

SECTION 4

OUR PEOPLE

GET SET
FOR THE
GAMES

HOW WE MEASURE OUR SUCCESS

- Improved workforce satisfaction

Our people are the key to our success, both as an organisation, and in delivering our vision. Attracting and maintaining a flexible, highly-skilled and diverse workforce is a priority for TMR and positions us as an employer of choice.

As Queensland's largest employer, the Queensland Government has established feedback mechanisms to allow our people to raise what's important to them, identifying what works well and what can be improved. Additionally, the public service highlights clear cultural values which TMR's people embody and deliver in all that we do. The foundation of our culture is the safety and wellbeing of our people, and the department continues to adapt to ensure we are inclusive of all in our workforce.

Keeping our people informed and engaged allows them to develop and grow to meet the challenges and opportunities which face us as an organisation. Given our strong focus on innovation, we need our people to embody innovative thinking, feeling empowered to think differently and deploy their innovative ideas.

HIGHLIGHTS

Inclusion and diversity

We support and celebrate our employee's diversity, culture and life experience. Our focus areas are Women in leadership, Cultural Diversity, People with disability and creating an Inclusive and Diverse culture ([see page 160](#)).

Women in construction and engineering

We are investing and building capability in our people through targeted programs for women in construction and engineering, through programs enabling successful graduates and trainees to work on infrastructure projects within TMR ([see page 163](#)).

Industrial relations

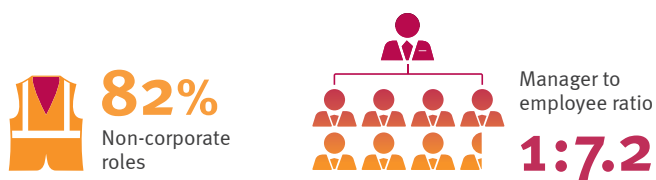
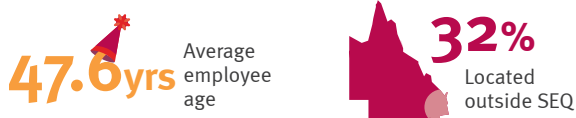
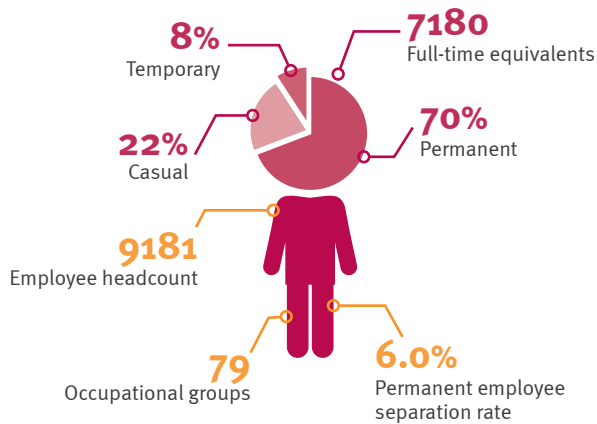
Our obligations and reporting requirements continue to be proactive and comply with whole-of-government policies, directives and award provisions ([see page 172](#)).

Recognising our people

TMR holds annual CUBIE Awards to reward employees' commitment to the public sector values and the inaugural TransLink People's Choice Awards that recognised our bus drivers that go above and beyond for our customers' experience on public transport ([see page 168 to 172](#)).

Entry Pathways

In growing our future workforce, TMR on-boarded 20 new graduates in the 2018 cohort to gain experience and skills across 15 disciplines during the two year program ([see page 174](#)).



Data as at 30 June 2018

** Note: The percentage of employees located outside SEQ fell from 36 per cent to 32 per cent from 2016–17 to 2017–18. The mapping of TMR employee locations to SEQ and non-SEQ is based on Queensland Rail's (QR) location as per information provided to Parliament. In mid-October 2016, QR advised that a number of locations previously classified as non-SEQ transitioned to SEQ and TMR data was adjusted accordingly. In mid-September 2017, it was discovered there were still some TMR locations which inadvertently had not been adjusted to non-SEQ. This was rectified this reporting year, 2017–18, and has resulted in the change in percentage.

WORKFORCE PROFILE

At 30 June 2018, there were 7180 full-time equivalent (FTE) (see glossary page 254) employees within TMR, representing a decrease of 12 on last year's total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout Queensland.

Our permanent employee retention rate was 94.4 per cent at 30 June 2018, compared with 95.3 per cent in 2016–17 and 92.4 per cent in 2015–16. For the same period, our permanent employee separation rate was 5.7 per cent turnover compared to 5 per cent in 2016–17 and 5.5 per cent in 2015–16. The results* include employee separations that took place under a program of redundancies.

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.



Employees attending the Big Event.

Figure 17 Salary distribution in TMR at 30 June 2018 by sex



Employees attending the Big Event.



ENSURING A DIVERSE, INCLUSIVE WORKFORCE

TMR is an inclusive organisation that embraces diversity of thought, culture, life experiences and people to ensure we reflect the community we serve.

The focus areas for the duration of the current *Inclusion and Diversity Strategy 2016–2020* are Women in Leadership, Cultural Diversity, People with Disability and creating an Inclusive and Diverse culture. In line with this strategy, we will continue to build a culture where we acknowledge and celebrate people's differences, including work experience, family circumstances, caring responsibilities, culture, religious beliefs and lifestyle choices.

The progression of women into leadership roles continues to be a priority and TMR is proud to have an ELT comprising 50 per cent women as at June 2018.

Our department recognises flexible work practices and supports the attraction, retention and productivity of a skilled, diverse and agile workforce. TMR continues to promote a range of flexible work options and support tools to help employees achieve a quality work–life balance and to support the business in managing a flexible working environment.

TMR continues to celebrate significant events, including National Reconciliation Week, NAIDOC Week, World Refugee Week and Queensland Women's Week and International Women's Day. In 2018, a panel of TMR women were invited to discuss the importance of wellbeing at work and share their personal journeys.



TMR employees Mr Tony Meier, Ms Jasmina Nuhovic, Ms Jennie Toonen, Ms Mikayla Ivanov and Ms Suzanne Cooley attending TMR's Queensland Women's Week panel.

Indigenous Employee Network

Through the *Inclusion and Diversity Strategy* and *Cultural Capability Action Plan*, TMR aims to increase the participation rate of Aboriginal and Torres Strait Islander peoples employed within the department to three per cent by 2022. TMR will do this with the advice and input from our Aboriginal and Torres Strait Islander staff, who form our Indigenous Employee Network (IEN).

The IEN was formed in November 2016 and membership has grown from 15 members in 2015 to 43 in June 2018. An annual IEN forum is hosted in Brisbane each year and allows members to discuss issues of significance for ATSI employees within TMR and the broader community. The collective knowledge and experience of this group is invaluable and facilitates consultation on cultural priorities for TMR.



TMR Indigenous Employee Network, November 2017.

CASE STUDY

Indigenous construction and employment programs

TMR has continued to support local and Indigenous communities, working to deliver transport solutions and improve workplace skills and capability of locals.

TMR and Hope Vale Aboriginal Shire Council are working together on the Endeavour Valley Road works to improve the technical capability of local Indigenous crews and assist the community by developing this key piece of infrastructure, and improve accessibility to this remote community. This agreement is in effect from 2014 to 2018.

The Indigenous Trainee Program was also launched as a commitment to the Commonwealth Games Reconciliation Action Plan. Nine Indigenous trainees began the 12-month program, working towards completing their Certificate II in Construction. In April 2018, the program formally launched with an induction workshop to provide the trainees with a foundation of core work and life skills to further their capabilities within the workforce.

LGBTIQ+ inclusion strategy launch

The whole-of-government LGBTIQ+ inclusion strategy was launched at TMR in October 2017, with many employees wearing the rainbow lanyard in support of their LGBTIQ+ colleagues.

The audience at the launch event heard from TMR LGBTIQ+ Steering Committee Member, Mr Troy Turner, and former PSC representative on LGBTIQ+ Steering Committee, Ms Davina Jones, and Queensland Police Service LGBTIQ+ Steering Committee Member, Superintendent David Tucker, who all shared their personal and professional experiences within the LGBTIQ+ community.

Attendees were offered a rainbow lanyard to symbolise their status as an ally of the LGBTIQ+ community and for their willingness to ensure TMR's workplaces are inclusive, open and respectful of all employees.



Mr Troy Turner, Ms Davina Jones, Superintendent David Tucker and Mr Mike Stapleton attending the LGBTIQ+ inclusion strategy launch.

Figure 18: EEO in TMR at 30 June 2018

EEO Group	Headcount*	% of TMR
Aboriginal and/or Torres Strait Islander	122	1.33%
People from a Non-English speak background	596	6.49%
People with a disability	543	5.91%
Women	4885	53%

* Headcount is the actual number of employees at a point in time

Data Source: TMR SAP Business Warehouse

People with disability

The Disability Services Act (Qld) 2006 provides a foundation for promoting the rights of Queenslanders with disability, increasing their wellbeing and encouraging their participation in community life. The department's Disability Service Plan 2017–2020 (DSP) ensures TMR has regard to the Act's human rights and service delivery principles, and the government's policies for people with disability. The DSP has a Queensland Government employee focus and touches on broader community actions and services, and aims to support the following outcomes:

- lifelong learning — Domestic and Family Violence awareness and education for TMR employees
- leadership and partnership — maximise opportunities for employees with disability to access leadership programs and development opportunities, including those involving travel
- everyday services — participate and influence national processes and policy that supports the removal of barriers for people with disability using public transport
- employment opportunities — investigate pathways to employment and work experience programs for people with disability
- communities for all — number of events celebrating people with disability increases.



Ms Susie Yeo, Mr Martin Smith (Special Olympics Australia) and Ms Sally Noonan (TMR) during Disability Action Week.

In support of the DSP:

- TMR's leadership team participated in the annual diversity forum in May 2018, where TMR leaders had an opportunity to share their journey and experiences as members of diverse groups. The forum was the first internal event to offer Auslan Interpreters, live captioning (speech to text) and was also accessible via live streaming.

- We are currently the only agency to make reference to the procurement standard ASEN301549 (Accessibility requirements suitable for public procurement of ICT products and services) within our procurement documentation and are currently encouraging the application of this standard across whole-of-government.
- The department promoted Disability Action Week 2017 (DAW). DAW aims to empower people with disability, raise awareness of disability issues, and ultimately improve access and inclusion throughout the wider community. The 2017 theme, 'Everybody has a role to play' encouraged everyday Queenslanders to make small changes to create a more welcoming state for people with disability. TMR hosted a DAW event and was pleased to welcome representatives from the Special Olympics Australia team to share their journey to the Special Olympics that were held in Adelaide in April 2018.
- TMR's *Disability Action Plan 2018–2022* has a dedicated focus on activities to improve accessibility of public transport services (see page 94).

Women in Leadership Mentoring Program

The *Women in Leadership (WiL) Mentoring Program* is now in its fourth year and designed to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals. It also supports TMR's commitment to increasing women in senior leadership (Senior Officer/Senior Executive Service) positions to 50 per cent by 2022.

In 2017, seven external mentors from other government agencies and the Public Service Commission's Leader Connect Mentor Program were invited to join the WiL program as a pilot group of external mentors. The external mentor initiative was once again included in the 2018 WiL program with 10 external mentors joining the program. There are 31 matched pairs as part of the WiL program for 2018.

Figures 19: Percentage of women in SES/SO leadership roles

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
19%	25%	27%	27%	30%	32%

Data source: TMR SAP Business Warehouse

Notes: Data has been rounded to nearest whole percentage



TMR has a dedicated focus on improving accessibility of public transport services

Women in engineering

TMR is leading the way across government and industry with women comprising 16 per cent of our engineers and a significant number are also holding leadership positions. Currently, women make up only 12 per cent of the engineering workforce in Australia¹.

TMR will continue to improve on this statistic including through the Women in Engineering program.

By supporting targeted science, technology, engineering and maths initiatives, such as school activities, competitions and bursaries, and delivering a series of networking events for women engineers, TMR is doing its part to attract, support, retain, and celebrate women in engineering.



Ms Kym Murphy (Regional Director, Downs South West) and Ms Amanda Yeates (General Manager, Program Delivery and Operations) at TMR's final Women in Engineering networking event for 2017.

¹ *The Engineering Profession: A Statistical Overview, 13th Edition, February 2017*

Women in Construction Program

The *Women in Construction Program* encourages women to take up a career in the construction industry. Partnering with Protech, the program recruits female candidates with limited or no previous exposure to construction and equips them with the knowledge, experience, and support to start a career in the construction industry.

The five candidates who finished the program in 2017 are now working in the department and, as the program is in its second year, it has been expanded with nine women commencing the program at our Nathan depot.

The program allocates maximum time for practical experience with all candidates on work sites, working on a variety of infrastructure projects. This program aims to introduce women to roles where they can build their experience in different aspects of construction and project delivery, with the view of longer term employment opportunities with the department.



The nine women who joined the 2018 Women in Construction Program with TMR's RoadTek branch.

BUILDING A STRONG CULTURE

Fostering a positive culture where our people feel supported and empowered is vital to the success of our organisation. Our people steer our organisation and represent our strongest connection with our customers.

Based on this we recognise the importance of creating a safe and supportive working environment for our people. In promoting healthy working habits, we encourage our people to take ownership of their health—both at and outside of work. We know our people are at their best when they are healthy, supported and empowered with clear purpose and vision.

Customer culture

TMR's internal 'Customer First' program was recognised in October 2017 by the Customer Service Institute of Australia. The '8 Ways We Work' program saw TMR receive the Australian Service Excellence 'Service Champion' award for 'Project of the Year – Cultural Transformation'.

The awards recognise leading service providers, organisations and individuals across a range of industries. The program's success was a direct result of our people's desire to embody the 'Customers First' value (see page 7) and put our customers at the centre of everything we do. The program remains an integral part of TMR's customer-centric culture.

Employee opinion survey

The Working for Queensland Employee Opinion Survey (EOS) is designed to provide an understanding of the key workforce drivers at the Queensland public sector level. The analysis of results inform strategy development and resource investment.

In 2017 the key drivers were:

- agency engagement
- organisational leadership
- innovation.

TMR developed an EOS Action Plan 2017–18 to address key employee engagement focus areas. Actions are undertaken at both divisional and branch level across TMR. For example,

TransLink Division and Policy, Planning and Investment Division are focusing on how they can address bullying and harassment in the workplace.

The 2017 survey results revealed that TMR employees reported positive changes in opportunities to pursue developmental opportunities, new and better ways of doing their job, and job security.

Safety and wellbeing

TMR strives to create a work environment that is free from injury, illness and incident. The department is committed to improving its safety and wellbeing performance by driving improvements in safety leadership, communication and consultation, systems, risk management, and health and wellbeing.

Since its launch on 1 January 2017, the *Safety and Wellbeing Improvement Plan 2017–19* has increased focus on leadership and greater awareness of workplace wellbeing in 2017–18. Branches had the opportunity to include business or operations-specific measures in the plan. Examples of branch-specific measures include:

- RoadTek — 8 Steps™ Safety Investigations each have a quality review against a standard criteria and a summary report on each investigation is compiled on a six monthly basis.
- Program Delivery and Operations — Regional Directors and District Directors actively contribute to improve TMR's safety culture by being visible, credible and consistent in their support and promotion of safety and wellbeing
- Maritime Safety Queensland — A review of the vessel Safety Management System is conducted once a month (or sooner if an incident occurs).

Delivering the plan underpins the department's commitment to the TMR Work Health and Safety (WHS) Policy and the Queensland Public Service values by:

- developing and supporting meaningful ideas into action to improve the safety and wellbeing of all workers in the department
- empowering all workers to make positive changes to their workplace, work habits and the overall safety culture of the department
- providing specific and measurable opportunities so all workers can be courageous and play a role in improving local safety performance
- unleashing the potential of the department by creating a positive, safe and healthy environment
- ensuring that a safe and healthy environment contributes towards putting customers first.

Wellness programs

The department finalised the One TMR Wellbeing program, which focuses on the five pillars of wellbeing: physical; psychological; work; social; and financial. The following health and wellbeing activities were undertaken as part of the One TMR Wellbeing program:

- launch of the Queensland Government My Health for Life Program with 904* staff completing initial health checks and four workplace behaviour change programs in progress as a result
- the flu vaccination program with 4145* employees vaccinated across 100 sites between March and May 2018
- 202 of the department's executives (70 per cent) participated in the Executive Health Assessment program as part of their salary package in 2017–18
- 754 health and wellbeing reimbursement claims have been paid
- 375 staff and 49 family members have accessed an external Employee Assistance Service for services such as confidential counselling, management support and critical incident intervention
- monthly wellbeing working group meetings were held, comprising representatives from each branch, to collaborate on TMR and local wellbeing initiatives.

*Represents where figure reported includes 'in progress' activities.

Injury management

TMR, through its Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, we are committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery. This is achieved by:

- accommodating a gradual return to work with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Table 6: Comparison of workers' compensation claims lodged over a seven-year period

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Claims	451	377	316	271	277	290	312

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads' SHE enterprise safety management system.

Note: Figures are subject to revision as more information becomes available.

Table 7 Final return to work (RTW) over a seven-year period

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Final RTW	97.96%	97.51%	97.33%	94.87%	97.42%	95.24%	97.24%

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads' SHE enterprise safety management system.

Note: Figures are subject to revision as more information becomes available

Performance management

TMR is committed to fostering a workforce of capable, engaged and connected employees who are motivated, supported and encouraged to deliver better outcomes for Queenslanders.

The People Performance Policy outlines people performance principles and promotes a culture in which performance, development and recognition is valued, encouraged and supports continuous development and improvement. These principles are supported through Performance and Development Agreements.

The following principles guide people performance in TMR:

- our performance clearly aligns to TMR's strategic plan, business objectives and values
- our behaviour promotes a safe and healthy work environment for ourselves and others
- our culture supports and encourages employees and managers/supervisors to have frequent, meaningful and open conversations about performance and development
- our performance and development is reviewed and evaluated regularly
- our process engages, develops and recognises high performing employees and teams and supports employees and teams that need to build capability
- our capability and development needs align with business, team and individual role requirements.

Figure 20: Diagram showing the TMR People Performance Process



Results of the 2017 EOS (see page 164) showed 62 per cent of respondents agreed they 'had productive conversations with my manager on my performance in the past 12 months' and 63 per cent agreed they 'receive useful feedback on my performance', both showed a one per cent increase on the previous year's results.

Domestic and family violence awareness

As a White Ribbon accredited workplace, TMR continues to take active steps to prevent and respond to not only violence against women but all forms of violence. This is done by promoting a rich, diverse and inclusive workplace that upholds respectful relationships, challenges gender stereotypes and enhances the individual's capacity to recognise, prevent and respond to the issue of violence.

For the third consecutive year, the Director-General has championed the cause of domestic and family violence (DFV) within the department and as a community leader by taking part in the 2017 Australia's CEO (ACEOC) Challenge Race (CEO Race). As part of this initiative, TMR officers across Queensland hosted various awareness and fundraising events such as bake sales, raffles, book sales, silent auctions, star weaving days and competitions. In the community, Roads Australia (see glossary page 255) hosted a trivia night raising not only funds for the CEO Race but awareness of domestic and family violence in our community. The collective effort raised more than \$37,500 for the charity and saw the Director-General named as the 2017 CEO Race winner.

The department will continue to encourage individuals to be active participants and take a role in creating safe, positive and respectful communities.



Australia's CEO Challenge (ACEOC) CEO Race award winner event: Ms Simone O'Brien, previous TMR employee and DFV survivor; TMR employees, Ms Kristy Watts and Ms Emma Howarth; CEO Race winner for 2017, Mr Neil Scales, Director-General, TMR; Ms Jacque Lachmund, CEO, ACEOC; TMR employee, Ms Melissa McIntyre.

DG roadshows

The DG roadshows continue to be an engaging way for TMR employees to hear about the department, straight from the Director-General. Presented in person and via Skype, the sessions cover a range of topics relevant to the audience—everything from recent achievements and current priorities to important projects and industry issues. Several hot topics for TMR and the transport industry have been covered in sessions this year, including:

- GC2018 (see page 20)
- CAVI (see page 125)
- MaaS (see page 124) and many others.

Feedback continues to be positive, with a significant majority of attendees agreeing that the roadshows are informative and beneficial to them. They are an effective way to create a better understanding of the issues impacting TMR and demonstrate how the department is approaching these challenges.

What's the most important message you would tell a colleague who was unable to attend?



Snapshot of survey feedback collected following a DG Roadshow event held in March 2018.



Attendees at the Cairns DG Roadshow

Values and culture network

Our One TMR (see glossary page 255) Values and Culture Network continued to encourage and foster Queensland's public service values (see page 7) across the department.

During the year, the network focused on:

- working with teams to increase staff involvement in creating a positive internal culture and meaningful connection to our values
- driving culture in regional and remote areas through localised initiatives such as team health checks, wellbeing walks, charity fundraising and other culture based activities
- providing staff feedback directly to senior leaders and creating opportunities for understanding and improvement on emerging issues
- championing the values and culture across key departmental initiatives, such as the staff induction program, Customer First program, People 4 People Week, CUBIE Awards and the Capability Blueprint project.



The TMR Values and Culture Network at their quarterly meeting, December 2017.

CUBIE awards

The annual TMR CUBIE Awards continues on for its fourth year. CUBIE awards are provided based on the Queensland Public Sector values. Candidates are nominated and rewarded based on their commitment to the values and are awarded for the categories Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, One TMR—Individual, One TMR—Team and DG's All rounder.

The winners and commendations for 2017 are outlined below.

Customers first

Winner: Mr Christopher Bradley (TransLink) (award accepted by Mr Peter Walsh)



Director-General presenting Mr Peter Walsh on behalf of Mr Christopher Bradley with award.

Winner statement: Chris is responsible for delivering the Local Fares Scheme, which aims to improve the standard of living for residents of remote indigenous communities in the Torres Strait and Cape York.

Chris epitomises Customers first by investing the time needed to understand the people and the unique needs of each community and connects TMR's customers to other areas of government and to delivery partners.

Highly commended: Ms Maree Shepherd (CSSR), Mr Danny Michael (IMD)

Unleash potential

Winner: Ms Lisa Bennett (IMD)



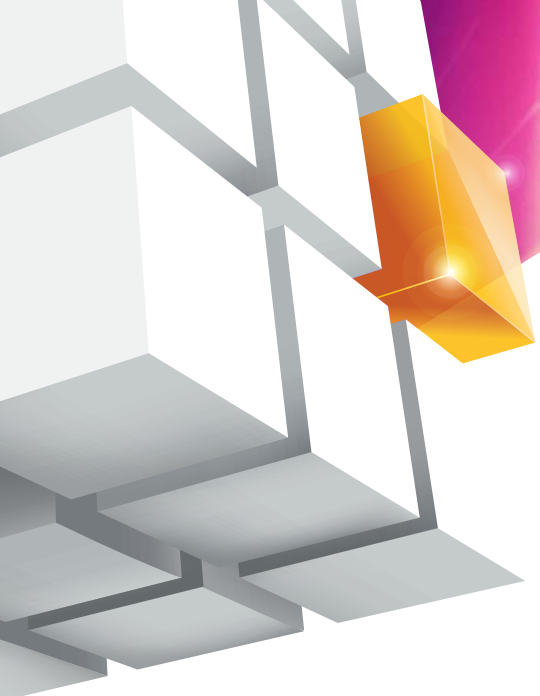
Director-General presenting Ms Lisa Bennett with award.

Winner statement: Lisa's journey in unleashing her and her team's potential has been phenomenal.

Coupled with an always friendly, helpful and 'no blame' approach, Lisa drove the development and implementation of sustainable tools, practices and procedures that support project managers.

Lisa's efforts saw the Far North District achieve a program delivery performance result in 2016–17 that far exceeded expectations—the best performance the district has ever achieved.

Highly commended: Ms Amanda Clark (PPI), Mr Peter Garland (CSSR), Mr Robin Gehrke (CSSR)



Ideas into action

Winners: Ms Kristy Roberts (CSSR) (top), Ms Tracey Smith (CSSR) (bottom)



Director-General presenting Ms Kristy Roberts with award.

Be courageous

Winner: Mr Daniel Weeks (TransLink) (award accepted by Ms Suzanne Rose)



Director-General presenting Ms Suzanne Rose on behalf of Mr Daniel Weeks with award.

Winner statement: Daniel demonstrates courage on a daily basis. He is willing to call out potential implications of policy decisions or legislative changes where he sees risks, resulting in better legislative outcomes for industry, the community and government. His tireless work on personalised transport reform bills and regulations over the last year is a testament to his commitment to delivering high quality outcomes, while maintaining professionalism in a high pressured environment.

Highly commended: Mr Rennie Fletcher (Corporate), Ms Paola Paoletti (IMD)



Director-General presenting Ms Tracey Smith with award.

Winner statement: Kristy put ideas into action using her technical skills and business knowledge to successfully implement TMR's Conversational Interactive Voice Recognition system: achieving significant benefits for the business, including improved customer wait times and a reduction in call volumes and costs. Thanks to Kristy, the innovation was awarded a bronze medal in the Asia Pacific 'Stevie' awards for innovative use of technology in customer service.

Winner statement: Tracey's ability to turn ideas into action was demonstrated in the consultation and research into behaviour change she used to develop the Queensland speed conversation document. She challenged assumptions identified as one of the major barriers to reducing speed-related fatalities, which was the public's lack of belief that speeding is dangerous. Thanks to Tracey, the Queensland Government has committed to a long-term vision to change attitudes and behaviours towards speed.

Highly commended: Ms Manjari Goel (TransLink)

Empower people

Winner: Ms Lisa Richardson (Corporate)



Director-General presenting Ms Lisa Richardson with award.

Winner statement: Lisa empowers her team and many people across the organisation to make a significant contribution to the work of TMR.

She has given her time freely to formally train as a mentor and a coach and created positive opportunities for her mentees.

Her Human Resources wisdom is highly valued, and she shares her knowledge and experience to advise and develop others. She provides support and direction to her team and champions flexible work practices.

Highly commended: Ms Kerrie Tregenza (CSSR), Ms Colette Neilson (TransLink)

One TMR—team

Winner: Cross-divisional Team (MSQ)—Digital Team, SAP Systems, Cash and Banking teams (Corporate)



Director-General presenting Ms Kirsten Dawson, Ms Narelle Smithwick, Mr Ross Davidson and Ms Melissa Tellegen with award.

Winner statement: This cross-divisional team came together to assist in Airlie Beach following Ex-TC Debbie where the MSQ office was severely damaged by the cyclone, leaving it unusable for employees. Access to core financial systems was cut off.

Seamless collaboration between MSQ, digital, Finance Systems, and cash and banking teams facilitated the implementation of an 'Albert' device in Airlie Beach, with 129 sales products added to the app specifically for that area.

The team got the Albert device up and running in a short timeframe, enabling MSQ to maintain their services to the local community in a time of need.

Highly commended: Heavy Vehicle Functional Structure Project Team (CSSR), Natural Disaster Relief and Recovery Arrangements Program Team (IMD)

One TMR - Individual

Winner: Ms Kylie Robinson (IMD)



Director-General presenting Ms Kylie Robinson with award.

Winner statement: Kylie has dedicated a significant amount of time and effort into her own and her team's development. Her work ethic and values show her dedication to her career. She acts with transparency in her communication and actions, and stands up for what she believes will achieve the best possible outcomes.

Kylie's efforts in evidence collection and clarification following Ex-TC Debbie was invaluable. Her ability to make fast decisions ensured outstanding outcomes for TMR.

Highly commended: Ms Lyndall Maag (PPI), Ms Catherine Kennedy (TransLink)

DG's All rounder

Winner: TMR Procurement team



Director-General (centre) presenting Mr Brad Irvine, Ms Julia Hopkins-Martin, Ms Kathie Stephens and Ms Deanne Hawkswood with award.

Winner statement: Procurement is essential in ensuring TMR delivers on its vision—an integrated transport system accessible to all. Without this team, Queensland does not get any value for money with our services.

The TMR Procurement team is comprised of representatives embedded into the core business of each team branch and division.

In 2017, this team came together to create a procurement vision for TMR, gave us direction, focus and a meaningful pathway to get real outcomes for each dollar allocated to TMR each year.

This has seen the establishment of formal governance for procurement. The Finance and Procurement Committee as the executive steering body and the Procurement Sub-Committee as the leading representative body.

Since then these committees have overseen and approved some key pieces of work, namely:

- the TMR Strategic Procurement Plan (2016–2020)
- the Procurement Performance Management Framework
- the first procurement performance report using Microsoft Power BI.

TransLink People's Choice Awards

TransLink's inaugural People's Choice Awards was launched in December 2017. The awards recognise bus drivers who go above and beyond to enhance our customers' experience on public transport.

Over 250 nominations were received from across the State and five drivers were shortlisted. Nominations were assessed against a number of areas, including positive customer impact, excellence in customer care and having a customer-focused attitude. Customers voted on the five finalists with more than 4000 votes cast. The winner was announced at the Queensland Bus Industry Council's awards in May 2018.

The winner was Ms Ella Reid from Clarks Logan City Bus Service. The only female finalist, Ella's win was fitting recognition of her outstanding efforts to make the public transport experience a positive one for her customers.



Mr Matthew Longland presenting winner Ms Ella Reid with 2017 People's Choice Award.

Redundancy and retrenchment

In 2017–18, one employee received a redundancy package at a cost of \$87,705.36. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

Industrial relations

During 2017–18, the department experienced an increase in complex case management issues and situations requiring management of employee performance, medical conditions and long term absenteeism. This increase can be attributed to the reporting requirements under the Public Service Commission's Conduct and Performance Excellence (CaPE) framework, as well as supervisors and managers being made aware of their obligations under the *Public Service Act 2018* to proactively manage employee performance.

There was also an increase in the number of matters referred to the Anti-Discrimination Commission, the Australian Human Rights Commission, the Queensland Industrial Relations Commission and/or Industrial Magistrates Court, including promotion appeals and fair treatment appeals. The vast majority of these matters have been resolved in the department's favour with no detrimental outcomes.

The Industrial Relations team is working closely with senior management to negotiate a new certified agreement, as the *Maritime Operations Certified Agreement 2015* is due to expire in September 2018.

The team also worked collaboratively with the Commonwealth Games Group to manage all workforce issues during and leading up to the 2018 Gold Coast Commonwealth Games.

The department continues to engage and work collaboratively with other Queensland Government departments, the Public Service Commission, the Office of Industrial Relations and applicable unions to ensure compliance with whole-of-Government policies, directives and Award provisions.

ATTRACTING TALENTED PEOPLE

Through our employer brand, we use our current workforce to model what makes TMR an ideal place to work. Combining this with recruitment, coaching and mentoring plans, TMR is focused on ensuring we have the right people to carry our organisation into the future.

Drive the Journey

Our employer brand communicates what it is like to work at TMR to ensure we attract and retain great people with a strong cultural fit to our organisation.

TMR identified that our people are here first and foremost to make a difference to the Queensland community. They also reported great teammates, work–life balance, flexibility and interesting work as key reasons. TMR harnessed these findings to develop branding of which one included the Drive the Journey video which is included in all TMR job advertisements. Since its launch in April 2017, this video has had over 15,000 views.

TMR also has an active LinkedIn page that is used to promote the benefits and positive work culture at TMR, as well as current vacancies and projects.

TMR LinkedIn follower base is now over 15,000 people.

View the video at: youtube.com/watch?v=kclXj4IEBkU

Working flexibly

TMR continues widespread adoption of flexible work practices supported by the new *Industrial Relations Act 2016 – Division 4, Chapter 2, Section 2.7*.

Our 2017 EOS results showed 55 per cent of employees are happy with their ability to access and use flexible work arrangements, and 64 per cent report they are happy with their work–life balance.

In 2018, TMR promoted the Public Service Commission’s Flexible by Design framework as an extension of the TMR Flexible Work Practices Enabling Plan. This framework encourages leaders and team members to find the ‘flexibility within flexibility’ by providing choice and accountability to maximise individual and organisational needs.

In line with the *Safety and Wellbeing Improvement Plan 2017–19* (see page 164), TMR continues to promote, educate and perform flexible work arrangements that encourages employees’ inclusion, wellbeing and productivity.

72 per cent of employees agree ‘people in my workgroup work together to ensure flexible work arrangements meet both individual and business needs’.

Data source: 2017 Working for Queensland Employee Opinion Survey

CASE STUDY

Flexible working arrangement success

‘Working in a distributed work centre is a really positive experience. The one and-a-half-hour commute to and from Brisbane each day significantly reduces my activity and leisure time. I get excited about the reduced commute time and change in work pattern on my flexible work days. The flexibility means I get to exercise with my dog and that’s really important to me. During my lunch break I go outside and enjoy the thriving café society.’

Ms Cassie Wilson, Manager (Business Improvement and Systems).

Strategic Workforce planning

The *TMR Strategic Workforce Plan 2016–2020* sets the vision and roadmap for TMR’s workforce. This plan, along with all of TMR’s people-focused strategies and plans, align to the Strategic Plan (see glossary page 256) and aims to skill employees to provide excellent customer service and deliver the transport network of the future.

Workforce planning is undertaken at all levels within TMR. Operational Workforce Planning is completed at the branch level and focuses on determining immediate workforce requirements for the next 12 months. Divisional workforce planning focuses on identifying capability requirements for the division for the next three to five years. Strategic workforce planning is completed at the departmental level and covers a five year time horizon.

Actions are developed at each level to ensure TMR has the right people, with the right capabilities at the right time to support our organisational objectives.

People plan

In August 2017 the 2017–2019 *People Plan* was approved. The *People Plan* drives our continuous journey to building a contemporary, high-performing and customer-centric workforce. The *People Plan* program of works is centred on six key areas of focus:

- strategic and operational workforce planning
- succession planning
- performance and recognition
- manager capability
- inclusion and diversity
- safety and wellbeing.

Capability Strategy 2016–2020

Over the past year, significant progress has been made within the area of Learning and Development, in line with the *Capability Strategy 2016–2020*. The strategy outlines our seven learning options, including mentoring and coaching.

The One TMR Coaching Network supports the development of a coaching culture in TMR, through quarterly network meetings, and this year has seen the introduction of an online coaching toolkit to empower and further develop coaches throughout TMR.

One TMR Mentoring Program

The One TMR Mentoring Program is now in its fifth year. The program is focused on providing participants with the opportunity to build relationships and cross collaborate within the department, create new networks and break down workplace barriers, making One TMR a reality.

This year the One TMR Mentoring Program had 38 matched pairs and will include the same format as 2017 with mid and end of program reflection events (via Skype) for mentees and mentors on the program.

CASE STUDY

Mentor program experience

‘The One TMR and Women in Leadership mentoring programs provide mentors with the opportunity to support our next generation of leaders for government. It also gives all participants an opportunity to share experiences and learn from each other.’

Mr Christopher Goh, Executive Director Information Technology Branch.

Entry pathways

TMR onboarded 20 new graduates in the 2018 cohort, bringing our graduate total to 44, across 15 disciplines. Each cohort undertakes between two and four rotations across the two-year program. The graduate program is just one entry pathway we offer, and works in harmony with additional pathways, including apprenticeships and work experience, to ensure talent pipelines for TMR into the future.

With an initial applicant pool of 3078, our recruitment and selection process provides the department with a high calibre candidate pool. Continuing to focus on building diverse talent and capability in our pipelines, our 2018 cohort results were positive with 35 per cent of successful candidates being female, 16 per cent of graduates coming from non-English speaking backgrounds and 15 per cent being placed in our regional areas.

The program commenced in 2016 with 30 graduates recruited who completed their program in February 2018. Of the 30 graduates in this cohort, 20 per cent have secured permanent roles with TMR, 57 per cent continue to be engaged with TMR on a temporary basis and 13 per cent have secured permanent employment outside TMR.

For more information visit: tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program



TMR's 2018 graduate cohort.

SEQ Indigenous Trainee Program

The SEQ Indigenous Trainee Program formally commenced in April 2018, with nine Indigenous trainees based in RoadTek (see glossary page 256), this program is part of a wider commitment to the Commonwealth Games Reconciliation Action Plan. The Indigenous trainees will be working towards completing their Certificate II in Construction.

The program formally commenced with an induction workshop held over three days, to give the trainees a good grounding of core life and work skills, including:

- overview of the department, including the nature of the work and general organisational inductions
- Life Skills Program to improve financial literacy (creating a budget and sticking to it and saving and investing money), workplace fitness (work health in the construction industry, and exercise to strengthen core muscles), nutrition (how to eat well and save money), personal skills such as communication support and the role of Mates in Construction (an employee support provider for the wider construction industry)
- certificate in first aid
- traffic control training to create an awareness for working in and around traffic.

The program will run for 12 months, with trainees located in one of TMR's SEQ operations units.



Indigenous construction trainees getting exposure to depot life at the Dale Clearly Centre, Nathan operations.

Leadership and management development

TMR invests in capabilities required to serve the current and emerging needs of the government and the department. During the year, TMR offered a range of corporate programs to support ongoing leadership development. The leadership pathway was developed in 2016 to show the required capabilities across all levels of leadership.

Our leadership programs focus on developing agile, dynamic and flexible leaders who can lead in any circumstance. They are available to team leaders, program managers and executives. Our key programs include the Emerging Leaders Program, Public Sector Management Program, Manager as Coach and our blended learning program for middle management — Passport 2 Leadership (P2L) program. Our programs are developed and delivered by trusted external partners and give leaders the latest knowledge and skills to enable their development.

The P2L program has been very successful with over 100 middle managers participating in the program since the pilot in 2017.

P2L was designed in response to key focus areas highlighted through the EOS and consultation across the department. The program provides targeted development through a blended learning approach — modular and interactive. P2L utilises the Public Service Commission's People Matters program as core content. Planning is underway for cohorts six and seven due to commence in September 2018.

TMR continues to support leadership development not just through formal training, but also through coaching, mentoring, and on-the-job learning opportunities such as special projects and relieving in more senior roles.

FOSTERING INNOVATION AND GROWTH

TMR's innovation program aims to enhance the department's culture of innovation and guide staff to do things differently and better to add value, ensuring we stay relevant to our customers in an environment of constant change. The program is focused around capability (work differently and better), connection (engage and collaborate), communication (share challenges, successes, and lessons learned) and commitment (lead, invest and leverage opportunities to innovate with more impact).

DG's innovation challenge

In a first for TMR, the Director-General launched Innovation Month in July 2017 with an open innovation challenge to all staff, the TMR Hack. The objective was to tap into the collective wisdom and creativity of employees, with staff asked to form teams of up to 10, taking a One TMR approach, with members from different branches and divisions, and work on problems and ideas focusing on customer needs and TMR's strategic priorities.

More than 250 staff participated in Hack teams, with 54 submissions received by the closing date. All submissions received feedback, and 15 per cent are being implemented locally and 32 per cent are under further investigation. Four teams were selected to pitch their ideas to the ELT's 'Shark Tank', who approved all four to proceed for further investigation and development. Of these, one has been implemented as a pilot and three were progressed through the iHQ innovation lab.



Director-General, Mr Neil Scales opens the DG Innovation Challenge for 2017.

iHQ innovation lab

Three of the four 2017 TMR Hack champion teams continued their journey in the iHQ innovation lab. Members of each of the teams participated fulltime in an accelerated, design-led innovation process for six weeks, based in TMR's Customer Experience Lab (see glossary page 253). The teams were guided through a process to interrogate their challenges, including research, customer insights, and stakeholder engagement. Through these insights they developed and validated their solutions through to a robust case for implementation, which were presented to the ELT at the end of the process.

The three concepts that were progressed through iHQ were:

- home grown material services: investigating how material services could be more effectively delivered in remote areas
- TMR safe houses: investigating how TMR-owned properties could be repurposed as temporary accommodation for people in need, including victims of domestic and family violence
- Hailo: investigating how to ensure approaching buses stop for vulnerable passengers on the public transport network, including people with vision impairments.



iHQ Hailo team presenting to ELT in the CE Lab.

Hackathons

The department has embraced creative problem solving for business challenges by participating in a range of Hackathons with industry and start-ups. These include the KPMG Hackathon in March 2018, where one of the ideas submitted to TMR Hack 2017 was developed over two days of intensive hacking by a combined TMR and industry team. The concept involves using neural analytics to predict bus delays caused by unexpected incidents (like car accidents and flash flooding) and would provide customers with the information they need to decide on the best option to get to their destination.

The idea won the customer award at the KPMG Hackathon and is now being developed as a proof of concept through TMR's Digital Incubator program, to scale up and deliver a product that can be integrated into TMR's existing systems.

iConnect champions network

TMR launched a refreshed champions' network, iConnect, in 2018 with members from the previous network bolstered by interested staff from the finalist TMR Hack teams. Their purpose is to encourage creative thinking and innovation in their work areas, and build knowledge and skill from the ground up. The members attended a one and a half day, in-house training course in the innovation process, and are continuing to develop their capability and network through training sessions.

Building our digital capability

In line with the department's *Digital Strategic Plan 2016–20*, TMR continues to embed new approaches to digital design and delivery to ensure we are well positioned to meet our customers' shifting expectations, and leverage the pace and scale of technological change.

TMR has delivered a range of initiatives to build TMR staff capability in designing and delivering customer-focused products and services.

This includes investigating, prototyping and validating new digital opportunities through the TMR Digital Incubator. Through this initiative teams work through business problems and nurture ideas using human-centred design processes, creating something tangible that can be tested and further developed. Examples of ideas and problems put through the Digital Incubator throughout 2017–18 include:

- investigating how automatic pot-holing detection technology could be used to eliminate manual processes for identifying pavement defects
- undertaking a pilot to test how a federated identity management and authentication system could help simplify customer access to our online services using their email address and password
- trialling a cloud-based process management software to improve and streamline the creation, usability, version control and storage of departmental processes and procedures maps and associated documentation.

The department delivered a range of activities and events to over 1000 TMR staff to build our people's digital capability. These activities invited design thinking experts to share their experiences in using design thinking as a creative, customer-centric approach to problem identification and innovative solution design.

For more information on TMR's Digital Plan visit: tmr.qld.gov.au/About-us/Corporate-information/Publications/Digital-Strategic-Plan-2016-2020



Teams exploring ideas in the Digital Incubator.

OUR CAPABILITY BLUEPRINT

During 2017-18, TMR developed its Capability Blueprint, a self-assessment that considered the organisational capabilities in the key areas of leadership, strategy and delivery. The Blueprint process is intended to start positive conversations about TMR's capability now and into the future. The Queensland Government's Leadership Board (comprised of Directors-General and Commissioners) has endorsed an approach whereby each department analyses its own capability within the framework to identify areas of organisational strength and opportunities for improvement. The approach was deliberately designed to build ownership by individual departments and their leaders and is supported by the Public Service Commission (PSC). TMR's self-assessment is focused at the department level, on the department's strategic capability - not on individuals.

The Blueprint was conducted over three phases: discovery, validation and reporting. In the first phase the department reviewed 223 documents as well as various projects, programs and processes. The findings were developed during the discovery phase and were tested during the validation phase where 28 interviews with senior executives were held, 2,400 responses received from an all staff survey were analysed, 11 targeted surveys/ interviews with external organisations were conducted and seven staff focus groups attended by more than 120 participants across the state were held. Analysis of the findings including highlighting strengths and opportunities occurred in phase three, distilling these into the Blueprint report.

The staff and stakeholder engagement processes was collaborative, respectful and constructive using an appreciative inquiry approach. The department was assessed against ten capability elements that form the basis of the Queensland Government's Capability Blueprint framework. These elements overlap to form a tried and tested integrated model for assessing modern organisational capability.

Each element was assessed as either:

- Leading—strong capability identified; functions highly effectively with a focus on continuous improvement.
- Maturing—building capability; functions effectively with some opportunities for improvement.
- Developing—some capability identified; functions adequately with several opportunities for improvement.

The assessment shows TMR is leading and maturing across all three of the key aspects of: leadership, strategy and delivery. It demonstrates the maturity of TMR and the shared commitment to our vision.



The Capability Blueprint Framework.

TMR is leading in seven of the 10 key aspects of leadership, strategy and delivery.

For more information on the PSC Capability Blueprint program visit: forgov.qld.gov.au/capability-blueprint.









The Blueprint Capability project team.

TMR's mature structure and stable business model provides a solid foundation for the organisation to strengthen and build our focus, capability and capacity. The list below represents TMR's assessment against the 10 elements.

Leadership

	Set direction		<ul style="list-style-type: none"> • Our vision is clear and our people understand how they contribute to the achievement of TMR's key objectives • The collaboration we display during a crisis and major events can be leveraged and we can share more to describe the why of what we do
	Motivate people		<ul style="list-style-type: none"> • Our people are committed to achieving great outcomes for Queenslanders and we celebrate our achievements • We can share more about what success as One TMR looks like
	Develop people		<ul style="list-style-type: none"> • Our leaders recognise that our people are our greatest asset and we demonstrate commitment to diversity and inclusion • Being agile and innovative will allow TMR to embrace change and work across boundaries

Strategy

	Outcome-focused strategy		<ul style="list-style-type: none"> • We focus on delivering for Queenslanders and our plans prepare us to address emerging disruptors and new entries to the transport sector • Building our agility will help our readiness for future change
	Evidence-based choices		<ul style="list-style-type: none"> • We involve and listen to our customers and engage with them to co-design solutions • We can raise greater awareness of our insights through broader conversations
	Collaborate and build common purpose		<ul style="list-style-type: none"> • We work well with others on major events and in times of crisis, and collaborate with our partners to deliver the best outcomes for Queenslanders • We can maximise the good relationships with our partners to build common purpose

Delivery

	Innovate delivery		<ul style="list-style-type: none"> • We incorporate innovation in the way we work and empower staff to generate ideas • We can continue to build the momentum of our innovation agenda and initiatives with stakeholders
	Plan, resource, and prioritise		<ul style="list-style-type: none"> • We have a strong planning and delivery culture allowing us to make the tough decisions when appropriate • We can improve co-ordination of projects that cross internal boundaries and provide clarity on how projects integrate and interrelate across divisions
	Shared commitment and sound delivery models		<ul style="list-style-type: none"> • We have well-defined delivery models and strong partnerships underpinned by robust arrangements • We can leverage our internal professional expertise across the department
	Manage performance		<ul style="list-style-type: none"> • We deliver against our targets with strong governance and control systems to track performance • We can support our people with appropriate systems to collect, access and share insights from our data to address future transport trends and readiness