A – achievable
R – realistic
T – timely

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
1. Act as one union through strategic alignment				
	<i>National Office</i>	<i>Develop and cascade National Operational Plan 2022</i>		
		National Secretary to assist in the development of Branch and Divisional (latter only if relevant) Operational Plans 2022	Creation of goals at all levels: <ul style="list-style-type: none"> • National by Nov 2021 • Branch by Dec 2021 • Divisions by Jan 2022 <div style="margin-left: 20px;">(divisions only if relevant)</div>	Creation of goals Adoption of goals by each unit
		Include plan costs in budgets		Cost considered in budget for each unit
		Update National Executive reporting framework for new plan	Monitoring of each unit of their own goals Reporting at National Executive	Monitoring of goals Reporting of goals

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
<p>2. Drive policy change through an active, informed voice.</p>				
	<p><i>National Office</i></p>	<p><i>Campaign on the:</i></p> <ul style="list-style-type: none"> • <i>Public Transport Action Plan</i> • <i>Freight Action Plan</i> 		
		<p>Budget for campaigns and research to be allocated to allow for these if the need arises</p>	<p>Campaign process to include:</p> <ul style="list-style-type: none"> • Identify all aims from the plans in a list • Include any new aims that may arise but that fall within the plans' framework in the list • Prioritise each aim in the list • Get approval from each Branch Secretary about an aim we intend to campaign on that affects them • Create internal committee for each priority aim • Research to be done if required • Create campaign plan for aims we are tackling • Deliver campaign through media, political engagement, alliances • Monitor and report on campaign 	<p>Each identifiable aim will have its own campaign and timeline. Some may even be ongoing for years until our objective is reached or until our objective is no longer attainable</p> <p>This ability to campaign on new and improved infrastructure will be an ongoing function of National Office now and into the future</p>

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
3. Enhance our national campaign capacity				
	<i>National Office</i>	<i>Understanding our membership</i>		
		Development and delivery of national member census	Completion of census	Census to be completed by July 2022
		Secretaries committee to consider all political issues that our members care about and to create a priority list	Meeting of secretaries (and others chosen by secretaries) to consider output of census Secretaries to create priority list	Secretaries Meeting by end August 2022
		Branch Executive / National Executive approval for campaigning on any priority issues we should campaign on	Branch Executive / National Executive to approve campaign commencement	Further timeline as applicable on decision of secretaries
		Campaigning commencement as agreed between National and Branches (may push into 2023)	Involvement from National/ Branch/Division to execute	Further timeline as applicable on decision of secretaries

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
4. Enhance our operational capabilities				
	<i>National Office</i>	<i>National Membership System</i>		
		Finalise development, testing and implementation of new national membership system	Membership system to be signed off and operational	“Go Live” of membership system by June 2022
	<i>National Office</i>	<i>Operational support to Branches</i>		
		Continued operational consultation and support	Paul Goulter to provide support: <ul style="list-style-type: none"> • For WA Branch due to amalgamation • As requested by other parts of the union subject to National Office approval for cost reasons. 	As required
	<i>National Office</i>	<i>Creation and delivery of Training Calendar</i>		
		Creation by end 2021	Consultation with each branch on their training need Creation of model yearly training calendar.	
		Approval of branches by end 2021		

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
		Delivery throughout 2022	Delivery of training calendar in 2022	<p>National to deliver training calendar in 2022 (delayed from 2021 due to COVID and inability to have in-person training.)</p> <p>Branches to enrol individuals in National Training Calendar where the course required to be completed is offered in the calendar. That is, branches not to enrol in training externally if available through National Training Calendar where possible.</p> <p>Branches to pay share of cost relevant and as agreed at calendar creation.</p>
	<i>National Office</i>	<i>National to become ROC compliance Hub</i>		
		Engage with ROC on ROC build of new Change Notification database. This ROC database will allow us to notify a change of position electronically for all our elected positions which are 'officials' under the RO Act. It will only be for those within the RO Act definition (with financial obligations) and not all elected.	Engagement with ROC on their database build. We will be a beta tester.	Completion, testing and then use of ROC Change Notification database

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Reporting Checkpoints
		Implement in RTBU database ability to identify ALL elected positions, training they have done and update if change in position (similar to ROC Database but need our own version with all elected and additional training info)	Completion of RTBU Database section to allow identification of elected officials.	RTBU database elected officials section complete and in use
		Creation of Compliance Calendar to be sent to all states. With reporting times.	Completion of Compliance Calendar sent to each state	Compliance Calendar complete, sent to states, and reminders sent as items need actioning when they arise

If any initiatives arise during the 2022 National Council they will be added to the goals above.

REPORTING BACK

Accountability is central to our Strategic Planning framework. The following table outlines achievements and progress on the National Office Operational Plan for 2021.

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
1. Act as one union through strategic alignment				
	<i>Mark Diamond</i>	<i>Develop Strategic Framework</i>		
		<p>Develop and cascade National Operational Plan 2021 (to be completed by November 2020).</p> <p>Assist in the development of Branch/Division Plan 2021 (as relevant) (to be completed by Jan 2021).</p> <p>Include plan costs in budgets.</p> <p>Create reporting framework with input from branch divisions.</p>	<p>Creation of goals at all levels</p> <p>Reporting at National Executive.</p>	Completed
		<p>Recognise and honour our past in order to help build solidarity in the future.</p>	<p>Establish Life Member's Honor Board with branch input.</p>	<p>Completed</p> <p>Electronic Honor Board on website, and wooden honour board in National Office.</p> <p>Register of Life Members has been established. Branches must now ensure National Office is informed of any new Life Members.</p>

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
2. Drive policy change through an active, informed voice.				
	<i>National Office</i>	<i>Research and Policy</i>		
		Enhance national research capability.	National to build /acquire research capabilities in: <ul style="list-style-type: none"> • Industry and corporate research • Economic analysis • Industry skills & capabilities All external parties engaged and internal capability apparent.	Completed Have contracted external capabilities, incl IBISWorld, Centre for Future Work (CFW), AIS Global.
		Develop the following plans: <ul style="list-style-type: none"> • Public Transport Action Plan • Freight Action Plan 	National to deliver Public Transport Action Plan and Freight Action Plan by mid 2021 (will encompass sustainability). These will then be used to campaign on in 2022 or earlier if complete. That campaigning will consider other externals for partnering (eg ARA) and will likely require branch support	Completed CFW has developed draft Action Plans, with input from branches through Policy Action Plan Steering Committee.

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
		Submissions to Government Inquiries		Achieved Made submissions to Senate Inquiry into Job Security and ONRSR regarding in-Cab surveillance
		Research Project: Skills mapping	Research projects to be delivered by mid 2021. Any implementation for branches to be considered for 2022 if relevant	Completed Skills mapping project has been delivered by AIS Global.
		Research project: Safety Critical Work Project (Protection Officers and casualization etc)	Research projects to be delivered by mid 2021. Any implementation for branches to be considered for 2022 if relevant	Completed Safety Critical Work research project has been delivered by consultant (Klaus Clemens)
		Research Project: review of impact of ONRSR Code of Practice	Research projects to be delivered by mid 2021. Any implementation for branches to be considered for 2022 if relevant	Redundant ONRSR abandoned its proposed Code of Practice, therefore review project was not required
	<i>National Office</i>	<i>Stakeholder and Political Engagement</i>		
		Increase involvement in ITF in order to leverage capabilities and align where appropriate	Increase participation in ITF and provide representatives on their relevant bodies Representatives to attend and provide written update after meetings to National Office and to provide report to NC	Completed Luba Grigorovitch (Urban Transport Committee) and Alex Claassens (Asia Pacific Railway Section Steering Committee) appointed to ITF bodies.

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
		National Office to participate in: <ul style="list-style-type: none"> Regular meetings/contact with relevant federal politicians Participate in ACTU Working Groups (IR & Tax) 	On ad hoc basis as they arise. Branches to continue/increase involvement in state politics and policies which are relevant to our industries where practicable	Achieved Maintained regular contact with key political stakeholders and conducted a Parliamentary Delegation for the Keep Freight on Aussie Trains campaign Participated in ACTU Working Groups.
		Seek opportunities for presentations and media engagement.		Achieved Maintained visible presence in media and industry publications.
		Actively participate in ALP National Conference - focus on rail safety and pandemic recovery.		Achieved Participated in ALP Special Platform Conference.
		Represent the RTBU on policy committees and advisory boards.		Achieved Represented RTBU on TrackSAFE Foundation board and CFW Advisory Committee.

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
	<i>National Office</i>	<i>Skills, competencies & standards</i>		
		Oversee all skill, competencies and standards for our industries.		Achieved Maintained active involvement in Australian Industry Standards & RISSB committees.
	<i>National Office</i>	<i>Governance & Model EAs</i>		
		Tram and Bus model EA clauses.		Completed Draft model clauses prepared and distributed to National Tram & Bus Division.
		RTBU rules compliance review.	RTBU compliance review of rules to be delivered and rule change application made by end 2021.	Completed Branches to allocate representative(s) to consider the compliance changes suggested by National Office. Finalisation of rule changes for compliance only and application to FWC by end 2021.

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3. Enhance our national campaign capacity				
	<i>National Office</i>	<i>Internal campaign and communications capabilities</i>		
		National Office will develop director level campaign capabilities which will cover industrial as well as general advocacy campaigns	This is a personnel issue. To be covered by existing staff	Completed Stewart Prins and Leanne Holmes have assumed responsibility for industrial and advocacy campaigns
		Coordinate national industrial agreement campaigns and, if requested by the branches, co-ordinating employer specific campaigns even if for separate EAs	Already occurring. Should requests occur from branches then national will provide coordination if reasonable	Achieved
		Coordinate or assist branches in digital campaigns if requested	Already occurring. Should requests occur from branches then national will provide coordination if reasonable	Achieved National digital campaigns delivered for Keep Freight on Aussies Trains and in response to In-Cab recording device issue
		Publish quarterly member bulletins		Achieved National member bulletins have been delivered every quarter with assistance of branches

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
		Co-ordinate or assist in the co-ordination of anti-privatisation campaigns	As required. Where anti-privatisation campaigns exists branches/divisions to coordinate with National Office where relevant	Achieved National Office has provided support to SA/NT Branch.
		Precarious employment industrial campaign report	National Report to be developed on the back of working group with branch representatives Once discussion groups complete a tool box to be created to tackle precarious employment (eg model clauses, cheat sheet)	Completed Committee was formed to oversee project. Tool box document written and distributed
	<i>National Office and Branches</i>	<i>National Membership System</i>		
		See Section 4 below		

Goal	Responsibility	Actions to be taken to achieve goal	Evidence used to measure progress	Report on Progress
4. Enhance our operational capabilities				
	<i>National Office and Branches</i>	<i>Establish a National Membership System</i>		
		Enhance digital capabilities through delivery of national database and associated technology.	Individuals at all levels tasked with responsibility for delivery for their branch/national	Not completed Data conversion component of membership system has been completed, however more work is needed to complete system to 'go live' status. Project has been delayed by problems in accessing complete datasets from existing database contractors, and the complexity of aligning different databases
		<i>Deliver monthly union updates</i>		
		National to publish monthly internal update with info on the top 3 initiatives from each branch	Individuals responsible at a branch/national level to provide information for reporting month	Achieved Monthly updates have been distributed every month with input from all branches
		<i>Member servicing model</i>		
		Actively encourage organizing/service division	If and as requested by Branch/divisions, National to engage consultant to review branch/division organizing vs servicing model	Achieved External consultation provided to all branches who requested it

		<i>Develop national training calendar</i>		
		Enhance our skills capabilities through a regular training calendar (will include WHS, Activist, Delegate Training amongst others)	National to develop and implement periodic National Training Calendar. At first this will be limited to Delegate Training, and Organiser (service v organising)	<p>Not completed</p> <p>(Delayed due to inability to train in person during COVID)</p> <p>Relevant training to be provided to help change behaviours</p> <p>Goal owner at branch to enforce and track new delivery model</p> <p>Individuals involved required to transition to new model delivery to free up their time for future endeavors</p> <p>National to create ongoing periodic National Training Calendar. This will be added to as other training requirements are identified</p> <p>First roll out to commence April 2021 and will include delegate and organiser (organising vs servicing) training</p> <p>Branches to ensure that all relevant individuals who the training is developed for (by agreement) are trained in a reasonable timeframe. Training will require follow up monitoring</p> <p>Branches to enrol all individuals in National Training Calendar where the course required to be completed is offered. That is, branches not to enrol in training externally</p> <p>The training calendar will eventually encompass all major training to be delivered to RTBU officials and members and will have an RTBU flavour</p>

2019 National Council initiatives completed prior to 2021 Operational Plan above:

- Aspiration for proportional representation on national bodies in union policy – completed.
- Union Domestic Violence Leave policy for staff and officials – completed.
- Bob Nanva Life Membership – completed.

Key

Completed project has been successfully finished.

Achieved goals have been met and this item is now an ongoing part of National Office's work program.

Not completed project is still underway.

Organisation Structure in the National Office



RTBU

