Our People

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Highlights

- Eighth annual CUBIES Awards.

- Australia Day Achievement Awards.

- White Ribbon Day Event.

- Queensland Women's Week Event.

- Third year of TMR Wonder Woman program.

- Revised the *TMR Strategic Workforce Plan 2020–2024 for 2021–22*.

- Celebrated NAIDOC week 2021 and National Reconciliation Week 2022.

- Took part in the Push Up Challenge, raising $7874.20 in donations.

- Took part in Darkness to Daylight 2022, raising over $16,911 in donations.

- Partnered with WorkHaven to implement a Fresh Start for Me online coaching program to support victims of domestic and family violence.

- Continued to roll out the Griffith University MATE Bystander prevention program, with over 1500 employees completing face-to-face or online training to raise awareness of domestic and family violence.

- Launched the new Positive Performance Management Program, to support mangers to build a culture that supports communication, development, and wellbeing, through positive performance conversations.

- Delivered the OneTMR and Women in Leadership TMR mentoring programs.

- Welcomed 48 new graduates in 2022 as part of TMR's graduate program. This intake brings TMR's graduate program total to 93 across 20 disciplines.

- Launched the new employer brand video (*TMR: an experience like no other*).

- Commenced development of the Fitness for Duty: Drugs and Alcohol Policy Statement and Procedure.

- Progressing the Service Delivery Model safety functions and services in consultation with members and their divisions.

- Reviewed and endorsed the TSafe Safety Charter.

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Getting the best from our people to deliver for Queensland

Human resources were put in the spotlight for many organisations in 2021–22. The unknowns related to COVID-19, combined with new hybrid work models and uptake of flexible work options, has meant TMR being even more strategic about its work program.

We recognise that our workforce is our most valued resource, as they are key in helping us deliver projects to the community and the Queensland Government's priorities.

The multi-faceted approach to supporting TMR's workforce over the past year has required a lot of forethought, with a particular emphasis on upskilling our human resource network and supporting the new ways we work.

The safety of our people has been paramount, and considerable work has been done to ensure staff continue to be healthy, safe, and well in their workplaces. Supporting our frontline roles both through the pandemic and flooding has meant that we were able to continue providing vital services to the Queensland community.

One of the key indicators of employee sentiment is the annual Working for Queensland survey which, despite the global challenges, showed improvements across the board.

Results indicated that TMR's COVID-19 response paired with an increased focus on employee wellbeing were key drivers in these improved results. Moving forward, the focus will be on continuing to improve workload and work/life balance, wellbeing, learning and development, as well as performance.

Given the many unique global challenges we are currently facing, the focus on employee wellbeing and maintaining a safe, capable, and adaptable workforce has never been more warranted. Because of this, we revised the *TMR Strategic Workforce Plan 2020–2024* which sets out the roadmap to meet our vision for a healthy, purpose-driven, capable and mobile workforce.

An employer brand campaign with the tagline '*TMR: an experience like no other*' was used to seek, attract and retain talent. The campaign was developed to reflect what every employee experiences when working for TMR—be it onsite, remote, or hybrid.

We continued our OneTMR graduate program, which saw our total graduates reach 93 across 20 disciplines. This program offers technical and professional capability development to ensure TMR is continuing to support the growth of future leaders. This program is supported by TMR's *Learning Strategy* that promotes a culture of lifelong learning and encourages our people to take the lead in their professional development and become future-skills ready.

Another focus area was diversity and inclusion programs, such as the annual Queensland Women's Week event held in March 2022 which included the announcement of the third cohort of TMR's Wonder Women. Women in leadership roles in TMR increased to 36 per cent.

TMR also supports employees through the *LGBTIQ+ Plan 2021-2023* and the OneTMR Pride Network, which works closely with Pride in Diversity to provide awareness, education and support to employees.

COVID-19 has increased the rates of domestic and family violence, which is why TMR continues to roll-out the Griffith University MATE Bystander prevention program. As at 30 June 2022, the program has been attended by more than 1500 employees through either face-to-face or online training.

A holistic focus on wellbeing will remain a key priority going forward. Employee wellbeing is embedded in all TMR practices and processes, and we continue to embrace initiatives to ensure every employee is supported and represented.

Initiatives include the Indigenous Employee Assistance Program, domestic and family violence prevention training, 'Be Your Best You' campaign, pride network, suicide prevention training for managers and supervisors, and Women in Leadership mentoring program.

Our people are our greatest asset, and TMR will continue to do all it can to foster a healthy workforce to maintain the highest quality of delivery for our customers.

Establishing an agile and future-ready workforce

Workforce profile

As at 17 June 2022, there were 7405 full-time equivalent (FTE) (see page 79) employees within TMR, representing an increase of 23 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.

Table 4: Workforce statistics for TMR as at 17 June 2022

	2021–22	2020–21	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15	2013–14
Full-time equivalent employees*	7405	7382	7333	7199	7180	7192	7032.49	6890.52	6857
Employee headcount	9474	9460	9446	9186	9181	9112	8899	8737	8721
Permanent	71.7%	72%	70%	70%	70%	70%	71%	73%	73%
Temporary	7.6%	7%	8%	7%	8%	8%	7%	5%	4%
Casual	20.7%	21%	22%	22%	22%	22%	22%	22%	23%
Permanent employee separation rate	7.90%	5.4	5.60%	6.10%	6%	5%	6%	5%	8%
Non-Corporate roles	84%	84%	82%	82%	82%	82%	82%	81%	81%
Average age	48.8	48.5	48.3	48.1	47.6	47.1	46.2	45.8	45.1
Manager to employee ratio	01:06.3	01:06.8	01:07.2	01:07.3	01:07.2	01:07.5	01:07.9	01:08.2	01:10.8
SES/SO eligible to retire**	16%	20%	29%	29%	25%	22%	22%	23%	23%
Located outside SEQ	30%	31%	31%	32%	32%	36%	36%	37%	38%
Average retirement age	63.9	64.5	64.2	63.9	64.3	62.9	63.8	63.1	62.7
Average length of service	10.58	10.58	10.29	10.26	10.08	9.84	n/a	n/a	n/a
Occupational groups	79	79	79	79	79	80	79	80	80
Permanent Retention Rate	92.60%	94.9	94.70%	94.10%	94%				

Data source: TMR SAP Business Warehouse.

Note: Unless noted percentages have been rounded to the nearest whole number. Permanent, Temporary, Casual, Average age, Average retirement age, Average length of Service and permanent retention rate rounded to first decimal place.

*From 1 July 2019 the methodology for calculating the number of public sector full-time equivalent (FTE) workers was amended. The Review into Queensland Public Sector Workforce Stage One – Reporting, undertaken by Professor Peter Coaldrake recommended a shift in methodology from calculating the number of public sector workers by their substantive appointment, to calculating the number of public sector workers by where they are actually paid.

** SES/SO employee's birth date and the preservation age has been interrogated to provide the most accurate information on retirement date.

FTE data for fortnight ending 17 June 2022.

Table 5: Workforce Profile Data as at 17 June 2022 [1]

		Diversity groups						Gender		
		Women	Aboriginal Peoples and Torres Strait Islander Peoples	People with disability	Culturally and Linguistically Diverse - Born overseas	Culturally and Linguistically Diverse - Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)***	Women in Leadership Roles 2	Woman	Man	Non-binary
2021–22	Headcount**	4982	153	416	213	251	131	4982	4491	<5
	% of TMR	53%	1.60%	4.40%	2.20%	2.60%	36%	53%	47%	0.01%
2020–21	Headcount**	5018	146	440		698	116			
	% of TMR	53.04%	1.54%	4.65%		7.38%	34%			
2019–20	Headcount**	4993	131	470		674	106			
	% of TMR	53%	1%	5%		7%	32%			
2018–19	Headcount**	4892	132	480		600	97			
	% of TMR	53%	1%	5%		7%	30%			
2017–18	Headcount**	4885	122	543		596	104			
	% of TMR	53%	1%	6%		6%	32%			

Data Source: TMR SAP Business Warehouse

1 To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by ‹5.

2 Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.

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

*** The data decrease for Culturally and Linguistically Diverse—Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages) can be attributed to the Public Service Commission providing new questions to more accurately capture CALD information when the EEO census was reviewed.*

Table 6: Comparative Workforce data as at 17 June 2022

	Headcount				Full Time Equivalent (FTE)			
	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Gender								
Female	2730	814	1438	4982	2666	558	214	3438
Male	3875	93	523	4491	3814	65	87	3966
Non-Binary	1	0	0	1	1	0	0	1
Grand Total	**6606**	**907**	**1961**	**9474**	**6481**	**623**	**301**	**7405**

	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Age								
‹ 25 Years	197	22	55	274	194	13	12	219
25 - 34 Years	1053	128	101	1282	1023	83	27	1133
35 - 44 Years	1705	338	199	2242	1671	238	32	1942
45 - 54 Years	1914	198	345	2457	1892	142	56	2089
55 - 64 Years	1480	180	508	2168	1450	121	74	1644
› 65 Years	257	41	753	1051	251	26	101	378
Grand Total	**6606**	**907**	**1961**	**9474**	**6481**	**623**	**301**	**7405**

	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Equivalent Salary Level								
AO1	12	3	0	15	12	1	0	13
AO2	684	57	1900	2641	673	35	264	972
AO3	1252	437	39	1728	1225	291	19	1536
AO4	960	75	0	1035	945	53	0	998
AO5	924	94	0	1018	902	65	0	968
AO6	876	103	12	991	859	76	10	944
AO7	913	81	10	1004	896	60	8	963
AO8	625	48	0	673	615	36	0	650
SO	249	7	0	256	245	5	0	251
SES	111	2	0	113	110	1	0	111
Grand Total	**6606**	**907**	**1961**	**9474**	**6481**	**623**	**301**	**7405**

Comparison								
Jun-22	6606	907	1961	9474	6481	623	301	7405
Jun-21	6531	909	2020	9460	6431	630	321	7382
Jun-20	6487	844	2115	9446	6404	583	346	7333

Strategic workforce planning

TMR is people-focused and strives to build, grow, and inspire its workforce to be agile, adaptable, capable, purpose-driven, safe, healthy, and resilient.

This includes, investing in and building capability, mobilising staff to areas of need, and ensuring people are safe at work and supported to lead healthy lives.

TMR's Strategic Workforce Plan 2020–2024 (revised for 2021–22) sets out the roadmap to meet purpose-driven, capable, mobile and healthy workforce priorities. Roadmap priority projects include:

- Learning Strategy
- positive performance engagement
- talent mobility
- future of work
- transforming safety.

Cloud enablement

In 2021–22, TMR continued to invest in cloud platforms, forming a strong hybrid cloud strategy underpinned by the whole-of-government *Cloud Computing Strategy*.

New cloud-based solutions have increased by 30 per cent in 2021–22, with TMR continuing to adopt a cloud first approach for new services and progressing the transition of on-premises data centre workload to the cloud within Australia. This transition has been commenced through the Department's hugely successful Cloud Horizon project. The project is expected to be complete by October 2023.

Adoption of cloud-based services enables enhanced agility, resiliency, security, and cost transparency to deliver digital online solutions for Queenslanders and line of business solutions for TMR business units.

Digital capability

To assist in building an agile and future-ready workforce in TMR, the Digital Capability (DC) Explorer Learning Pathway was developed in 2021–22.

DC Explorer is a guided learning pathway consisting of 10 eLearning courses and monthly learning circles. The learning pathway enables staff to learn about a range of future-focused topics, including:

- agile ways of working
- data and analytics
- digital collaboration
- digital leadership.

As a lifelong learning organisation, TMR is committed to connecting employees to continuous learning opportunities to support employee engagement and overall wellbeing.

Digital and data is one of the priority capabilities identified in the *TMR Learning Strategy*.

Industrial relations

During 2021–22, TMR continued to experience a range of complex case management issues, as supervisors and managers continued to meet their obligations under the *Public Service Act 2008* and the positive performance management directive, to proactively manage employee performance.

TMR's human resources practitioners continued to support senior leaders by providing multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to mitigate such cases from escalating to investigation and potential disciplinary processes.

TMR continued to advance its practices with respect to the management of appeals made to the Queensland Industrial Relations Commission and continued to collaborate internally and with its union partners to manage TMR's industrial instruments.

There was an increase in the number of appeals made to the Queensland Industrial Relations Commission. The increase can be attributed to amendments made to the *Public Service Act 2008* and related directives. TMR has focused on enhanced its internal practices regarding the management of appeals to address this rise.

TMR also continued to foster strong relationships with other Queensland Government departments, the Public Service Commission, and the Office of Industrial Relations to support whole-of-government policies and directives being met.

Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2021–22 financial period.

Digital uplift of our information and processes

Information and Communications Technology resources strategic planning

An Information and Communications Technology (ICT) asset register is used to uphold a consistent and evidenced-based approach for managing ICT assets and planning. In conjunction with the ICT portfolio of work, it provides details on current and planned activities that impact the ICT resources of the organisation, and the effectiveness and efficiency of those resources in supporting the delivery of departmental services.

TMR's ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets that TMR has investment authority over.

The register supports business capability planning and ICT portfolio investment analysis at TMR and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland Government Customer and Digital Group ICT Resources reporting which contributes to improving whole-of-government ICT policies and custodianship.

TMR has robust planning processes supported by an ICT Portfolio Management Framework. The ICT Portfolio of Work is determined by the Information and Systems Committee using a portfolio definition cycle to set the direction of the ICT portfolio over a planning horizon of three years aligned to TMR's strategic plan.

Accelerating TMR's modern digital workplace

TMR continued to evolve as a digital workplace and consolidate capabilities during 2021–22.

A program of work to modernise TMR's virtual desktop experience introduced a replacement for virtual corporate desktop, Windows 365, improving the remote working experience for staff and gaining efficiencies and IT platform cost savings.

In preparation for the migration to Microsoft Teams voice capability, 118 meeting rooms at TMR sites state-wide were upgraded allowing for greater collaboration and remote working experience.

The IT support functions have also been updating processes to improve support to the digital workforce. Continuous support process automation has advanced during 2021–22 as well as an IT Service Centre upgrade to a cloud contact centre solution.

Source to Pay project

SAP Ariba, a new online payment and procurement platform was launched in 2021–22, enabling a more contemporary, streamlined, and customer-focused way of procuring goods and services. Wave one went live in April 2022, with future waves planned in 2023 and beyond.

The technology streamlines procurement and payment approval processes, that are compliant by design, and will provide staff more flexibility and support to perform their day-to-day roles. Processes will be quicker and simpler allowing for rapid purchasing and approval 'on the go' resulting in less red tape, while ensuring accountability and transparency in purchasing.

The implementation will also improve how TMR collaborates with suppliers and enable improvement to payment turn-around times in support of small business.

The SAP Ariba rollout is a significant step in TMR's digital transformation journey, transitioning away from manual procurement processes and focus resources on frontline service delivery.

Transport Information, Policy and Procedures System

In August 2021, TMR delivered and implemented the Transport Information, Policy and Procedures System (TIPPS).

The system is a modern enterprise knowledge management solution that integrates diverse information used by frontline staff and is scalable for future requirements. Key drivers for this initiative included:

- enabling staff to easily access information needed to address customer enquiries efficiently
- improving the Customer Service Centre experience for customers by enabling faster, more accurate advice and assistance.

Through implementing the TIPPS solution, TMR stands to realise the following benefits:

- easy access to information needed to deliver enhanced customer service
- enhanced information visibility and collaboration
- improved workflow and efficiency through digitisation
- information that is accessible anywhere, any time and on any device
- access to analytics to support strategic decision making.

Case Study

Source 2 Pay project

TMR commenced delivery of the Source 2 Pay project in March 2021. The project is transforming the way the department has traditionally procured goods and services, using cloud-based technology to improve the experience for our people, suppliers and customers.

Sitting within the Finance and Procurement Branch, the project team is taking an agile delivery approach in conjunction with the technology provider, SAP. The team is largely made up of TMR staff on loan from their substantive business units, an approach that has greatly assisted with the development of TMR's business requirements while also providing rewarding capability uplift. opportunities.

Team members are also collaborating across other TMR projects to share lessons and develop communities of practice in specific disciplines such as change management and data analysis.

The project was shortlisted for the 2022 SAP Best Run award, along with two other significant interstate projects.

The project will deliver digitation of manual procurement and accounts payable processes and functions currently undertaken by staff, based on an incremental wave plan over the next five years. Processes will be quicker and simpler allowing for rapid purchasing and approval 'on the go' resulting in less red tape.

Source 2 Pay is also working closely with the Queensland Audit Office and TMR's Internal Audit team to ensure the Source 2 Pay solution meets the rigorous security and control requirements expected within a government setting.

Creating a diverse and inclusive workforce

Cultural Capability Action Plan

TMR has continued to make progress in raising the cultural awareness of employees through the celebration of significant First Nations events, such as Reconciliation Week and NAIDOC Week.

In July 2021, COVID-19 restrictions impacted NAIDOC Week for the second time, resulting in the Musgrave Park Family Fun Day to be cancelled. To commemorate NAIDOC week, employees were able to participate in NAIDOC events in Cairns and Bundaberg. First Nations employees also shared elements of their traditional language through video.

TMR's Aboriginal and Torres Strait Islander Traineeship Program currently has 10 dedicated trainees statewide. The program offers a Certificate III in business, regular education sessions and

monthly learning circles for the participants. Supervisors also receive face-to-face and online cultural capability development.

During National Reconciliation Week (27 May 2022–3 June 2022), TMR employees were asked to 'Be Brave. Make Change' for the benefit of all Australians.

To mark the week, Indigenous business owner, Mundanara Bayles from BlackCard took part in a video chat with the TMR Indigenous Employee Network and an event was held on 2 June with singer, songwriter and artist Uncle Robert 'Rocko' Langton.

TMR has also commenced reviewing its *Cultural Capability Action Plan* to provide a strengthened commitment to improving our cultural capability.

Indigenous Employee Network

TMR's Indigenous Employee Network was formed in 2015. The network supports First Nations employees and looks to grow the knowledge and capability of TMR, to deliver a culturally inclusive service to Queensland communities.

The network boasts 63 members from across Queensland who meet quarterly in an online forum, to keep informed of activities taking place and provide feedback on policies impacting First Nations people.

The annual forum in November provides an opportunity for the IEN to meet face-to-face and to connect with each other culturally and socially. The Director-General is also invited to provide an update and listen to any concerns from members.

In 2021, members provided valuable input on the Queensland Government's *Reconciliation Action Plan* Evaluation Review and the Cross River Rail Delivery Authority's *Reconciliation Action Plan* launch.

Gender diversity and equity

TMR continues to ensure that we have a gender diverse workforce and workplaces that are inclusive for all.

The annual Queensland Women's Week event was held in March 2022. Keynote speaker, Dr Kellie Nuttall, Partner, Artificial Intelligence Lead at Deloitte, delivered an inspiring speech in line with the theme of 'Keep Making Noise', about her career in the Transport Industry and her passion for how Artificial Intelligence makes our lives easier.

At the event, the third cohort of TMR's Wonder Women was announced, showcasing our diverse and talented women who inspire others and lead positive change. TMR's Wonder Women program is made up of visible role models who are actively involved in gender equity initiatives and lead change across TMR.

The number of women in leadership roles in TMR increased from 33.7 per cent in Quarter one of 2021 to 36 per cent in Quarter one of 2022. TMR will continue to make progress in the area of participation and leadership for women in the workplace through the Women in Leadership mentoring program.

TMR also supports gender diverse employees through the *LGBTIQ+ Plan 2021-2023*. The OneTMR Pride Network has grown from three members to 40 members since 2021 and works closely with Pride in Diversity to provide awareness, education and support to employees.

Women in Engineering program

The Women in Engineering program aims to attract, support, retain, and celebrate women in engineering by focusing on:

- early awareness – providing an opportunity for primary and secondary school students to engage with science, technology, engineering, and mathematics (STEM) through relevant activities

- continued engagement – supporting female high school and university students to consider or continue studies in engineering and STEM

- professional support and development – retaining, promoting, and celebrating females in the engineering profession.

TMR supported initiatives during 2021–22 included:

- awarded four bursaries of $1000 each to female undergraduate students supported by the National Council of Women of Queensland

- sponsored two school STEM initiatives through the Engineering Link Group, the Engineering Link Project workshops and the Spaghetti Bridge Competition. Almost 375 students participated across the two initiatives.

Women in Maritime

In 2021–22, the Women in Maritime committee continued to seek opportunities to encourage and promote the role of women in maritime.

In November 2021 the Committee sponsored MSQ's first Women in Maritime One Day Equipment Familiarisation Day (ODEF) at the Airlie Beach Marine Operations Base.

Women from across MSQ, RoadTek, the Great Barrier Reef Marine Park Authority and the Queensland Parks and Wildlife Service came together to learn how to operate pollution response equipment such as boom, skimmers, holding tanks and generators. Participants also learnt how to clean down and store equipment after use.

A second ODEF event is being planned due to the success of the committee's first event.

RoadTek Respect Action Plan

During 2021–22, TMR continued its commitment to safe, inclusive, and respectful workplaces through the development of the RoadTek Respect Action Plan.

RoadTek is taking active steps to prevent and respond to disrespectful conduct in the workplace by promoting a culture that supports:

- respectful relationships

- challenges gender stereotypes

- enhances staff's capability to recognise and respond to unacceptable behaviour.

To support this, work commenced on several initiatives during 2021–22 including:

- face-to-face MATE Bystander training for all employees

- investigated how we can improve safety at RoadTek camps and depot accommodation

- established a Women in RoadTek working group

- revised the RoadTek Work Ready Induction materials

- setup specialist support services for employees who experience sexual harassment and/or assault.

RoadTek will continue to encourage workers to be active participants in creating and maintaining safe and respectful workplaces and communities.

Women in construction program

RoadTek welcomed its seventh women in construction program cohort of 20 staff in February 2022. The program provides women from across Queensland with an entryway into the construction industry.

Participants undertook a mix of theoretical and practical training to gain qualification in six units of a Certificate III in civil construction. This unique blend of classroom and operational training ensures the cohort are equipped for a long-term career in the civil construction industry.

The success of the program is evidenced by the increase in female construction workers in RoadTek's workforce from two per cent in 2017 to currently over five per cent.

Prevention of domestic and family violence programs

In 2021–22, TMR continued to champion domestic and family violence (DFV) awareness and prevention.

The Griffith University MATE Bystander prevention program continued to be rolled out with over 1500 employees completing face to face or online training. The program empowers people to take action when they witness problematic behaviours in the workplace, home or community.

TMR raised awareness regarding DFV within TMR by supporting the following events during 2021–22:

- sponsorship of Challenge DV's Darkness to Daylight 2022

- road to respect event

- event on the Brisbane River arranged by TMR which saw 50 jet skis form the shape of a White Ribbon and raised $5000 for White Ribbon Australia.

- TMR also partnered with WorkHaven to implement a Fresh Start for Me online coaching program to assist employees who are impacted by domestic and family violence to build a life beyond DFV.

Women in Project Management program

Following the successful delivery of the Women in Construction program, the inaugural Women in Project Management program was launched in 2022.

The program aims to attract and engage more female project managers to the civil construction industry.

Participants have been engaged from a variety of industry backgrounds and have had the opportunity to build on their current skill sets, receiving on the job training while working with existing project managers.

Working at both site and office locations, duties involve project managing the delivery of assigned civil activities including:

- construction

- maintenance

- rehabilitation

- preconstruction

- electrical

- business projects.

The first program cohort will graduate in 2023.

Attracting talented people

OneTMR graduate program

In February 2022, TMR onboarded 48 new graduates in roles, across the state. The additional intake of graduates increased the program total to 93 graduates across 20 disciplines.

Over 50 per cent of TMR graduates are in technical streams, building an ongoing pipeline of capabilities in these critical roles.

Alongside technical development, professional capability development for these 93 graduates is aligned to TMR's *Strategic Workforce Plan 2021–2024* and the attributes of future TMR employees. This will ensure TMR has a pipeline of employees who hold capabilities to become TMR's future leaders.

TMR is an inclusive organisation that supports staff to bring different perspectives, beliefs, ideas and cultures to the workplace. Of the 48 new graduate roles:

- 30 per cent identified as people from a non-English speaking background

- 4 per cent identified as disabled

- 24 per cent identified as female.

The OneTMR Graduate Program, as part of the Queensland Government sector programs was among the *Financial Review's* top 100 graduate programs for 2022.

> **For more information**
>
> https://www.tmr.qld.gov.au/About-us/Employment-and-careers/Entry-Pathways-Program/Graduate-program

Learning Strategy

TMR's *Learning Strategy 2021–2024* supports a purpose-driven, capable, and mobile workforce. It promotes a culture of lifelong learning and encourages TMR's people to take the lead in their professional development and become future-skills ready

Under the strategy, the TMR Development Library was launched as our dedicated learning platform, housing 17 resources. The six priority capability areas are co-designed with the relevant lead specialists and include:

- digital and data

- portfolio, program, and project management

- safety and wellbeing

- leadership and management

- general business skills

- occupational technical competencies.

The TMR Learning Network, comprised of representatives across HR and operational business areas, continue to champion initiatives across TMR.

The 2021 Working for Queensland survey results reflect the strategy's success, with improvements in all learning and development areas compared to 2020, and up by 16 points on the public sector average for commitment to developing employees.

Since its launch in February 2021, TMR's LinkedIn Learning membership has been well received and as of 30 June 2022, 41 per cent employees have activated their accounts.

Leadership development

Developing TMR's leadership and management capability is a key priority of the *Learning Strategy 2021–2024*.

Building this important competency in TMR's leaders is critical to prepare them for managing complex situations, recruiting the right people and supporting the performance of their employees.

TMR continued to invest in leadership and management capability by offering different development pathways during 2021–22 including:

- manager information sessions on fundamental activities such as positive performance, learning, flexible working and early intervention

- 12 places in the Performance conversation workshop delivered by Australian Institute of Management (plus in-house program for 22 staff)

- 62 participants in Good Decision training conducted by the Queensland Ombudsman's Office.

- Four scholarships for Public Sector Management Program, delivered by QUT

- Inhouse blended learning program for middle management, Passport2Leadership, for 60 managers

- Five participants for the Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration

- 60 participants in Public Service Commission's leadership assessment tool LEAD4QLD, bringing our total participation to 517

- 32 participants on the People Matters: Performance Conversations training.

- 201 participants in ANZSOG Masterclasses

- 13 participants in ANZSOG Learning groups

- Launched the new Positive Performance Management Program currently 41 participants.

Formal training as well as coaching, mentoring, job shadowing, networking, individual research and on-the-job learning opportunities, and relieving in senior roles was also offered to eligible employees.

TMR's leadership and management capability was reviewed in May 2022, in consultation with Senior Leadership and OneHR leadership teams. The review outcomes are informing a roadmap that will support current and emerging leaders with a range of scalable and blended learning opportunities.

Mentoring in TMR

Women in Leadership Mentoring program

The Women in Leadership Mentoring Program is now in its eighth year and is a key initiative within TMR's *Gender Equity Plan*.

The mentoring programs continue to support TMR's commitment to increasing women in senior leadership positions (SES/SO). The program provides participants with support to achieve their goals

and offers an exciting opportunity to further develop leadership skills and create broader networks.

In 2022, the program matched 31 pairs with participation from across TMR's divisions. The program runs from June to December and launches with virtual workshops in early-June with a mid-program reflection planned for September, followed by an end-of-program webinar in December 2022.

OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its ninth year and assists employees with accessing guidance and support from experienced peers. The program drives the creation of new networks and collaborative partnerships, breaking down workplace barriers to make OneTMR a reality.

The 2022 mentoring program runs from June to December, with virtual workshops in early-June with a mid-program reflection planned for September, followed by an end of program webinar in early-December 2022. There are 34 matched pairs for the 2022 mentoring program.

Employer brand released

In November 2021, TMR launched a new employer brand, a 90 second video showcase, *TMR: an experience like no other*. The new employer brand was developed as part of TMR's talent mobility project.

Global environments have transformed significantly, and expectations of employees continue to change TMR has also evolved since 2017 when the former Brand 'Drive the Journey' was released. As a result of these factors, a new employee value proposition was needed to demonstrate to potential employees what it is like to work at TMR.

The themes for TMR's new employer brand are:

- Be the difference - with responsibility for projects that make a difference to people and communities of Queensland

- Be challenged - with development opportunities to fast-track your career and build transferable skills for the future

- Be rewarded - with competitive pay, conditions and benefits

- Be balanced - with access to contemporary work practices and flexible work arrangements

- Be you - with an organisation committed to diversity and inclusion.

For more information
https://www.tmr.qld.gov.au/About-us/Employment-and-careers/TMR-an-experience-like-no-other

Case Study

TMR Graduate Development Program realignment

In October 2021, a team came together to realign the TMR Graduate Development Program, acting on feedback from stakeholders to streamline the process and responding to changes in conditions in the radically different post-COVID-19 employment market.

In a TMR first, 71 graduate roles were advertised to ensure TMR can achieve its vision to create a single integrated transport system accessible to everyone.

To respond to challenges such as talent shortages, increased competition in the graduate marketplace and difficulty in attracting regional candidates, TMR was able to:

- offer permanent roles to new graduates to ensure quality talent stays within TMR

- accelerate recruitment processes to enter the graduate market six months earlier than previously to reach graduates at the peak recruitment period

- streamline recruitment and selection processes based on best practice and stakeholder feedback

- boost recruitment campaigns using graduate ambassadors and best practice marketing.

These program improvements have ensured that TMR is best placed in the graduate market and can attract and recruit high performing individuals.

Building a Strong Culture

Working for Queensland survey

The Working for Queensland (WfQ) survey provides an opportunity for TMR to help shape the future of the Queensland Public Service, while improving employees' work experience.

Survey results inform focus on enhancing employee engagement and building a positive workplace culture, strategy development and resource investment.

Despite ongoing challenges during 2021, the WfQ survey results showed improvements across key areas including:

- learning and development
- performance and development
- organisational leadership.

Ongoing communications by ELT regarding the COVID-19 response and an increased focus on employee wellbeing have been identified by employees as key drivers in these improved results.

During 2021–2022, TMR has continued with the four focus areas including:

- workload and work/life balance
- wellbeing
- learning and development
- performance and development.

Survey results continued to assist TMR in identifying local opportunities to improve employee engagement.

Values and culture network

TMR's Values and Culture Network, with over 30 permanent volunteer members, actively promotes the Queensland public sector values and fosters a OneTMR culture. The network meets quarterly to discuss areas of focus which, during 2021–22 included:

- continuing to build relationships in regional and remote areas

- championing values and culture across key department initiatives, such as People 4 People Week, R U OK Day, Fly the Flag Day for Mates in Construction and the 10,000 Step Challenge

- hosting a WfQ focus group. The event received positive feedback including 100 per cent of respondents reporting initiatives having an impact, particularly positive performance management information sessions and the launch of the *Learning Strategy 2021–2024*. Nearly 100 per cent of respondents indicated the WfQ highlights reflected their local experience.

CUBIE Awards 2021

In November 2021, the annual CUBIE Awards were held for the eighth year. The awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers and managers based on their commitment to these values.

Winners are awarded in eight categories including:

- customers first
- unleash potential
- be courageous
- ideas into action
- empower people
- OneTMR Individual
- OneTMR Team
- Director-General's all-rounder.

A total of 1415 submissions were received, with nominations shortlisted by TMR's 17 branches before progressing to the Values and Culture Network panel and then to the final judging panel convened by the Director-General. The 2021 CUBIE awards ceremony was held in Brisbane and livestreamed to employees across Queensland.

People for People (P4P) Week is an annual event in TMR, where teams come together to recognise local CUBIE winners. 2021–22 celebrated 20 years since the first 'People for People' celebration occurred at the former Department of Transport.

Table 7: Winners for the 2021 CUBIE awards

Category	Winner	Highly Commended
Customer First	Robyn Cahill, Translink, Passenger Transport Integration	Annabel Kolkka, Infrastructure Management and Delivery, Program Delivery and Operations
Unleash Potential	Jennifer Mashiter, Customer Services, Safety and Regulation, Land Transport Safety and Regulation	Matthew Layne, Customer Services, Safety and Regulation, Customer Services Branch
Be courageous	Tess Raby, Corporate, Human Resources Branch Davina Jones, Translink, Office of the Deputy Director-General	
Ideas into Action	Emma Davie, Customer Services, Safety and Regulation, Customer Services Branch	Nerissa Bartlett, Policy, Planning and Investment, Transport Strategy and Planning
Empower people	Craig Reimers, Translink, Passenger Transport Integration	Michael Dove, Corporate, Finance and Procurement Siobhan McCarville, Policy, Planning and Investment, Transport Strategy and Planning
OneTMR Individual	Jo Dolan, Infrastructure Management and Delivery, RoadTek	Mathew Yong, Policy, Planning and Investment, Transport Policy Branch Anne Moffat, Office of the Director-General
OneTMR Team	Border Closures Team	Responsible Boat Ownership Team Strategic Futures Community of Practice
Director-General's All-Rounder	Brydie Bodnar Corporate, Internal Audit	

Daily Cargo News awards

Captain Jennifer Tumbers was awarded the Maritime Services Award at the Daily Cargo News (DCN) 2021 Australian Shipping and Maritime Industry Awards, held in Sydney in February 2022.

Captain Tumbers won the award for exceptional achievements to the Australian maritime industry which included:

- amalgamated five MSQ regions taking responsibility for all navigation aids for recreational and trade shipping

- ensured all Queensland waterways are kept safe and clean

- established a permanent on-water compliance Maritime Enforcement Team in MSQ

- maintained an overview of all State Boat Harbours to ensure mariners have mooring and marina facilities that provide requisite safe havens.

Community recovery awards

Each year TMR employees volunteer to become part of a group of public service volunteers working away from their regular roles to assist with disaster recovery, called the Ready Reserves.

Through their participation in community recovery, they make a real difference to supporting vulnerable people and communities of Queensland when its needed most.

The Ready Reserve Reward and Recognition Awards ceremony was presented in Brisbane in December 2021.

The awards ceremony provided an opportunity to recognise and thank the Ready Reserves for their efforts, promote cross-government collaboration and to highlight Ready Reserve members who have made an exceptional difference in one or more of the following recovery efforts:

- Southern and Eastern Queensland bushfires in late-2019

- Camp Hill tragedy in February 2020

- Grosvenor Coal Mine explosion in May 2020

- South East Queensland Hailstorms in October 2020

- COVID-19 response, including educating and participating in the roll out of the COVID-19 vaccine

- Central, Southern and Western Queensland rainfall and flooding events

- South East Queensland Rainfall and Flooding event.

A total of eight TMR employees were nominated this year.

Quiet Achievers Award

Winner: David Wone, Bentley Park Customer Services Centre, Customer Services Branch

Finalist: Owen Sadler, Portfolio Management Office, Policy, Planning and Investment

Nominated: Veronica Krahe, Darling Downs Program Support, Program Delivery and Operations

Exceptional Services Award

Finalist: Chris Oldham, Corridor Management and Protection, Transport Strategy and Planning

Nominated: Brett Collard, Service Operations, Information Technology Branch

Team Excellence Award

Winner: Stephen Brooks, Service Operations, Information Technology Branch (Stephen was part of a multi-agency team for the Woodgate Hub)

Nominated: Catherine Novak, Technical Services, Engineering and Technology Branch and Kim Price, Property Acquisitions and Disposals, Portfolio Investment and Programming Branch.

10 years' service

Adam Robertson, Corridor Management and Protection, Transport Strategy and Planning, and Tamarrah Hellings, Smart Ticketing Project, Passenger Transport Strategy and Technology Branch were also recognised for their 10 years of service to the Ready Reserves.

Health and Wellbeing

Wellbeing programs

TMR has developed a holistic approach to wellbeing that aligns to the Queensland Government Be Healthy, Be Safe, Be Well Frameworks' five pillars of wellbeing including physical, psychological, social, financial, and work.

'Managing mental ill-health in the workplace' training for managers and 'Mental Health Awareness' training for employees and 'Resilience at Work' for teams continued during 2021–22. As at 30 June 2022, 2097 employees have completed this training, since 2020. This training aims to develop mental health capabilities and increase the confidence of managers and employees to discuss mental health issues.

The 'Be Your Best You' challenge, launched in 2021, encouraged employees to address an area of their wellbeing in alignment with six building blocks—get healthy, show kindness, connect more, keep learning, take notice, and embrace nature.

One of the highlights of the challenge was a Question and Answer talk between Health and Wellbeing Champion Amanda Yeates and Kurek Ashley (renowned success coach) about managing mental health and building resilience.

TMR continued its focus on wellbeing at work, offering employees in high-stress environments with support including:

- proactive wellness check-ins
- embedded flexible work practices
- conducted welfare checks
- delivered self-care webinars to employees on:
    - building mental fitness and self-care
    - managing vicarious trauma and compassion fatigue
    - having an 'r u ok?' conversation
    - burnout, fatigue and self-care.
- delivered webinars to managers to support their teams during COVID-19 and other significant events, such as the South East Queensland floods in February 2022:
    - supporting teams through a crisis
    - leading teams to effectively transition back to the workplace
    - building skills to have effective change conversations
    - developing resilient leadership.

TMR will continue to build a culture where employee wellbeing is embedded in all TMR practices and processes.

Injury management

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

TMR recognises that 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, TMR is 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 8: Comparison of workers' compensation claims lodged over a five-year period

	2021–22*	2020–21	2019–20	2018–19	2017–18
Claims	210	241	280	301	317

Data source: WorkCover Queensland – Online services for employers.

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

*Based on data from July 2021 to June 2022 extrapolated for 2021–22 FY

Table 9: Comparison of final return to work percentages

	2021–22	2020–21	2019–20	2018–19	2017–18
Final FTW	94.00%	95.25%	99.00%	96.00%	99.00%

Data source: WorkCover Queensland – Online services for employers.

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

Safety of our staff

Safety performance

Reporting on Workplace Health and Safety demonstrates how safety is managed and where improvements are needed. Whole-of-department and division safety performance reports are developed quarterly based on safety activities undertaken across TMR and reported workplace incidents and injuries.

In 2021–22, TMR recorded a total of 2274 incidents, which is a decrease from the 2409 incidents reported for the previous financial year. The majority of these incidents related to reported customer aggression (277, an increase from 204 the previous financial year). Through consultation it was established client aggression incidents were being previously under reported. In response TMR has established a digital solution for front-line workers to increase accessibility to report incidents, leading to an increase in reporting maturity which is reflective in our increase in reporting figures.

For 2021–22, TMR recorded 65 lost time injuries, which is more than the 52 recorded during the last financial year. There was also an increase in the number of working days lost (1381) compared to last financial year (1090). This indicates it took workers longer to recover and to return to the workplace safely.

The comprehensive Transforming Safety Program continued to be implemented during 2021–22 to raise maturity across safety and transition to risk-based proactive workplace safety management.

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