

Highways Agency

Case Study – Traffic Operations

HIGHWAYS
AGENCY



סאל
ClearWater
ובנה

NATURE OF ENGAGEMENT: Worked to create the foundations of an integrated organisation following the creation of a new business unit within the agency.

STAKEHOLDERS: The HR Executive Director and a working party of the Executive Group. The roll-out implementation work was carried out in collaboration with the Head of the Traffic Learning Centre.

KEY CHALLENGES: The Highways Agency, established in 1994, was originally responsible for the operation and stewardship of the road network in England. In 2005 the Highways Agency took over from the police the responsibility for managing all traffic incidents. To do so, it created 'Traffic Operations', a new unit similar in size to the existing Agency, which would operate out alongside the Agency's Asset Management unit. Traffic Operations needed to be very different from Asset Management, as a 24-7 field operation, not a 9-to-5 office-based operation. While the initial challenge was to create and resource the new part of the agency, when this was done, the key challenge was to ensure a smooth transition and minimise the friction between the two parts of the Agency, which needed to work together as a single entity.

TEAM DEPLOYED: Dr Tuvia Melamed supported by a large team of senior consultants. The programme delivery amounted to over 800 chargeable working days. Delivery as part of the Quo Group.

METHODOLOGY: The programme was based on a programme designed and delivered by Dr Tuvia Melamed for the Agency's pay bands 7 and 8, and used knowledge of the Asset Management part of the business to work through potential conflicts between the two parts of the organisation. The leadership development programme was themed around integration and included:

- A coaching centre – a 5-day programme;
- Executive coaching for all the new Network Operations Managers and coaching surgeries for all Traffic Operations Managers; and
- Team development for the management team of each of the eight regions.

CATALYSED CHANGE: The realisation that success requires co-dependency and collaboration between Asset Management and Traffic Operations regardless of what might have seemed to be unbridgeable gaps

IMPACT: The Agency transformed itself from two independent business units to a fully integrated Agency, with a single and coherent vision. In an internal survey asking colleagues of the participants who took part in the programme. (a) Q1: Since the 360° feedback, have you noticed any significant changes in the way your colleague behaves as a leader? 69% answered yes. (b) Q2: Do you consider these changes to improvements? 98% said yes