Objective Four – Living One TMR

Enabling people to do their best

Strategies

1. We live and lead the public service values
2. We empower our people to collaborate across the business and support our staff to build a high-performance culture
3. We enable responsible decision making – local solutions to local problems
4. We engage our staff to build the best public service in Australia
5. We innovate, use technology and redesign our processes to be connected, productive and effective
6. We review all our services to ensure they are being delivered using the optimal business model

Performance indicators

- Safe, healthy and sustainable workforce
- Employee engagement
- ICT investment

How we performed

Performance Indicator	Performance measure	Notes	2014–15 Result	Status
Safe, healthy and sustainable workforce	TMR lost time injury frequency rate (LTIFR)	1	**5.2**	▲
	TMR severity frequency rate		**76.3**	▲
	TMR employee separation rate		**5.36**	▲
Employee engagement	TMR sick leave			
	average sick leave rate		**8.67**	●
	average sick leave occurrences per employee		**5.19**	●
ICT investment	Performance statement	2	**see below**	

▲ On track   ● slight variance   ▼ significant variance

Notes:

1. The LTIFR figures are for TMR excluding School Crossing Supervisors (SCS). SCS only LTIFR for Q4 2014–15 is 39.0 for the quarter and 57.0 for the financial year.

2. Performance statement: The department is continuing to develop a TMR ICT Investment Framework to ensure that high value ICT enabled business changes are centrally governed and locally delivered. The Information and Systems Committee (ISC) continues to select and prioritise a three year rolling portfolio of ICT investment to provide the highest value for TMR. The ISC is comprised of Executive Leadership Team members. This ensures that a complete departmental view of all ICT enabled business change is considered and governed while aligning with Whole-of-Government and TMR objectives. The Chief Information Officer now sits on all four program boards to make sure the department is focusing its ICT spend on the right projects while also leveraging its existing ICT systems and new technologies to enable the TMR workforce to deliver on key priorities.

During the year, the department's Information Technology Branch also worked collaboratively with branches to gain a more accurate picture of the total operational ICT spend. This will inform future initiatives and help the branch identify where savings can be made in 2015-16.

Objective 4 Living One TMR – Enabling people to do their best

Our highlights

In 2014–15, we worked across the community to promote awareness of domestic violence and its impact on victims, and to further security reform within the department. Some of our achievements are listed below.

✓ **Australia's CEO Challenge**

We partnered with Australia's CEO Challenge to deliver a series of workshops and awareness training sessions to recognise, respond to, and provide support to victims of Domestic/Family Violence

✓ **Security reform**

We implemented SAP security reform across the department to provide increased security for users
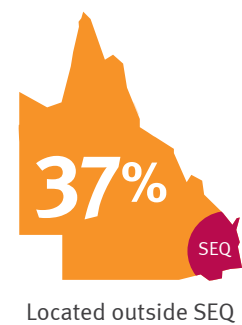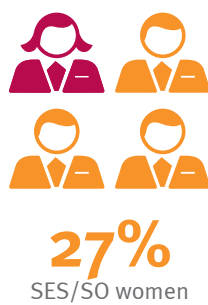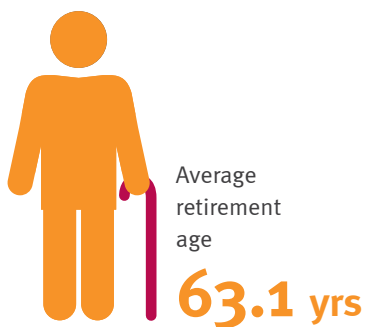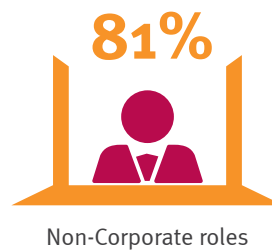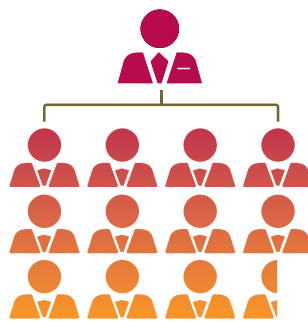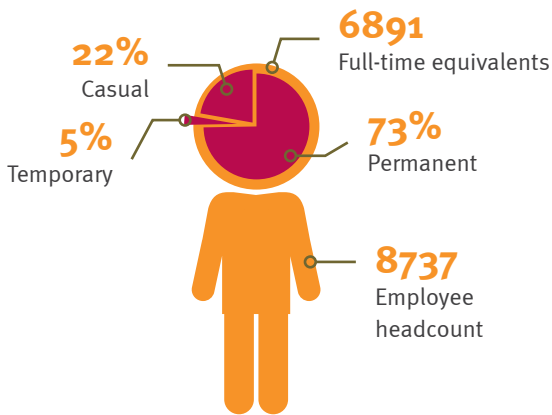
✓ **Open data**

We became the most published agency in Queensland for Open Data in June 2015, with a growing list of more than 200 datasets circulated

✓ **Awards**

In 2014–15, the department received:

- the international E-Learning Awards for Excellence in the production of learning content (public sector) Bronze Award for our 'ICT Facilities and Devices' LearnZone online training module

- a second successive international bronze award for excellence in the production of learning content (public sector) for the Information and Communication Technology Facilities and Devices course. We also won the national 2015 LearnX Awards' Platinum Award for Best eLearning Design – Interactive Scenario category for the Making Your Workplace Safe course and the 2015 Australasian Reporting Awards' Gold Award for the outstanding quality of the department's Annual Report 2013–14

- the 2014 Australian Human Resources Institute Awards' Fons Trompenaars Award for Innovation and Creativity for our *Innovation Strategy: Putting Ideas into Action 2014 – 2018*

- recognition for the cabling design and fitout of the CITEC data centre (**see glossary**) at the BICSI South Pacific 2015 'Connected World' ICT Infrastructure Awards.

22%
Casual

6891
Full-time equivalents

5%
Temporary

73%
Permanent

8737
Employee headcount

23%
SES/SO eligible to retire

45.8yrs
Average age

Manager to employee ratio
1:8.2

80
occupational groups

Permanent employee Separation rate of
5%

81%
Non-Corporate roles

Average retirement age
63.1 yrs

27%
SES/SO women

37%
SEQ
Located outside SEQ

Objective 4 Living One TMR – Enabling people to do their best

We live and lead the Public Service Values

2015 Roadshow

During the year, our Director-General and the Executive Leadership Team travelled around the state to deliver the 2015 Roadshow, providing our people with the opportunity to hear directly from our leaders.

Based on the theme, 'Building Connections', the roadshow provided information about the department's priorities and their alignment to the Queensland Government's objectives for the community and Public Service Values, and the future of the transport system.

A 2015 Roadshow SharePoint site and Yammer discussion group were developed to disseminate the roadshow presentation throughout TMR and continue the discussion on shaping our future.

CUBIE Awards

During the year, the department launched the inaugural CUBIE Awards. The awards recognised individuals and teams who went above and beyond to live our values and make the department a great place to work.

More than 1,500 CUBIE nominations were received from across the department, with finalists selected from each branch. The highly commended and overall winners of each category are outlined on the following pages.

Customers first

Winner: Stephen Rice (Communication Advisor), TransLink Division

Stephen received the 'Customers First' Award for a comprehensive communications campaign on public transport service changes. Stephen challenged traditional means for delivering messages, and worked closely with the department's network planner to develop tailored, fit-for-purpose notices for installation at more than 300 bus stops across the network. As a result, customers were made aware of how bus service changes would impact their travel from their bus stop well before the service change.

Highly commended: Arthur Yates, Robyn Barnes and Barry Ruane

Unleash potential

Winner: Frans Dekker (Principal Engineer, Traffic), Infrastructure Management and Delivery Division

Frans Dekker received the 'Unleash Potential' Award for developing road performance tools that support the regions' day-to-day road operations business. The tools help the regions to inform investment, evaluate the effectiveness of their project, respond to industry requests and provide public accountability. They include a route ranking application (delivered by Frans in collaboration with the department's Network Optimisation team), which can assess detailed analytical options for each road performance indicator.

Highly commended: Kirsten Dawson and Jen O'Farrell

Be courageous

Winner: Mike Whitehead (Manager, Road Engineering Standards) Infrastructure Management and Delivery Division

Mike Whitehead received the 'Being Courageous' Award for being prepared to make tough business decisions after carefully weighing up the pros and cons of a situation. He has demonstrated this value through his provision of technical expertise in road drainage and his development of road drainage standards, which are used throughout Queensland and Australia. He has also led his teams into new ways of achieving goals and shifting their goals to align with TMR strategy and direction.

Highly commended: Paul Finger, Lucy Nelson and Michelle Leutton

Ideas into action

Winner: Mick Brennan (Senior Project Manager), Infrastructure Management and Delivery Division

Mick received the 'Ideas into action' Award for his work on the Burdekin River Bridge Alliance Project over the past five years. During the course of this significant rail and road rehabilitation project, Mick and his team developed leading industry improvements which have not only saved the project time and money, but have enabled the crew to undertake further repairs discovered while undertaking the works. Mick also initiated safety improvements for the team, who worked in gantries 30 meters above and below the bridge, and within close proximity to pedestrian traffic repairing the bridge. The ideas were instrumental in the ongoing success of the project and are being recorded for other bridge rehabilitation projects within the state and for future use on this structure.

Highly commended: Gerry Hayes and Mark Freeman

Empower people

Winner: Robyn Freshwater (Manager, HR and Capability) Infrastructure Management and Delivery Division

Robyn Freshwater received the 'Empower People' Award for her ability to set clear expectations and provide her team with the autonomy and space to determine the best way forward. She takes a 'manager as coach' approach, listening, encouraging and asking poignant questions, and supports her team to find their our own answers and solutions. Robyn fosters open two-way communication, creating a safe and trusting environment for debate, and provides open feedback to ultimately deliver better outcomes.

Highly commended: Laurie Passante, Jane-Frances O'Regan, Sharon Ramsay and Michelle Sharry

One TMR – individual

Winner: Deirdre RoseMeyer (Principal Advisor), TransLink Division

Deirdre Rose'Meyer received the 'One TMR – individual' Award for the positive internal stakeholder relationships she has established, her consultation with colleagues and her willingness to share project information with other areas of the business. She maintains a strong presence within the group of organisations participating in the Travel'N'Well program, works hard to deliver a product that is individually tailored to suit customer needs and reviews project performances for opportunities for improvements.

Highly commended: Ian Sturdy, Jason Plant and Dearne Chisholm

One TMR – team

Winner: Kris Biddle, Carmen Hass, Janelle Chapman and Laura Jarman (Fitzroy Communication Team)

The Fitzroy Communication team received the 'One TMR' Award for their strong team culture. The team demonstrated a strong commitment to the values of Transport and Main Roads and the philosophy of One TMR through their holistic approach to the delivery of stakeholder management and corporate communications. They work across operational units, office locations and business units at the district, regional and state level to deliver positive outcomes for the community at large, the department as a front line provider of key infrastructure, and recognition of the TMR brand values.

Highly commended: Communication Services Team and Network Management Team

Director-General's All-rounder award

Winner: Barry Ruane (Senior Graphic Designer, Communications), Corporate Operations

Barry Ruane received the 'Director-General's All-rounder' Award for going above and beyond to deliver outstanding results for customers. He leads a team of designers with a focus on understanding the needs of the customer and being responsive and adaptive to those needs, and has grown the team into a much-demanded resource valued for its skill and professionalism. Barry encourages team members to expand their skills through film, post-production and photography, and to deliver timely, quality outcomes to customers.

Barry Ruane won the Director-General's All-rounder award at the 2014 Inaugural CUBIE Awards ceremony.

Objective 4 Living One TMR – Enabling people to do their best

Working for Queensland – employee opinion survey results

The Working for Queensland (WFQ) Employee Opinion Survey has been conducted annually since 2013.

It measures three workplace outcomes:

- Agency engagement (engagement employees have with the department)
- Job engagement and satisfaction (engagement employees have with their specific work)
- Intention to leave (measuring intended levels of employee attrition)

Agency engagement has risen year on year: reaching 57% in 2015 from 53% in 2014 and 45% in 2013.

Job engagement and satisfaction remained steady at 77% in 2015 and 2014, and 73% in 2013.

Fewer employees intended to leave with 63% intending to stay in 2015 compared with 61% in 2014 and 56% in 2013.

The 2015 results also addressed the public service values (**see below Figure 14**), and included:

- In my organisation, we put customers first (81%) – up 2% on 2014
- In my organisation, we put ideas into action (59%) – up 4% on 2014
- In my organisation, we are encouraged to unleash our potential (52%) – up 5% on 2014
- In my organisation, we are encouraged to be courageous (49%) – up 6% on 2014
- In my organisation, we empower people (46%) – up 8% on 2014
- In my organisation, we operate as One TMR (43%) – up 5% from 2014.

Action planning in response to the survey findings will begin in 2015–16.

Figure 14: TMR 2015 WFQ Employee Opinion Survey – Public Service Values

Per cent change

| +2 | +4 | +5 | +6 | +8 | +5 |

Positive • Neutral • Negative
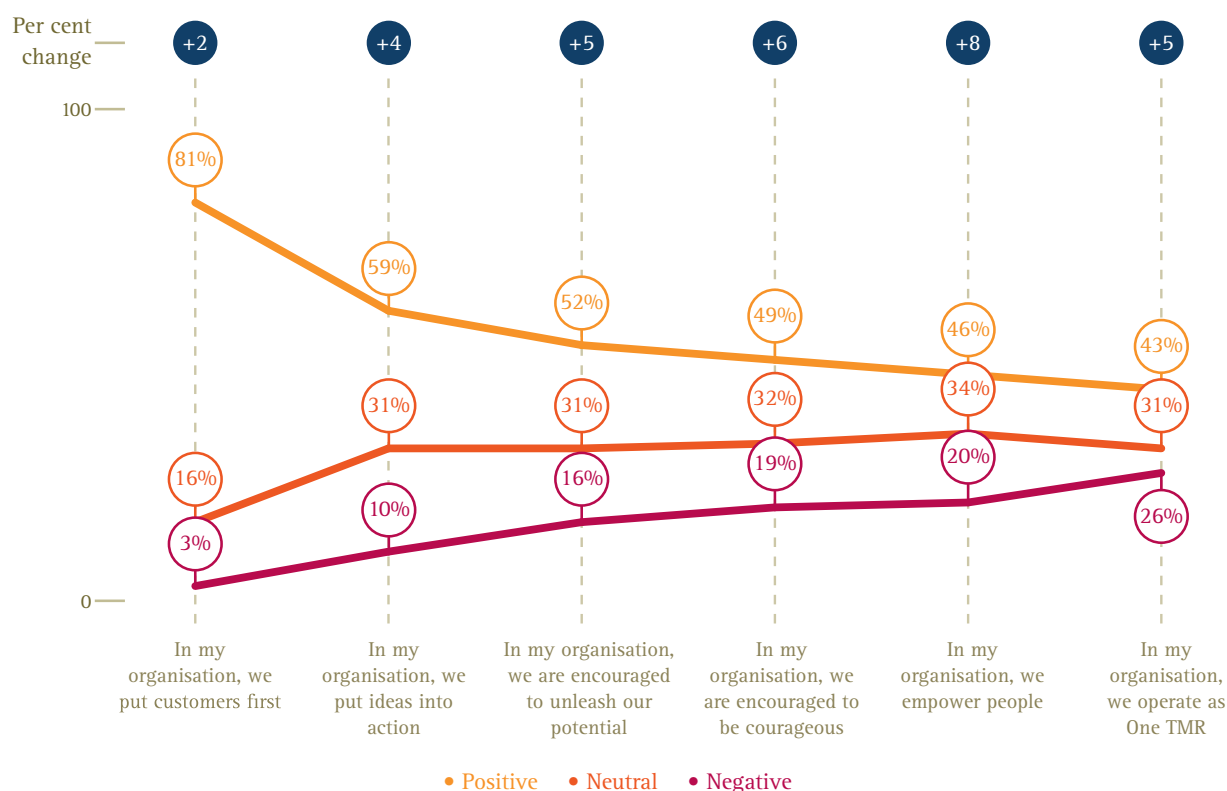
[**Data source:** Based on 83% TMR response rate or 5784 returned surveys.]

Values and culture network

In its second year of operation, our One TMR Values and Culture Network continued to encourage and foster Queensland's public service values across the department.

During the year, the network focused on:

- embedding values into the department's induction program
- planning the department's response to the Transport and Main Roads' Employee Opinion Survey results to improve employee engagement
- assisting in People 4 People Week planning and promotion
- determining the winners of the department's second annual values awards, the 2015 CUBIE Awards.

"The biggest challenge for me as a champion is ensuring that we, as a culturally rich organisation, are as inclusive as we can be. I am excited about what's to come in the future for cultural diversity."

Matt Longland
Cultural Diversity Champion
Department of Transport and Main Roads

We empower our people to collaborate across the business and support our staff to build a high-performance culture

2015 Working for Queensland Employee Opinion Survey results

Job empowerment

Job empowerment was again one of the positive trends identified through the Public Service Commission's third annual *Working for Queensland Employee Opinion Survey*, conducted in May 2015.

Feedback received showed 72% of staff experienced job empowerment – a rise of 2% over 2014. The result reflects action planning across the department in 2014–15 to address areas for attention.

The findings also showed 81% of staff felt collaboration between workgroups and organisations helped deliver better customer services.
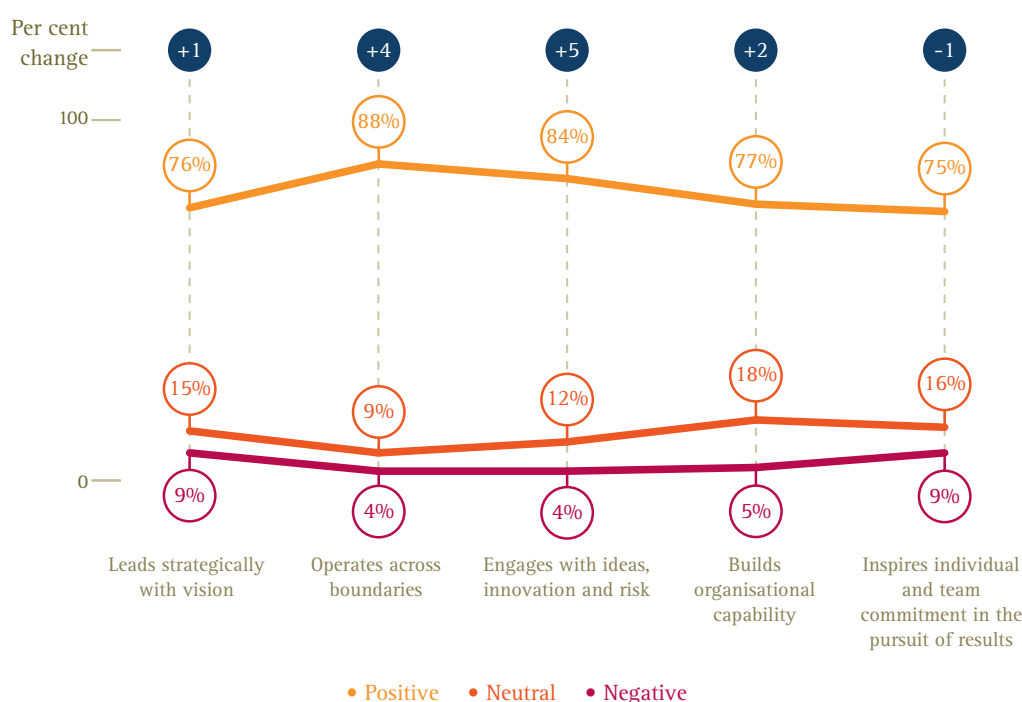
In addition, 46% of staff felt that the organisation empowered people; an 8% increase on the 2014 results.

The department attained an overall survey response rate of 83%, a 44% higher response rate than the Queensland Government-wide response.

Executive capabilities

The *2015 Working for Queensland Employee Opinion Survey* identified positive trends on our executive's capabilities. **See Figure 15** below for a snapshot of the results.

Figure 15: TMR 2015 WFQ Employee Opinion Survey – Executive capabilities

Per cent change

| +1 | +4 | +5 | +2 | -1 |

100 —

76%   88%   84%   77%   75%

15%   9%   12%   18%   16%

0 —

9%   4%   4%   5%   9%

Leads strategically with vision | Operates across boundaries | Engages with ideas, innovation and risk | Builds organisational capability | Inspires individual and team commitment in the pursuit of results

● Positive   ● Neutral   ● Negative

[**Data source:** Based on 83% TMR response rate or 5784 returned surveys. Figures rounded to nearest percentage.]

OneTMR Mentoring Program

During the year, we expanded the TMR Mentoring Program – an outcome of the *TMR 2013 Working for Queensland Employee Opinion Survey* results and a key initiative of the *TMR People Plan 2014–2015*.

First piloted in 2014 and open to all staff, the program carefully paired 40 mentors and 40 mentees to build capability, knowledge and experience. It received an overwhelmingly positive response from participants, and high for its continuation from staff across the department.

The 2015 program encompassed three components: Making One TMR a Reality; Women in Leadership; and Locally delivered technical development. They align with the department's *One TMR Learning and Development Strategy 2015–2016* and the *TMR Gender Diversity Action Plan 2014–2016*.

Similar to the 2014 pilot, the One TMR component of the program encouraged cross-divisional networking, and provided opportunities for mentees to excel in their current positions by building upon their skills and increasing their professional development.

The program also provided mentors the opportunity to further develop their leadership skills. The 'Women in Leadership' component of the program, highlighted TMR's commitment to increase the number of women in senior executive roles across the department to 30 per cent within three years.

Both programs were successfully launched in May 2015 with 90 participants in the One TMR Mentoring Program and 26 participants in the Women in Leadership Mentoring Program.

Employee safety and support

In November, the department released its *Domestic/ Family Violence (DFV) – Supporting Employees Policy* and commenced a training program that includes skills in identifying and responding to staff experiencing DFV, which provides a consistent approach to the management of employees who may experience DFV.

In implementing the policy, the department aims to:

- provide a supportive workplace
- assist employees suffering DFV
- support employees to remain productively employed
- reduce absenteeism rates amongst employees experiencing DFV.

Staff training in awareness, DFV toolbox talks and a Yammer DFV discussion group support the policy.

"All of us have a part to play in tackling the scourge of Family and Domestic Violence. I am proud that TMR has committed to making a difference in the lives of employees affected by family and domestic violence, offering pathways out of violence. Inaction is not an option."

Graham Fraine
Deputy Director-General
Customer Services, Safety and Regulation
Champion for Domestic/Family Violence

We enable responsible decision making – local solutions to local problems

During the year, our ability to identify and apply local solutions to local problems helped contain emergency incidents and restore access to the state road network.

The department's centrally led, locally delivered district model provides for responsible decision making at the grass roots of the organisation.

Highway access restored following explosion

Following a truck explosion which destroyed the Angella Creek Bridge on the Mitchell Highway on 5 September 2014, our RoadTek staff took charge of the site, restoring access to the highway three weeks ahead of schedule.

The truck, which was carrying ammonium nitrate, overturned and exploded destroying the bridge, which connects Cunnamulla and Charleville.

The department began works at the site on 13 September (following an initial investigation) and constructed a sealed side track that could accommodate all vehicles, including Type 2 road trains.

Construction of the new bridge commenced in June.

The destroyed Angellala Creek Bridge following the truck explosion.

Major fuel spill averted

In July 2014, our RoadTek staff averted a serious environmental incident along the Landsborough Highway reacting quickly to contain a diesel fuel leak.

When the driver of a triple road train with a leaking 3000L diesel fuel tank and generator pulled up at a work site on the Landsborough Highway, the crew took immediate action.

They constructed dirt bunds (**see glossary**), siphoned the remaining fuel from the tank, spread gravel over the spill to absorb the diesel on the ground and placed sawdust around the container to soak up any residual fuel.

To complete the clean-up, a bobcat was used to remove and dispose of the contaminated materials.

Inaugural regional leaders workshop

In September, about 40 staff from our Customer Services, Program Delivery and Operations, Maritime Safety Queensland, TransLink and RoadTek branches took part in an inaugural leaders workshop, which aimed at highlighting the importance of working together as one network to achieve a One TMR culture.

The one-day workshop provided insights into how the leadership group could establish stronger networks in the region along with the opportunity to look at geographic challenges in a different way.

Participants recognised the value of face-to-face dialogue and the sharing of ideas on ways to manage issues in the current environment.

We engage our staff to build the best public service in australia

2015 Working for Queensland Employee Opinion Survey – Agency engagement

The *2015 WFQ Employee Opinion Survey* results for 'Agency engagement'* showed an overall five per cent improvement when compared to 2014 results (**see figure below**).

*Refers to our personal attachment to the department and the degree to which the organisation motivates us to achieve its objectives.

Figure 16: Workplace outcomes (Agency engagement)

% positive change since 2014

+5

29%
13%
57%

29 ■ Neutral
13 ■ Negative
57 ■ Positive
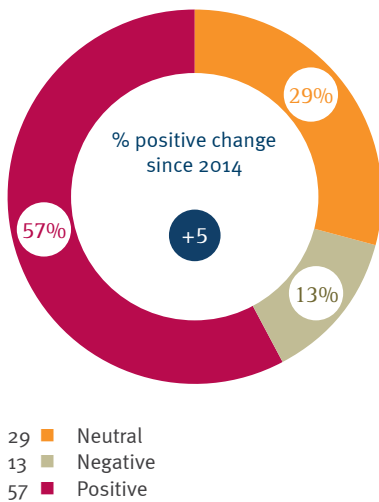
Top 3 Drivers

Organisational leadership

2014 — 51%
2015 — 53%

Learning and development

2014 — 52%
2015 — 55%

Job empowerment

2014 — 71%
2015 — 72%

OneTMR Induction

In April, our new employees attended the inaugural induction, the 'Big Event', at the Queensland University of Technology in Brisbane.

The half-day workshop, which was streamed live to offices across south-east Queensland, saw staff participate in interactive sessions designed to build connections with the public service values and interact with our leaders.

The 'Big Event' is one of five learning modules under the new One TMR Induction Program. The modules include:

1. *Welcome to TMR – the TMR Induction Handbook:* designed to guide new employees through each of the induction modules
2. Welcome to the team – a local induction to the team, workplace and role
3. At your desk – an online induction course providing information about working in government and working at Transport and Main Roads
4. The Big Event
5. Down the track – reflection and evaluation of the program.

The program is supported by a range of online induction tools and resources for use by managers when inducting new employees.

Objective 4 Living One TMR – Enabling people to do their best

Learning and development

TMR Learning and Development Strategy

Significant work has progressed on learning and development in the department through the collaborative development of the *Transport and Main Roads Learning and Development Strategy 2015–-2018*.

The strategy and related action plan focus on developing a learning culture through a variety of learning options. They aim to empower employees to drive and focus their own development, and to see the learning opportunity in everything they do.

The three focus areas are:

- reducing duplication of learning processes across the department by identifying our learning needs and development responses as OneTMR
- targeting development to critical needs
- moving the department from a training focus to learning.

A key tool to achieve the change in mindset change is an interactive Learning and Development tool (MYCAD), which was piloted throughout the year. It will be rolled out in early 2016.

Other learning and development initiatives in 2014–15 included:

- an extension of the TMR mentoring program to include a Women in Leadership component, as well as the existing OneTMR component
- a OneTMR capability framework aligned with the Public Service Commission's success profiles
- development of learning aids to facilitate employees using a variety of options for learning rather than focusing on formal development programs.

To support our learning agenda, our learning management system LearnZone was redesigned during the year to capitalise on the new flexibility afforded by our move to the cloud.

It now has a cleaner user interface and has the potential to provide greater mobility for employees to securely access online training from any location—for example, remote locations, home or iPad.

Award winning online learning

During the year, we received a second successive international bronze award for excellence in the production of learning content (public sector) for the Information and Communication Technology Facilities and Devices course.

The course uses scenario and activity-based training to educate staff about securely using Information and Communication Technology (ICT) devices and facilities, and the impact of inappropriate ICT use.

We also won the first place Platinum award in the national LearnX Awards for Best eLearning Design - Interactive Scenario category for the Making Your Workplace Safe course.

Women in leadership

Following the success of the Women in Leadership Mentoring Program pilot in 2014, the department launched a revitalised and expanded 2015 program focusing on:

- making OneTMR a reality
- women in leadership
- technical development.

The Women in Leadership 2015 Mentoring Program specifically aligns with *Transport and Main Roads Gender Diversity Position Statement*, which commits to increasing women in senior executive roles.

In addition, we progressed the development of a women in leadership strategy, which looks at positive influencers to increase the level of representation by women in senior leadership roles.

"As an organisation our gender diversity is reflective of the Australian population. Unfortunately this isn't reflective of our senior levels. It's imperative that we improve our management balance so we can further enrich our organisation and achieve better service delivery for Queensland."

Mike Stapleton
Deputy Director-General
Infrastructure Management and Delivery
Equity diversity champion

Figure 17: Equal Employment Opportunity (EEO) in TMR at 30 June 2015

EEO Group	Headcount*	% of TMR
Aboriginal and/or Torres Strait Islander	107	1.22%
People from a Non-English speak background	535	6.12%
People with a disability	771	8.82%
Women	4,639	53.10%

[**Data source:** Transport and Main Roads SAP Warehouse.]

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

A healthy, happier workplace

In 2014, our Information Technology staff were awarded a $10,000 grant from the Department of Justice and Attorney-General for their wellness program.

The grant funded nutritional consultations and 60-minute fortnightly workshops, which began in February 2015.

February also saw the launch of the 6-week Wellness Challenge and 10,000 Steps Australia workplace challenge with a range of health and wellbeing activities, such as cooking classes, touch football and Pilates introduced at our Carseldine office.

Information Technology staff taking part in the six-week Wellness Challenge.

Cyber security program

In the lead up to the 2014 G20 Brisbane summit, our information technology staff undertook a program of work to ensure our cybersecurity was appropriate to manage the elevated G20 cybersecurity risk landscape.

The work improved the department's overall security posture and resulted in:

- staff awareness and training through five phishing awareness campaigns and information security awareness online training, with 81 per cent of users achieving competency

- information security risk assessments for ICT cloud initiatives, ensuring commensurate security controls are incorporated in all aspects of planning, contractual arrangements and operationalisation

- utilising and leveraging the cost-effective security controls purchased at a whole-of-government level by the Queensland Government Chief Information Office's Tactical Cyber Security Project to sustain an information security posture that aligns with the department's risk tolerance

- conducting regular vulnerability scanning and penetration testing (**see glossary**) against the department's critical assets with a prioritised treatment plan

- minimising ICT service interruptions through a defined ICT service continuity strategy and response to limit the magnitude of any loss to the department.

Contract Management Capability Project

In December, we completed a 15-month Contract Management Capability Project to assess and develop the competencies required for successful contract management in the public sector environment.

The project established:

- an objective measure of organisational performance against international benchmark

- a baseline from which to measure effectiveness of learning and development interventions

- a specified competency framework on which to base performance management.

Objective 4 Living One TMR – Enabling people to do their best

We innovate, use technology and redesign our processes to be connected, productive and effective

Ideas into action

In December, the department was recognised for its *Innovation Strategy: Putting Ideas into Action 2014 – 2018* winning the Fons Trompenaars Award for Innovation and Creativity at the 2014 Australian Human Resources Institute Awards.

The award recognises the outstanding initiatives or programs, which support or create a culture that stimulates and harnesses innovation.

The Innovation Strategy provides the framework for cultivating sustainable and organisation-wide innovation to enhance our customer experience, improve productivity and efficiency, reduce cost in what we deliver and make the department a better place to work.

Collaboration for innovation

In April and May, some of our graduates participated in the GHD Smart Seeds innovation competition for young professionals.

The competition focused on solving challenges in the urban design and infrastructure sectors.

Multidisciplinary teams from government and private sectors co-designed innovative concepts to solve real infrastructure challenges and presented these to industry leaders and Queensland's Chief Scientist.

The department also sponsored open innovation challenge events with the university sector focusing on solving customer service-related challenges in regional areas.

Open innovation challenge – graffiti management

Last year, we held a 48-hour 'open innovation challenge' weekend where industry were invited to develop an end-to-end solution for graffiti management. The result was a working prototype developed in 12 weeks.

A mobile application (**see glossary**), a database and an administrative interface solution was then tested by staff.

The solution, which is expected to be made available to the general public in the second half of 2015, has wide-ranging possibilities, including identifying and reporting on litter, damage to our assets and hazards following weather events.

Enhancing innovation capability

During the year, we continued to enhance our innovation capability through:

- the DG Innovation Challenge Series – facilitated innovation challenge events for internal teams and external agencies

- the department's innovation training program, which aims to grow the innovation capability of our people to innovate more often with more impact. Program participants learned to apply the department's challenge-led approach to innovation, apply design-led thinking and evaluate, prioritise and pitch ideas to challenges worth solving. It was piloted in June

- the department's Yammer innovation community of practice as an idea generation and collaboration platform to provide virtual space for our connected network of innovators.

New customer portal

In December 2014, we launched the new 'My Account' customer portal, enabling customers to log in to a personalised Transport and Main Roads account.

The portal enables customers to view and update their personal information, including their current residential and email address details. Customers can also view licence details, information on vehicle and vessel registrations, and their online transaction history.

An easy-to-read calendar helps customers with notification reminders of any outstanding infringements, registration and licence renewal dates.

Other features provide customers with the option to manage their *go* card, plan a journey with TransLink, receive the latest road updates and easily access the department's online services, such as renewing registrations and checking demerit points.

'My Account' is mobile-optimised, ensuring customers can access services whenever and wherever they are.

More information:

- **www.qld.gov.au/tmrportal**
- call 13 23 80

Other innovation initiatives

Mobile Laser Scanning technology

We continued to use Mobile Laser Scanning (MLS) technology to capture terrain and key information on the state road network.

MLS is faster, cheaper and safer than traditional surveying methods, producing three-dimensional models of the road network for use in asset management, road planning and design activities.

Composites for bridges

In collaboration with government and producers of engineering materials, Loc Composites and Wagners Composite Fibre Technologies, we helped deliver the cost-effective rehabilitation of timber bridges using commercially viable Fibre Reinforced Polymer Composite (FRPC).

The installation of FRPC girders improves their viability as an alternative to aging and expensive hardwood girders.

Foamed bitumen

During the year, we trialled foamed bitumen on state roads as an alternative to traditional asphalt concrete.

The bitumen is successfully being used in the coastal regions of Queensland with significant reductions in project costs.

Working with engineering and technology staff via Project Linked Training, Downs South West Region realised a $525,000 ($40,000/km) saving on its foamed bitumen stablisation of the Gore Highway.

Foamed bitumen is more resilient and economical than asphalt concrete. A small quantity of cold water is injected into hot bitumen to instantly expand the material, reduce and eliminate shrinkage cracking, reduce costs and also working time.

Interactive mapping

During the year, the department developed the iMaps Hot Spot Enhancement Project to improve data on frequent road closures and better manage the state-controlled road network.

The first set of enhanced Hot Spot data was published in iMaps (interactive mapping tool) in November 2014 following liaison with district and mapping staff.

The availability of more accurate information sourced from our districts will assist in predicting the likelihood of the state-controlled road network being affected by factors, such as flooding, landslips and fire.

Foamed bitumen is more durable and cost effective compared to asphalt concrete.

Cloud technology

During the year, we moved our online learning management system, LearnZone (**see glossary**), to the cloud to make it more reliable, faster and accessible for all staff. It can now be accessed anywhere staff have an internet connection.

LearnZone offers a range of mandatory and elective courses staff are required to complete to maintain their capability.

We also implemented a new cloud technology service, 'Own cloud', to share large volumes of data with external organisations not able to be electronically transmitted by more traditional methods—for example, email, due to their size.

The new service enables staff to upload and share large files within Transport and Main Roads' cloud, and removes the need to use portable data storage devices, such as USB drives, Drop Box solutions or email.

Virtual corporate desktop pilot

In 2014–15, we began trialling a new Virtual Corporate Desktop service stored in the department's cloud (**see glossary**).

The virtual desktop can be accessed from a variety of devices, including smart phones, tablets, laptops and regular desktops. It can be accessed at work, from a home computer or from anywhere in the world provided there is Internet connectivity.

The pilot will determine the best fit for the technology within the department.

TMR online services

During the year, we made significant improvements to the department's online presence, enabling the delivery of digital services and more information than ever to customers.

The Online Customer Experience project (**see glossary**) has resulted in the mobile-friendly layout of the department's home page and online services menu, the application of a standard look and feel, ease of use and direct customer access.

Wireless availability

In 2014–15, we finalised the rollout of wireless access points to district offices' meeting rooms.

Wireless access has provided regional staff with the opportunity to meet using wireless technology through their corporate notebook, with further opportunity to easily expand into other areas of the workplace upon request.

Video conferencing technology

During the year, we developed a new video conferencing solution with audio-visual technology that will further enhance internal and external collaboration.

The solution includes:
- mobile and fixed video conference unit offerings with the ability to seamlessly interact with internal video Lync calls
- advanced content sharing/screen display with up to four multiple devices at the same time.

Microsoft Upgrade Project

The rollout of Windows 7 and Microsoft Office 2013 saw almost 7000 computer desktops upgraded in just five months in 2014.

The Microsoft Upgrade Project was a vital step forward in moving to a more productive and dynamic workforce, with greater emphasis on simple, consistent connections between people, information and the ICT environment.

The rollout has provided staff with tools to electronically collaborate more effectively and efficiently within the department's geographically dispersed environment.

Internal apps store

During the year, we deployed the Mobile Device Management (MDM) solution, enabling staff with mobile devices to securely access their email, calendar, contacts, network file drives and a host of other web-enabled capabilities.

A primary feature of the MDM solution is the implementation of the department's 'Apps Store'. The Apps Store allows easy access to apps available in the public domain, as well as in-house applications, designed by us for us.

The department has 383 devices connected to the MDM solution.

Open Data

In 2014–15, the department became the most published agency on the Queensland Government Open Data portal.

As at 30 June 2015, we had 200 datasets – comprising 313 data resources – published on the Open Data portal.

These include traffic census data for the Queensland state-declared road network and roadside amenities data.

We published additional resources alongside datasets to help set context for how and why the data was collected (including video introductions from the custodians themselves), and to help users understand the contents of the dataset (such as acronym explanations).

We also published Transport and Main Roads' open spatial data to the Open Data Transportation Globe.

More information: **www.data.qld.gov.au/maps-geospatial/qld-globe**

Staff continue to drive business value through ICT innovation.

Objective 4 Living One TMR – Enabling people to do their best

We review all of our services to ensure they are being delivered using the optimal business model

Port pilotage reform

In November 2013, we transferred our ship pilotage services from our Maritime Safety Queensland Branch to Queensland's port network, enabling us to focus on maritime safety regulation.

The change has enabled pilotage services and regulatory functions to be more responsive both regionally and across the state.

Long-distance service review

Following a competitive tender process during 2014, the department negotiated new air and bus long-distance service contracts on behalf of the state.

The new long-distance bus contracts commenced on 1 January 2015, connecting Queenslanders living in regional areas with 20 government-subsidised bus routes.

New regional air contracts also commenced on 1 January 2015, with seven regulated air routes operating in regional Queensland.

Both the long-distance coach and aviation contracts operate under enhanced performance management frameworks to deliver value for money, in line with the department's strategic direction.

Budget reform process

We refreshed our 10-year funding model in December 2014.

The model plays a key part in the department's financial strategy.

In addition, the department's budget processes were enhanced with a focus on reducing financial risk to the department while taking opportunities for greater efficiencies using cost models.

New goods and services procurement process

On 1 September 2014, we introduced a new streamlined procurement process, making it easier for staff purchasing goods and services on behalf of the department and our suppliers.

More than 1100 staff have since been trained in the process ().

Seven regulated air routes operate in regional Queensland.

New banking tender

As part of the implementation of the new whole-of-government banking tender, we provided our customers with easier methods of paying invoices and reducing costs by eliminating cheques.

The Payment Gateway Project, which went live in April, has enabled payments to be made online using credit cards or BPay (**see glossary**).

Payments of invoices can be made 24 hours a day, 7 days a week from any personal computer or mobile device.

The first phase of streamlined cheque production also took place in April and has reduced cheque printing runs, and printing and preparation costs.

The risks associated with printing cheques has also been greatly reduced. The department was the first government agency to outsource the function to a printing provider, and has since provided advice and assistance to other agencies.

Procurement value for money

In November, we partnered with the Department of Housing and Public Works' Procurement Transformation Division (PTD) to deliver a Whole-of-Government Engineering Consulting scheme.

The department is working closely with PTD to pilot the new procurement capability uplift program.

We are also working with Queensland Shared Services through a Continuous Compliance Monitoring program to detect and prevent duplicate payments and vendor master data records within SAP.

The program will also identify root causes for exceptions, enhancing the department's control environment.

Emergency management assurance

During the year, we reviewed our emergency management programs and processes in line with the Queensland Emergency Management Assurance Framework and its principles.

Following the review, we found our direction was in accordance with the framework.

Accommodation strategy

In 2014–15, we delivered new and upgraded Customer Service Centres as part of the Brisbane CBD and Regional Accommodation Strategy.

We also disposed of buildings we no longer required and consolidated the metropolitan RoadTek depots into a single leased facility at Hemmant.

Condition assessments for the department's leased and owned facilities, including offices, depots and Customer Service Centres were also completed, ensuring safe working environments for staff.

Building emergency procedures have been developed for all of the department's owned and leased facilities.