



PIARC TC 1.1 – Performance of Road and Transport Administrations Seville, Spain Hybrid Meeting, 21 to 26 November 2021

Executive Summary

The fourth meeting of the Technical Committee was a hybrid meeting held over the period 21 to 26 November 2021 in Seville, Spain. 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 around 31 participants from 20 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 summit/workshop on Innovation and the Innovative organisation that attracted 63 participants and included 11 presentations from 5 countries including a Harvard Professor, the First Delegate from USA, four from within Spain and two private organisations.

Overall, the meeting was very successful with in person attendees participating in a range of activities including round tables, site and technical visits and hybrid workshops. The opportunity was taken to refine and update the work plans and deliverables for each stream with continued emphasis on addressing the needs of Lower and Middle Income Countries.

Following the meeting our first output has now been published on the PIARC Website - Diversity and Talent Management in Transport Administrations – the road to success?

We have representatives contributing to the Special Project on Equity and Accessibility, running a joint roundtable with International Roads Federation on Industry perspectives on Disruptive Technologies and Services Models Shaping the Transport Sector and working closely with European members of TC 3.3 on customer facing aspects of Asset Management

A program was outlined for future meetings however, continued uncertainty is impacting on the ability to make firm plans going forward. The hybrid meeting format was useful, but post meeting discussion found that greatest benefit in progressing workstreams was gained by the people able to participate in face-to-face activities. At this point some timelines have moved slightly but it is believed that we will be able to deliver on the final outputs as planned.

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 around 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:

- Completed the draft of the first output from the Working Group on Customer Experience, that is now being reviewed by content providers before being progressed to General Secretariat.
- Progressed the development of the Literature Review of Public Value Creation summarizing key themes and identifying potential application for transportation.
- Identify and assemble related practice examples of public value creation including from Austria, Washing DC Metro and the Russian Federation.
- In respect of the Asset Management stream of enquiry five round table meetings have been held including with TC 3.3 leading to the development of a joint questionnaire.

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:

- Finalised survey report including analysis and assessment of the 69 fully completed questionnaire responses with the final report completed and issued.
- Completed structure of Case Study template and tested with four completed case studies. Now following up on around 25 organisations that indicated they were prepared to provide further information as a case study.
- Finalised arrangements for a Joint Roundtable with International Roads Federation on Industry perspectives on Disruptive Technologies and Services Models Shaping the Transport Sector to be held in December.
- They strengthened an approach around a future mobility maturity curve across six stages and aligned characteristics against four roles for transport agency in the future.
- The WG will now move towards testing the key concepts and findings from the survey, continue developing the maturity model and toolkit and work with NCHRP on future visioning of the Transport Agency of the Future.

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:

- Finalised their first product being a Literature Review to share the findings and common themes from the work to date but more work needs to be done on low and middle income countries (refer below).
- Identified two members to participate in the PIARC Special Project on Diversity and will present at the mid term meeting on Ethnicity in a workshop on gender and diversity.
- Prepared a Round Table in French to reach out to French speaking African nations to ensure a full representation in the findings.

- Case studies have been received on the following topic areas Age, Gender, Ethnicity, Talent, Indigenous, Disabilities, Sexual orientation and Language. However, with so few case studies in each area caution is being made to ensure that the results are not generalised.
- The structure of the Final report has been agreed to with more work to be done on the clear linkage between diversity and talent management.

International Mini Summit on Innovation and the Innovative organisation

The mini summit focused on two primary areas of innovation being the fundamentals of organisational innovation and applied innovation from an academic, local, private and international perspective. At the peak we had 63 participants online plus others in person, Patrick Mallejacq, Secretary General, opened the summit highlighting that innovation is a cross cutting issue for PIARC appearing 67 times in the current plan of activities. The General Secretariat is coordinating between committees to avoid overlaps and identify joint projects. Jonathan Spear then identified where it is a common thread across TC1.1 where it started in the last cycle as part of the change management and innovation work noting that Innovation impacts on customers, purpose, structure, capabilities, technologies.

Current work also identifies that organisations that innovate will understand and meet the expectations of their customers and society within the resources they have available to them and this is being explored as part of the findings from each of our working groups.

In total 11 presentations were delivered with two academic presentations (Harvard and Uni of Valencia), three Spanish national agencies (Roads, Interior and MITMA) along with Andalusia, France, USFHWA and two private organisations (AYESA and IATR). These were supported by a question-and-answer panel session with good engagement from all participants.

Emerging Issues

As reported last time COVID-19 remains the single largest emerging issue facing TC1.1 and whilst we are seeking to manage the impacts on time there is some concern emerging especially around delivery of seminars, meeting original timelines and the sharing of knowledge and skills and gathering of information from LMIC within final outputs.

Beyond that, the work programs and issues being addressed remain relevant and current and reflect strategic issues being considered by the Austroads Board and its member agencies. Particular focus is being given to equity and diversity and innovation.

Future meetings

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

- April 2022 – Poland
- October/November 2022 – Singapore, aligned to (International Transportation Conference and Exhibition – SITCE
- April 2023 – not confirmed but considering Capetown, Argentina, South Korea
- October 2023 – World Road Congress Prague

Conclusions and recommendations

We are continuing to do our best to address the issues identified in the strategic plan and the adoption of a hybrid meeting whilst challenging was acceptable but still created limitations. Time was also spent considering topics for the next strategic plan and contributions towards Special Projects

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.

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