Our People

Highlights

- Held the annual CUBIE Awards.

- Held the Australia Day Achievement Awards.

- Held a White Ribbon Day Event.

- Held Queensland Women's Week event.

- Launched our second year of the TMR Wonder Women program.

- Released our Flexible Work statement.

- Launched the *Be Your Best You* Challenge.

- Took part in the Darkness to Daylight Challenge.

- Launched LinkedIn Learning.

- Released the Learning Strategy.

- Launched an online SES induction tool.

- Delivered the TMR mentoring program (Women in Leadership and OneTMR).

- Welcomed 46 new graduates in 2021 as a part of the department's graduate program. This intake brings the department's graduate program total to 69 across 18 disciplines. The department has also seen positive representation in the number of graduates identifying as Aboriginal and Torres Strait Islander (two per cent) of and living with disability (6.5 per cent).

- Developed and delivered COVID-19 workforce reports to assist management in managing the workforce during COVID-19.

- Delivered workshops to uplift the capability of workforce reporting across the department.

- The department's executive leaders endorsed a forward plan that includes improvements in safety governance, systems and process and capability to ensure safety is a core value in the way we do business. Refreshed safety governance arrangements include the formation of an executive Safety Board and divisional safety leadership teams to provide governance and direction for managing safety within TMR.

- The department conducted a research project with Griffith University to better understand how employees use our safety management system and to form the basis for a refreshed safety system that is user centric and fit-for-purpose.

Chief People and Culture Officer's Report

Alarna Lane-Mullins
Chief People and Culture Officer

It has been a year of clarity and renewal. COVID-19 highlighted the importance of our people and revealed what we are capable of, as individuals and as an organisation. I am incredibly proud of how we have seamlessly adapted to new ways of working and delivering our many services for the people of Queensland.

My key objective in 2021 has been in supporting our organisation's overall strategic direction in a COVID-normal world. We have focussed on recruitment, talent and performance management, succession planning, learning and development, and—most importantly—employee health, safety and wellbeing.

In response to COVID-19, the Public Service Commission (PSC) formed the Employee Mobilisation Service (EMS), to effectively mobilise sector employees into essential and critical services across all agencies, when needed. TMR was proud to support this process and mobilised over 170 staff to various agencies, including over 130 Transport Inspectors to support border patrol activities. We continue to support the EMS, releasing our group of trained Contact Tracing Officers when called upon.

The implementation of the Queensland Savings and Debt Plan meant we needed to reduce recruitment for non-essential roles and prioritise our resources to meet frontline demand. This required streamlining of processes and agile mindsets. We continue to deliver on business continuity while meeting this objective.

COVID-19 has brought with it major changes including in the ways we work. Our workforce is now working more flexibly, with 42.6 per cent of TMR employees currently using formalised flexible work options to better balance their work and home commitments. Our leadership is proud to support flexible work options where possible with a performance and development plan in place and believe this is a key feature of a future-ready workforce.

We continue to listen to our employees through our annual Working for Queensland survey. Despite a challenging year, our recent survey results show we continue to score positively in the areas of employee engagement, organisational leadership and perceptions of wellbeing. These results are promising and improving year-on-year.

We commenced a safety transformation program, which involved working with the department's executive leaders to develop a forward plan to improve safety governance, systems and process, and safety capability to ensure safety is a core value in the way we do business. We also partnered with Griffith University to better understand how employees use our safety management system, forming the basis for a refreshed safety system that is user-centric and best fit-for-purpose.

The department knows our people perform best when they feel safe and valued to bring their whole selves to work. We have continued the delivery of our diversity and inclusion program, embracing initiatives that support the wellbeing of all our people, to ensure no one is left behind. 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, Women in Leadership mentoring program, to name just a few. Our holistic focus on wellbeing will remain a key priority going forward.

If the past year has taught us anything, it is to expect the unexpected and to grow from change. To do this successfully, we continue to invest in our greatest asset—our people.

Establishing an agile and future ready workforce

Workforce profile

At 30 June 2021, there were 7382 full-time equivalent (FTE) **(see page 184)** employees within the department, representing an increase of 40 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 as at 18 June 2021

	2020–21	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15	2013–14
Full-time equivalent employees*	7382	7333	7199	7180	7192	7032	6891	6857
Employee headcount	9460	9446	9186	9181	9112	8899	8737	8721
Permanent	72%	70%	70%	70%	70%	71%	73%	73%
Temporary	7%	8%	7%	8%	8%	7%	5%	4%
Casual	21%	22%	22%	22%	22%	22%	22%	23%
Permanent employee separation rate	5.4	5.6%	6.1%	6%	5%	5.5%	5%	8%
Non-Corporate roles	84%	82%	82%	82%	82%	82%	81%	81%
Average age	48.5	48.3	48.1	47.6	47.1	46.2	45.8	45.1
Manager to employee ratio	1:6.8	1:7.2	1:7.3	1:7.2	01:07.5	1:7.9	1:8.2	1:10.8
SES/SO eligible to retire**	20%	29%	29%	25%	22%	22%	23%	23%
SES/SO women	34%	32%	30%	32%	30%	27%	27%	25%
Located outside SEQ	31%	31%	32%	32%	36%	36%	37%	38%
Average retirement age	64.5	64.2	63.9	64.3	62.9	63.8	63.1	62.7
Average length of service	10.58	10.29	10.26	10.08	9.84	n/a	n/a	n/a
Occupational groups	79	79	79	79	80	79	80	80
Permanent Retention Rate	94.9	94.7%	94.1%	94.4%				

Note: Percentages have been rounded to the nearest whole number. Data source: TMR SAP business warehouse.

*	*From 1 July 2019, the methodology for calculating the number of public sector full-time equivalent (FTE) workers has been amended. The Review into Queensland Public Sector Workforce Stage 1 – 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.*
	MOHRI FTE data for fortnight ending 18 June 2021

Table 5: Comparative Workforce data as at 18 June 2021

Headcount					Full Time Equivalent (FTE)			
	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Gender								
Female	2686	814	1518	5018	2626	563	234	3423
Male	3845	95	502	4442	3805	67	87	3958
Grand Total	6531	909	2020	9460	6431	630	321	7382

	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Age								
‹ 25 Years	193	16	62	271	190	10	17	217
25 - 34 Years	1040	125	120	1285	1011	82	35	1128
35 - 44 Years	1688	352	225	2265	1664	246	37	1947
45 - 54 Years	1920	204	398	2522	1903	149	63	2115
55 - 64 Years	1460	171	515	2146	1439	116	73	1628
› 65 Years	230	41	700	971	224	26	96	346
Grand Total	6531	909	2020	9460	6431	630	321	7382

	FULL TIME	PART TIME	CASUAL	Total	FULL TIME	PART TIME	CASUAL	Total
Equivalent Salary Level								
AO1	10	3	1	14	10	1	0	10
AO2	665	53	1968	2686	656	32	291	979
AO3	1312	443	33	1788	1287	302	18	1607
AO4	926	78	0	1004	914	55	0	969
AO5	936	87	0	1023	916	63	0	979
AO6	886	106	10	1002	875	76	7	958
AO7	872	89	8	969	859	65	5	928
AO8	588	43	0	631	581	32	0	612
SO	225	5	0	230	223	4	0	227
SES	111	2	0	113	110	1	0	111
Grand Total	6531	909	2020	9460	6431	630	321	7382

Comparison								
Jun-21	6531	909	2020	9460	6431	630	321	7382
Jun-20	6487	844	2115	9446	6404	583	346	7333

Strategic workforce planning

The department is people-focused and strives to build, grow and inspire our workforce to be agile, capable, purpose-driven, safe, healthy and resilient. The department understands the importance of creating a safe, supportive and inclusive work environment and having a positive culture where people feel supported and empowered.

Strategic Workforce Plan

The OneTMR Strategic Workforce Plan: Future workforce 2020–2024 was reviewed to consider changes to the workplace as a result of COVID-19. The review considered:

- Queensland Government's Advancing Queensland Priorities

- Queensland Government's 10-year human capital outlook

- the department's Strategic Workforce Plan 2019–2023 (revised for 2020–2021)

- the department's Working for Queensland survey results

- research on organisational responses to COVID-19

- the department's operating context.

The department's Human Resources branch established five priority projects to support the development of the future workplace and employees. These included: Positive Performance Engagement, TMR Learning Strategy, Talent Mobility, Future of Work, and Transforming Safety.

Cloud Enablement

In 2020–21, the department continued to invest in public cloud platforms from Microsoft, Amazon and Oracle. Adoption of cloud-based services enables enhanced agility, resiliency, security and cost transparency to deliver digital online solutions for Queenslanders.

This year, the department partnered with public cloud vendors to uplift its cloud capability to support delivery of new and innovative cloud-based digital solutions and enable at-scale migration of traditional data centre-based services to the cloud. New cloud-based solutions have increased by 65 per cent in 2020–21, with works in the pipeline to migrate existing data centre services to public cloud providers.

The department will continue to adopt a cloud first approach for new services and seek to significantly increase the rate of data centre migration to the cloud.

Digital capability uplift

In 2020–21, the department released the Digital Strategic Plan 2021–25 outlining the vision for a digitally-enabled, integrated and inclusive transport network connecting all Queenslanders.

Aligned with the department's Strategic Plan, the strategy identifies five priority areas to assist in delivering customer-centric, secure and reliable, data-driven, seamless and future-focused transport solutions and digital customer experiences.

Having a digitally capable workforce is important for all areas of the department, where an approach to develop an easy to use, research-based tool for staff to build digital capabilities has been implemented.

Developed in partnership with industry, the 'DigiCAT' app provides staff an ability to self-assess against the department's Digital Capability Framework's core capabilities and competencies. Based on the results, the app provides tailored learning and development recommendations to ensure staff are equipped to contribute to the department's digital vision.

Industrial and employee relations

During 2020–21, the department continued to experience an increase in complex case management issues. 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 meeting their obligations under the revised *Public Service Act 2008* and specifically the new Positive performance management directive, to proactively manage employee performance.

The Human Resources (HR) Case Management team proactively engages with the HR Network to provide multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to mitigate cases from escalating to investigation and potential disciplinary process. This approach has resulted in a decrease in external investigations, and an uptake of alternative dispute resolution strategies being implemented.

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 in September 2020. The amendments now provide the ability for employees to appeal a decision on requests for appointment to the higher classification following a period of higher duties and conversions of temporary and casual employees to permanent. The majority of these matters have been resolved with no detrimental outcomes.

The Industrial Relations team continues to work closely with senior management, key departmental employees, central agencies and its union partners to implement the department's Certified Agreements applicable to the majority of employees within the department.

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.

Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2020–21 financial period.

Digital uplift in our information processes

ICT resources strategic planning

An 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.

The ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets that the department has investment authority over. The register supports business capability planning and ICT portfolio investment analysis at the department 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.

The department 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 the department's strategic plan.

Accelerating TMR's modern digital workplace

The department has continued evolving to a digital workplace, with a range of flexible ICT services available to all employees to improve productivity and enhance personal work environments.

In December 2020, the department successfully migrated more than 10,000 devices to Windows 10 and has continued to invest in digital workplace capabilities. In March 2021, the migration of email services to the cloud was completed with more than 168.7 terabytes of data migrated, comprising of 14,136 mailboxes – 9,769 staff mailboxes, 3,675 shared mailboxes, 372 equipment room mailboxes and 320 room mailboxes.

Other key improvements included:

- increased the Virtual Private Network capability by 733 per cent

- increased internet services by 300 per cent

- introduced new remote access services, such as Remote Desktop Protocol to support flexible work arrangements

- expanded collaboration services such as Skype for Business and Microsoft Teams to support the digital workplace that saw a peak of 55,000 Microsoft Skype and Teams calls and 2458 meetings per day during COVID-19 lockdown.

Creating a diverse and inclusive workforce

Cultural Capability Action Plan and Indigenous Training

To continue work in raising the cultural capability of staff, cultural walking tours continued on both Stradbroke Island and in the Brisbane CBD.

The department onboarded 25 new graduates in 2020, and as part of their induction, they participated in a cultural awareness program on North Stradbroke Island. The Minjerribah/Moorgumpin Elders-In-Council provided an on-site experience for the graduates. The Elders shared personal accounts of their experiences with the graduates to build understanding of the complexity of the events experienced by Aboriginal people.

The graduates work in areas such as policy development, cultural heritage and planning. The experience provided them with a knowledge base to ensure their contribution to the work of the department is informed and reflects the diversity of our communities and customers' needs. The experience was well received by the graduates and assisted in building a productive, culturally capable and diverse workforce. A new administration traineeship program also welcomed 10 new Aboriginal and Torres Strait Islander trainees in early 2021.

Indigenous Employee Network

In early-2021, the department's Indigenous Employee Network (IEN) increased collaboration by moving from annual to quarterly forums. COVID-19 necessitated a move to Skype which saw an increase in participation by members. After the introduction of 10 new Indigenous trainees to the network, numbers have been boosted to 60 members.

The forums provide development for members of the IEN and an opportunity to come together and learn about their collective history and co-design what cultural safety 'looks like' for the department.

Attendees identified several priorities that can be addressed to break down barriers for Aboriginal and Torres Strait Islander staff. This included:

- creation of a formal committee to progress Aboriginal and Torres Strait Islander issues

- IEN members sharing and supporting the cultural development of individuals

- mental health training, specifically designed to support Aboriginal and Torres Strait Islander staff

- IEN members to work together to actively promote and support the growth of the network and cultural capability within their respective workgroups

- regional forums.

NAIDOC Week

In 2020, COVID-19 restrictions postponed NAIDOC Week from July to November and meant the Musgrave Park Family Fun Day did not take place. To commemorate the annual event, a flag raising ceremony was hosted by a cross-agency group consisting of the Department of Child Safety, Youth and Women; Department of Transport and Main Roads; Department of Communities, Disability Services and Seniors; Department of Health; Department of Housing and Public Works; and Department of Youth Justice.

NAIDOC week is one of the most significant events on the Indigenous calendar and participation by the department provides an opportunity to demonstrate commitment to Aboriginal and Torres Strait Islander communities.

National Reconciliation Week

In 2021, the theme of Reconciliation Week was *More than a word. Reconciliation takes action.* The department encouraged employees to take action by completing the Starting the Journey public sector-wide online course which builds the cultural capability of employees and provides better service delivery outcomes for Aboriginal and Torres Strait Islander Queenslanders.

The department's work with First Nations peoples and communities is an integral part of the vision to 'create a single integrated transport network accessible to everyone'. The department has a long, rich history of working with First Nations peoples and communities to deliver critical road infrastructure, providing employment, education, and training opportunities for individuals and communities.

To celebrate Reconciliation Week, the Director-General launched the First Nations Partnerships Gallery to tell the story of how the department has embraced the knowledge and wisdom of First Nations peoples. Employees also came together to raise money for the Gumbi Gunyah Women's and Children's Centre in Woorabinda. The Director-General is the Government Champion for Woorabinda and the centre provides a safe place for women and children escaping domestic and family violence and those who may be at risk of homelessness.

Members of the IEN and Human Resources team coordinated a music trivia event with monies raised going towards the purchase and installation of an outdoor kitchen at the centre. The new space is designed to encourage residents to cook healthy meals while the children play outdoors.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/firstnationspartnerships

Table 6: Equal employment opportunities (EEO) as at 18 June 2021

		EEO Group			
		Aboriginal and/or Torres Strait Islander	People from a Non-English speak background	People with a disability	Women
	Target	3% by 2020			
2020–21	Headcount	146	698	440	5018
	% of TMR	0.015	0.074	0.047	0.530
2019–20	Headcount	131	674	470	4993
	% of TMR	0.014	0.071	0.050	0.529
2018–19	Headcount	132	600	480	4892
	% of TMR	0.014	0.065	0.052	0.533
2017–18	Headcount	122	596	543	4885
	% of TMR	0.013	0.065	0.059	0.532
2016–17	Headcount	97	524	663	4844
	% of TMR	0.011	0.058	0.073	0.53
2015–16	Headcount	106	525	718	4703
	% of TMR	0.012	0.059	0.081	0.528
2014–15	Headcount	107	535	771	4639
	% of TMR	0.012	0.061	0.088	0.531

Data source: TMR SAP Business Warehouse

*   *no formal target but we aim for 50/50 - noting this is different to Women in Leadership target.*

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

Women in Leadership Mentoring Program

The Women in Leadership Mentoring Program is now in its seventh year and is a key initiative within the department's Gender Equity Plan 2019–21.

The mentoring continues to support the department'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 2021, the program matched 34 pairs with participation from across the department's divisions. The program runs from June to December and launched with virtual workshops in late May with a mid-program webinar planned for September, followed by an end-of-program event in December.

Gender equity

In 2020–21, a number of initiatives were launched that support the department's goal of valuing gender diversity under the Gender Equity Plan 2019–2021.

The Queensland Women's Week (QWW) event was held in March. Keynote speaker, Dr Michael Flood, a world-renowned speaker and author on gender issues and the role of men in feminism, delivered a thought-provoking message highlighting the benefits of gender equity for men. At the event, the second cohort of the department's Wonder Women was announced, recognising inspiring women in the workplace that make a positive difference at work or in their communities. The department's Wonder Women program is made up of visible role models who are actively involved in gender equity initiatives and lead change across the department.

A Flexible Work Statement was endorsed by the Director-General in November 2020 supporting an adaptive, diverse and future-focussed workplace. Along with changes to the Paid Parental Leave Policy, flexible work arrangements support both women and men to balance their employment obligations alongside their family commitments. These policies support the department's priority of economic and financial security for all women.

Women's health, safety and wellbeing has been strengthened with the launch of Griffith University's MATE Bystander Program in early 2021. The training is education and intervention based, addressing gender inequality and was made available to all employees online, and in-person across the state.

The number of women in leadership roles in the department increased from 32.5 per cent in Quarter 1 of 2020 to 35 per cent in Quarter 2 of 2021, with a target of 38 percent by 2022. The department will continue to make progress in the area of participation and leadership for women in the workplace through the Women in Leadership mentoring program and through delivery of our Gender Equity Plan 2019–21.

Women in Engineering

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.

In 2020–21, the department supported initiatives including:

- awarded two bursaries to female undergraduate students supported by National Council of Women of Queensland

- sponsored two school STEM initiatives through the Engineering Link Group, The Engineering Link Project workshops and Spaghetti Bridge Competition with more than 300 students participating across the two initiatives.

Prevention of domestic and family violence

In 2020–21, the department continued to raise awareness of domestic and family violence (DFV) for employees and the public through internal and external communication channels. This included hosting the Domestic and Family Violence Awareness Event, and sponsorship of the Darkness to Daylight challenge which raised funds for DFV prevention. The department also participated in the Road to Respect event with keynote speeches from Simone O'Brien, employee, domestic violence survivor and ambassador for Beyond DV; Brad Chilcott, White Ribbon Australia; and the department's Director-General.

The department partnered with Griffith University to make the MATE bystander prevention program available to all staff across the state in an accessible online format and in-person. The program empowers people to take action when they witness problematic behaviours in the workplace, home or community.

Attracting talented people

OneTMR Graduate Program

The department onboarded 46 new graduates in 2021, marking the largest cohort since the program's inception in 2016. The addition brought the graduate program total to 69 across 18 disciplines.

The initial applicant pool for the 2021 intake was 619. Accordingly, the department's recruitment and selection processes were designed to select a group of diverse high calibre graduates for roles in both south east and regional Queensland. This resulted in 30 per cent female representation, 56 per cent located outside of the south east region, two per cent identifying as Indigenous and 6.5 per cent living with a disability.

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

OneTMR Induction Program

The department's Induction Program delivers six online learning modules over a six month period. The program is designed to connect new employees to the department's corporate values. As leaders of our organisation, our Senior Executive Service cohort have traditionally received a face-to-face induction specific to their responsibilities and learning opportunities. In 2020–2021, Human Resources Branch developed a self-paced online modulated SES induction that is accessible any time and on any device.

The Big Event

The Big Event is a key component of the department's broader onboarding program providing new employees the opportunity to engage with senior leaders about the department's core values.

In 2020–21, 292 employees attended two virtual sessions of the Big Event in response to COVID-19 and face-to-face in Brisbane. 83 new employees across the state participated via the livestream service and provided positive feedback.

Leadership Program

Personal and professional growth of departmental employees continued through leadership development initiatives across all levels of the organisation. A range of corporate programs and initiatives were delivered which focused on developing agile, dynamic and flexible leaders who are available to team leaders, program leaders and executives. Key programs include Australia and New Zealand School of Government's (ANZSOG); Executive Master of Public Administration (EMPA); QUT's Public Sector Management Program (PSMP); and the department's blended learning program for middle management, Passport2Leadership (P2L). In 2020–21, the department sponsored three executives to undertake EMPA. The ANZSOG's Leadership Series saw 57 participants over six programs. The department sponsored 17 leaders QUT's PSMP program.

The department also continued the Public Service Commission's (PSC) leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas. The pilot had 433 participants complete the program with 87 individual contributors, 160 team leaders, 120 program leaders and 66 senior executives. The department will use the insights to develop targeted development initiatives aimed at uplifting leadership capability. The department also sponsored 219 participants to undertake five leadership short courses, facilitated by Hudson Global aimed at providing capability uplift in response to the insights.

The P2L program continued to be very successful, with another cohort of 60 participants that commenced in February 2021. To date, 328 managers have participated in this program since its inception. The program provides targeted development through a blended learning approach, both modular and interactive. P2L utilises the PSC's People Matters program as core content.

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.

Learning Strategy

The department's TMR Learning Strategy supports a healthy, purpose driven, capable and mobile workforce. This strategy offers employees continuous learning opportunities to support employee engagement and overall wellbeing as a lifelong learning organisation. Having a workforce which is empowered to learn allows the department to be future skills ready and able to deliver on a single integrated transport network accessible to everyone. There are six priority areas for the department's future of work that include digital and data, portfolio, program and project management, safety and wellbeing, leadership and management, general business skills, and occupational technical competencies.

LinkedIn Learning

LinkedIn Learning was made available to all employees and offers access to more than 9000 courses covering a wide range of technical, business, software and creative topics. In February 2021, the platform was launched by the Director-General and as at 30 June 2021, more than 2312 employees were accessing the system.

OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its eighth 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 2021 mentoring program runs from June to December, with virtual workshops in late May and September, followed by an end of program event in early December. There are 55 matched pairs for the 2021 mentoring program.

Values and culture

Values and Culture Network

The department's Values and Culture Network has 30 permanent volunteer members and promotes the Queensland public sector values and fosters a OneTMR culture. The network meets quarterly to discuss areas of focus which has 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 Working for Queensland (WfQ) focus group. The event received positive feedback including 80 per cent reporting initiatives having an impact, particularly mental health and domestic and family violence prevention initiatives. Nearly 100 per cent of respondents indicated the WfQ highlights reflected their local experience.

Working for Queensland survey

The Working for Queensland survey provides an opportunity for the department 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 the challenges of 2020, the WfQ survey results showed improvements across key areas including employee engagement, organisational leadership and perceptions of wellbeing. An increase in communications by the Executive Leadership Team members during the COVID-19 response and an increased focus on employee wellbeing have been identified by employees as key drivers in these improved results.

The department's People and Capability Board endorsed an enterprise-wide action plan in November 2020 with four focus areas including Workload and Work/Life Balance, Wellbeing, Learning and Development, and Performance and Development. Survey results continued to assist the department in identifying local opportunities to improve employee engagement.

CUBIE Awards 2020

In November 2020, the annual CUBIE Awards were held for the seventh year. The awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers 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, and the Director-General's Allrounder. A total of 1365 submissions were received, with nominations shortlisted by the department's 17 branches before progressing to the Values and Culture Network panel and then to the final judging panel convened by the Director-General.

As a result of COVID-19, the ceremony was held as a dual-location livestream event in Brisbane and North Queensland.

Table 7: Winners for 2020–21 CUBIE Awards

Category	Winner	Highly Commended
Customer First	Antonio (Tony) Dorante, CSSR, MSQ	Darryl Jones, IMD, Program Delivery and Operations
Unleash Potential	Luke Threlfall, IMD, RoadTek	
	Melissa Buchanan, Corporate, Information Technology Branch	
Be courageous	Michelle Newell, Corporate, Information Technology Branch	Alex Milward, PPI, Transport Policy Branch
Ideas into Action	Andrew Oudyn, IMD, Program Delivery and Operations	Elizabeth Garbutt, CSSR, Land Transport Safety and Regulation
Empower people	Helen Back, TransLink, Passenger Transport Services	
OneTMR Individual	Jack Langridge, PPI, Transport Strategy and Planning	Kelly Stoertzer, TransLink, Passenger Transport Integration
OneTMR Team	Corporate, Information Technology Branch	
DG All Rounder	All TMR employees	

Daily Cargo News

In February 2021, MSQ won The Daily Cargo News Seafarers Welfare Award and The Daily Cargo News Maritime Services Award for the prioritisation of seafarer health and well-being during COVID-19.

MSQ contributed to the maritime industry by taking on a leadership role during COVID-19 and was a key influencer and driver in enabling crew changeovers in Queensland, ensuring seafarers are repatriated, relieved, and given respite. MSQ worked with individual seafarer welfare centres, the GIVIT charity, and telecommunications providers to provide communication options that enabled seafarers to contact family, friends, and mental health support services. MSQ enabled the provision of essential supplies such as toiletries, games, and snacks to lift the morale of seafarers aboard ships or in hotel quarantine.

The importance MSQ placed on seafarer welfare has ensured essential international maritime trade continues safely while preventing the spread of COVID-19 within the Queensland community.

Health and Wellbeing

Wellness programs

The department developed a holistic approach to wellbeing that aligns to the five pillars of wellbeing including physical, psychological, social, financial, and work.

In 2020–21, the *TMR Mental Health Strategy 2019–21* implementation continued with training for managers on 'Managing mental ill-health in the workplace' and 'Mental Health Awareness' training for employees. 1326 employees have completed this training which aims to develop mental health capabilities and increase the confidence of managers and employees to discuss mental health issues.

In Australian Mental Health week in November 2020, a 'Self-Care' initiative promoting the Queensland Government *Dear Mind* campaign was launched. The aim of the campaign was to educate employees in how to look after their own mental and physical health and practice self-care.

This campaign continued in 2021 with the launch of the *Be Your Best You* challenge, which 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.

The department's Greater Leadership Team also attended a webinar in April 2021 by Graeme Cowan on 'Crew Care' — Building Caring, Resilient, and Inspired Teams. Graeme is an author, speaker, and influencer on mental health and founder of R U OK. The webinar was attended by 167 managers who received some practical tips on how to look after their own mental health and the mental health of their teams.

2020–21 has seen a focus on wellbeing at work, including supporting employees in high-stress environments with proactive wellness check-ins, embedding flexible work practices, and supporting our employees throughout COVID-19.

In August 2020, the department partnered with My Health for Life to deliver a 10,000 step challenge which saw 83 teams register and 1060 participate for a four-week challenge.

The department will continue to build a culture where employee wellbeing is embedded in all of our practices and processes.

Injury management

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

The department 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, the department 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

	2020–21	2019–20	2018–19	2017–18	2016–17
Claims	241	280	301	317	289

Data source: WorkCover Queensland – Online services for employers.

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

Table 9: Comparison of final return to work percentages

	2020–21	2019–20	2018–19	2019–18	2016–17
Final FTW	95.25%	99.00%	96.00%	99.00%	97.00%

Data source: WorkCover Queensland – Online services for employers.

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

Safety for our employees

Safety performance

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

The statistical overview indicates that the department is expecting lost time due to reported injuries to remain steady year-on-year (64 vs. 57) and a significant increase in the severity of injuries incurred by employees, with lost working days expected to increase from 575 in 2019–20 to 1715 in 2020–21*. A comprehensive Transforming Safety Program was developed to focus on lifting maturity across safety and moving to a risk-based approach of safety supporting a more proactive approach to workplace safety.

The data below is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.

Figure 5: TMR days lost and severity rate (including School Crossing Supervisors)
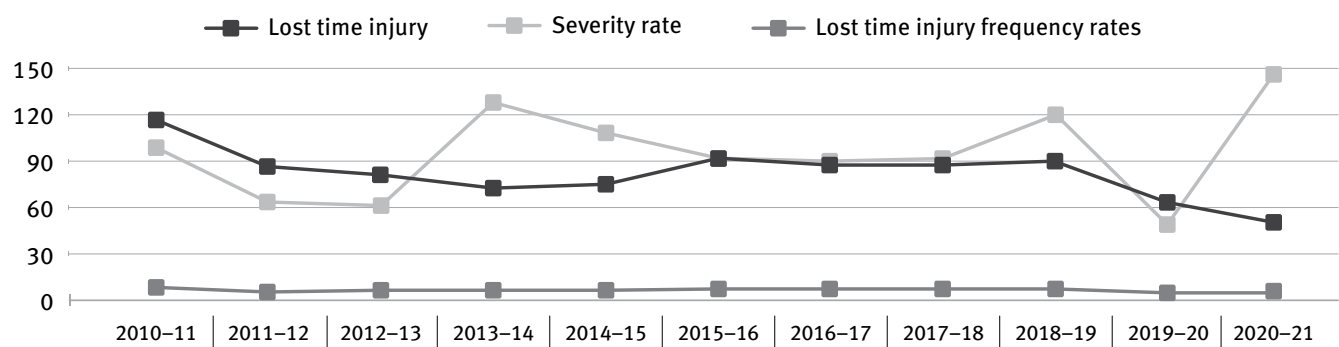
* Based on 1286 days lost from July 2020 to March 2021 extrapolated for 2020–21 FY