



## PIARC TC 1.1 – Performance of Road and Transport Administrations Warsaw, Poland, Hybrid Meeting, 24 to 29 April 2022

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### Executive Summary

The fifth meeting of the Technical Committee was a hybrid meeting held over the period 24 to 29 April 2022 in Warsaw, Poland. Alan Colegate, from Main Roads Western Australia, participated virtually in the meetings in his role as English Speaking secretary and as one of three Working Group Leaders. The numbers of participants varied over the five days however, averaged 28 participants from 16 countries.

In this cycle, the Technical Committee is addressing three specific issues:

1. Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation.
2. The role of transport agencies in shaping disruptive technology and service models
3. Organisation of staff and human resources

A summary of the activities undertaken during the week are included in the work program section of this report. The main activities of the meetings were to progress the work being undertaken within each of the work programs, share findings and source input from across the workstreams.

On the second day we held a hybrid International workshop on “Implementing Innovation – the critical step” that attracted almost 70 participants and included 10 presentations from 6 countries including Professor’s from Harvard and the Warsaw University of Technology, the Secretary General of PIARC, three from within Poland, two private organisations and three from other countries including myself.

Overall, the meeting was successful with in person attendees participating in a range of activities including site and technical visits, hybrid workshops meetings with local road agency representatives and of course our own working groups.

Following the publication on the PIARC Website of the research on Diversity and Talent Management in Transport Administrations – the road to success from Working Group 2 we have now submitted our second output for publication titled Customer Experience; Case Study Analysis led by my own team in Working Group 1.

We continue to have representatives actively participating on the Special Project on Equity and Accessibility and there is one further roundtable to be completed with LMIC French speaking nations to complete the series prior to publication. This work has been delayed due to PIARC not being satisfied with the bids for a consultant to carry out further work on the special project. We have been advised that PIARC are going back to the market seeking a new round of bids.

A program was outlined for future meetings in Singapore to coincide with the SITCE Conference and LTA Singapore and Shanghai in China for 2023 however, continued uncertainty is impacting on the ability to make firm plans into the new year at this time. At this point some timelines continue to be pushed out but it is believed that we will be able to deliver on the final outputs as planned in time for the WRC and continue to liaise with the General Secretariat and our new Technical Assistant.

## Work Program

The Technical Committee on Performance of Road and Transport Administrations brings together matters related to the policies and strategies that transport administrations develop and enact. This TC is developing guidance on these issues based on the experience of member countries at different stages of development focussing on the following terms of reference split into three distinct pieces of work.

### ***Working Group 1 – Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation – Working Group Leaders – Alan Colegate (Australia) and Ilaria Coppa (Italy)***

During this cycle the Committee will be looking at reporting on the performance of road and transport administrations focussing on the customer facing levels of service underpinning asset management, models and frameworks in use, how we capture creation of public value and understanding decisions and practices around communicating, engaging and activating the community. During this meeting we:

- The WG is happy for the final draft of the first output from the Group “Customer Experience – Case Study Analysis to be submitted to the Secretary General for publication.
- The WG reviewed and provided input into the newly formed Customer Experience Framework that brings together six elements underpinned by a suite of practices that can be applied to any size road and transport agency. Using a three-step process it aids in determine the current state of CX health in an organisation, maturity, opportunities for improvement and good practice.
- In terms of public value creation, the WG has summarized key themes derived from the literature review and is assembling related practice examples along with a model to apply the learnings in a transportation context.
- The Asset Management subgroup is in the process of analysing the results from 34 responses to the international survey, it is interesting to note that CLOS is applied most often in English speaking nations. A literature review on CX and asset management and CX and risk management is nearing completion.
- The Final Table of Contents, allocation of writing and editing tasks have been adopted by the group and will be submitted to the strategic Theme Coordinator for review before sending to the Secretary General.

### ***Working Group 2 – The Role of Transport Agencies in Shaping Disruptive Technology and Service Models – Working Group Leaders – Jonathan Spears (UK) and Anne-Séverine Poupeleer (Belgium)***

The Committee will also be looking at the transformation and new role of road and transport administrations in the face of the sharing economy model and new disruptive and innovative technologies such as connected and autonomous vehicles (CAV), on-demand ride sharing services, Mobility as a Service (MaaS) and so on. These will continue to alter the landscape of how people view mobility, how they travel, how freight moves, and what their overall travel behaviour and expectations are. The power of new technologies to connect us along with the emergence of sharing platforms is forcing transport industries to re-evaluate their current business-models. During this meeting the Working Group:

- Have completed three deliverables to be published in coming months including results of the December joint Private Sector Roundtable with IATR and International Roads Federation on Industry perspectives on Disruptive Technologies and Services Models Shaping the Transport Sector
- The final survey report which includes analysis and assessment of the 69 fully completed questionnaire responses to be included in the Technical Report completed has been completed.
- Tech reports are the building blocks for the final report and include the Private Sector Roundtable Report, finalising case studies - emerging conclusions from 12 case studies
- Of the 12 mini case studies received 7 be developed and published using existing template including one from Main Roads
- Table of Contents for the final report has been finalised and all appendices exist already except for the fully developed case studies and conclusions.

### **Working Group 3 – Organization of Staff and Human Resources – Working Group Leaders Anna Wildt-Persson (Sweden) and Alex Walcher (Austria)**

The final area of focus is concerned with matters of diversity, whether it be gender, ethnicity, culture, disability, age, religion, political ideas or ideology, income or other factors perceived to represent disadvantage in achieving personal and community opportunities. Approaches include positive discrimination, the setting of targets for recruitment or career progression, professional networks, publicity around role models or selective support for educational or training opportunities. The Committee will analyse effective approaches for defining and promoting diversity in opportunity across the roads and transportation sectors including how to attract new employees into the transport industry and profession, especially, young professionals. During this meeting the Working Group:

- The Literature Review has been published and is available on the PIARC website
- Presented findings and participated in the PIARC Special Project on Diversity and presented at the midterm meeting on Ethnicity in a workshop on gender and diversity.
- Have completed four of the five proposed round tables with the final discussion to be in French specifically to reach French speaking African nations to ensure a full representation in the findings.
- 18 Case studies have been received on the following topic areas Age, Gender, Ethnicity, Indigenous, Disabilities, Sexual orientation and Language (including two from Main Roads). However, with so few case studies in each area caution is being made to ensure that the results are not generalised. A further five case studies have been received on Talent Management
- A joint webinar has been scheduled with the PIARC Special Projects team on gender equity and diversity for 7 June to look at opportunities for collaboration and sharing and joint outcomes and to establish clear future directions.
- Table of contents for the final report has been agreed with work allocated to members to complete to meet the December completion timeline.

#### **International Mini Summit on Innovation and the Innovative organisation**

The Technical Committee worked in collaboration with the Polish General Directorate for National Roads and Motorways (GDDKiA) and presented a Workshop on “Implementing Innovation – The Critical Step”. The Workshop investigated the keys to the successful deployment and implementation of new innovating ideas and solutions by Road and Transport Administrations, irrespective of whether they are generated from top-down or bottom-up approaches, examine barriers and challenges faced in the successful implementation of innovations, and identify ways to establish whether innovations are having the expected and right impact and to measure their success.

The different sessions of the Workshop provided practical examples of how different Road and Transport Administrations approach the deployment of innovation within their organization, including from the academic and private sector points of view. The topic was addressed both from the local level, applied to the case of Poland, as well as from international perspectives. In total 10 presentations were delivered with three from the private sector and academia, three from local road agency personnel and three from international delegates including from Main Roads WA.

There were more than 70 online and in person participants. These were supported by a question-and-answer panel session with good engagement from all participants.

#### **Strategic Directions 2024-2027**

During the various Working Group meetings each team identified a range of potential topic areas for inclusion in the new strategic plan. These were divided around a number of discreet headings with the ideas (some of which overlap) broadly fit into the following:

##### ***Not completed under the existing TOR***

- there was nothing that applied in this category

##### ***Relevant new directions***

- Transport agency of the future that captures (umbrella)
  - Efficient and high performing agency
  - Innovative agency
  - Agency with skills and capacity fit for the future

- Can bring in Talent management, diversity, attractive employer
- What does change in technology mean for transport users including digitization
- Managing conflicts between different transport policies and goals and different stakeholders
- Dimensions of Diversity:
  - Exploring what was learnt in this cycle in a deeper and broader manner
  - Capture perspective specifically of LMIC
- Attractive employer - Employer of choice, how to attract competence and human resources
- Explore Talent management in more detail including the talent of the future - what capabilities do you need, how can you deal with this

### **Cross cutting issues**

- Diversity – could this be elevated to new Technical Committee or as a special Executive Committee Working Group. A comment was made that any decision by the Strategic Planning Commission in this space would need to take into account the findings from the yet to be completed work being done on the new Special Project.
- Innovation - fostering and creating a culture of innovation

### **Totally new**

- EV and Alternative Fuels eg hydrogen

It was agreed that further consideration would be given to these in a special meeting of the Leadership Team to be scheduled for some time in mid-June. At that time these would then be forwarded to the Strategic Theme Coordinator and the Secretary General.

### **Future meetings**

Subject to the ever-changing environment the following is proposed:

- October/November 2022 – Singapore, aligned to (International Transportation Conference and Exhibition – SITCE)
- April 2023 – Shanghai, China or alternative to be proposed by PIARC GS
- October 2023 – World Road Congress Prague

### **Conclusions and recommendations**

We are continuing to do address the issues identified in the strategic plan and our second hybrid meeting whilst challenging was acceptable but has many limitations as we get closer to the finalisation of the reports. We achieved our primary outcomes and continue to track well in terms of achieving our outputs for the current cycle.

It was agreed that all Working Groups would seek to circulate a “74%” version of their report to the entire Technical Committee for review, comment, discussion and finalisation as part of our Singapore meeting.

Names for Quality Assurance and Review were identified as have names for volunteers to review the abstracts from the call for papers for the World Road Congress.

There is a strong commitment from everyone who participated to share what they know and contribute towards achieving products that will be useful and highly valued and to continue to strive to achieve the agreed outcomes despite some of the difficulties being faced.

**Alan Colegate**

**A/Executive Director Strategy and Communications**

Main Roads Western Australia

May 2022