

Our people

Highlights

- Welcomed 25 high-calibre graduates, bringing the graduate program total to 54 across 22 disciplines. The program saw an increased the number of graduates identifying as Aboriginal and Torres Strait Islander (11.53 per cent) and 3.84 per cent living with a disability.
- Piloted the Public Service Commission's new leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas.
- Hosted the fifth Indigenous Employee Network two day forum in Brisbane.
- Participated in the joint Queensland Government Musgrave Park Family Fun Day for NAIDOC week.
- Hosted a Domestic Family Violence Awareness event.
- Launched the first Gender Equity Plan.
- Supported several initiatives to advance and support women in the engineering profession.
- Supported disaster recovery efforts in regional Queensland, including fundraising for fire victims.
- Held the annual CUBIE Awards.
- Implemented the new Flexi-ProcQr Procurement Framework.
- Commenced the rollout of the Windows 10 Project.
- Experienced a significant reduction in the severity of injuries incurred by employees, with lost working days decreasing by 60 per cent.
- Delivered mental health training for managers and mental health awareness training for 1043 employees, including 36 members of the Senior Leadership Team.
- Released a new *OneTMR Strategic Workforce Plan: Future workforce 2020–2024*, which identifies strategic drivers and disruptors impacting the department's future workforce needs and identifies four levers of change to prepare for the future and priority projects under each lever.
- Delivered more than 40 digital capability uplift events and workshops to equip and encourage employees to adopt human-centred, value-driven thinking, and approaches in their work.



To read more about the strategies and indicators of success linked to these strategic priorities, see pages 011–013.

Chief Human Resources Officer's Report

Sandra Slater, Acting Chief Human Resources Officer

This year has been a year of challenge and a year of change. It will be remembered most notably for the efforts the global community have made to keep each other healthy, safe, and connected.

I am incredibly proud of our OneTMR family for rising to the challenge to ensure business continuity as well as the health, safety and wellbeing of each other and the community we serve.

We implemented a robust safety assurance framework to COVID-19 conditions to maintain delivery of critical safety outcomes throughout the pandemic.

Our diligence in keeping connected despite working remotely was underpinned by our *Mental Health Strategy 2019–21*. This strategy implemented vital training that enables managers and employees to more confidently discuss their wellbeing concerns and access support. Our new partnership with Employee Assistance Program provider, Benestar, has also provided employees with 24/7 employee assistance, as well as specialist coaching and support services.

Diversity and inclusivity continue to be a key focus of our people capability plans and we are delivering on our commitments.

In November, our Indigenous Employees Network forum was attended by members from across the state and identified several priorities to further break down barriers for Aboriginal and Torres Strait Islander employees.

We welcomed 25 high-calibre graduates in 2020 in positions across the state. This year's cohort was diverse, with a 25 per cent increase in our female graduates, an 11 per cent increase of graduates identifying as Aboriginal and Torres Strait Islander and up to four per cent increase of graduates living with a disability.

The department continues to listen to our employees through our annual Working for Queensland Survey to ensure we are doing all we can to facilitate positive change. Notable progress was made in how we support each other, through wellbeing programs and development opportunities, and how managers continue to model our values and culture.

This year, we are continuing our strong focus on ensuring our employees are healthy, safe, and well in a supportive and inclusive environment, equipped to face challenges in a changing world.

Table 5: Workforce statistics as at 30 June 2020

	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15	2013–14
Full-time equivalent employees*	7333	7199	7180	7192	7,032	6891	6857
Employee headcount	9446	9186	9181	9112	8899	8,737	8721
Permanent	70%	70%	70%	70%	71%	73%	73%
Temporary	8%	7%	8%	8%	7%	5%	4%
Casual	22%	22%	22%	22%	22%	22%	23%
Permanent employee separation rate	5.6%	6.1%	6%	5%	5.5%	5%	8%
Non-Corporate roles	82%	82%	82%	82%	82%	81%	81%
Average age	48.3	48.1	47.6	47.1	46.2	45.8	45.1
Manager to employee ratio	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	29%	29%	25%	22%	22%	23%	23%
SES/SO women	32%	30%	32%	30%	27%	27%	25%
Located outside SEQ	31%	32%	32%	36%	36%	37%	38%
Average retirement age	64.2	63.9	64.3	62.9 yrs	63.8	63.1	62.7
Average length of service	10.29	10.26	10.08	9.84 yrs	n/a	n/a	n/a
Occupational groups	79	79	79	80	79	80	80

*Percentages have been rounded to the nearest whole number.

Data Source: TMR SAP Business Warehouse

Workforce Profile

At 30 June 2020, there were 7333 full-time equivalent (FTE) (see page 197) employees within the department, representing a decrease of 134 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 6: Comparative workforce data as at 30 June 2020

Gender	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
Female	2634	769	1590	4993	2580	531	253	3365
Male	3853	75	525	4453	3823	52	93	3969
Grand Total	6487	844	2115	9446	6404	583	346	7333

Age	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
< 25 Years	186	4	85	275	186	3	25	213
20 - 34 Years	1052	109	130	1291	1025	73	37	1135
35 - 44 Years	1693	346	270	2309	1668	238	50	1956
45 - 54 Years	1872	196	411	2479	1861	142	66	2068
55 - 64 Years	1466	153	528	2147	1449	105	78	1632
> 65 Years	218	36	691	945	215	23	91	329
Grand Total	6487	844	2115	9446	6404	583	346	7333

Equivalent Salary Level	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
A01	14	0	0	14	14	0	0	14
A02	710	45	2075	2830	705	30	323	1057
A03	1249	413	15	1677	1227	283	7	1517
A04	962	80	3	1045	949	55	2	1005
A05	945	88	0	1033	934	60	0	994
A06	871	90	10	971	858	64	7	930
A07	849	89	12	950	840	63	8	910
A08	559	32	0	591	552	24	0	576
S0	214	7	0	221	212	5	0	216
SES	114	0	0	114	113	0	0	113
Grand Total	6487	844	2115	9446	6404	583	346	7333

Data source: TMR SAP Business Warehouse

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

Establishing an agile and future ready workforce

Strategic workforce planning

The department is people focussed and strives to build, grow, and inspire our workforce to be agile, inclusive, customer centric, and prepared for the future. The department understands the importance of creating a safe and supportive working environment and having a positive culture where people feel supported and empowered.

In May 2020, the department released a new *OneTMR Strategic Workforce Plan: Future workforce 2020–2024*. This plan was developed taking into consideration the:

- Queensland Government's Advancing Queensland Priorities
- Queensland Government's 10 year human capital outlook
- Capability Blueprint results in July 2018
- Working for Queensland survey results.

The plan identifies strategic drivers and disruptors impacting the department's future workforce needs and identifies four levers of change to prepare for the future and priority projects under each lever.

The plan will be updated annually to ensure it remains fit for purpose, with the first review due in November 2020 to assess learnings through COVID-19 and positioning on future ways of working.

Digital capability uplift

Throughout 2019–20, the department continued to strengthen its workforce capability to tackle customer and business challenges and opportunities differently. More than 40 digital capability uplift events and workshops were delivered to equip and encourage employees to adopt human-centred, value-driven thinking and approaches in their work.

Proofs of Concepts delivered through the TMR Digital Incubator also supported employees to learn and embrace iterative and agile delivery approaches, while exploring the potential value and feasibility of new technologies such as digital twins, voice assistants, augmented reality, 3D modelling, and cloud-enabled data analytics.

The department's approach to building and embedding sustainable digital capability was recognised in two national awards programs—being named winner of the 2019 Australian Government Digital Awards (Outstanding methodology or approach award) and a finalist in the 2019 Prime Minister's Awards for Excellence in Public Sector Management.

Industrial relations

During 2019–20, 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 (PSC) Conduct and Performance Excellence (CaPE) framework, as well as supervisors and managers meeting their obligations under the *Public Service Act 2008* to proactively manage employee performance. The Human Resources Case Management team proactively engage with the broader Human Resources network to provide strategic advice and guidance on early intervention strategies to mitigate cases from escalating to investigation and potential disciplinary process.

The Industrial Relations team continues to work closely with senior management, key departmental employees, government and unions in planning, negotiating, and finalising the department's Certified Agreements.

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 2019–20 financial period.

Creating a diverse and inclusive workforce

Cultural Capability Plan

The department onboarded 25 new graduates in 2020, and as part of their induction, they participated in a cultural awareness program on Minjerribah (North Stradbroke Island).

The Minjerribah/Moorgumpin Elders-in-Council provided an on-site experience for the graduates. They shared personal accounts of their experiences to build understanding of the complexity of the events experienced by First Nations Peoples.

Many of the graduates work in areas such as policy development, cultural heritage, and planning. This experience provided them with a knowledge base to ensure their contribution is informed and reflects the diversity of our communities and customers' needs. The experience was well received by the graduates and has assisted in building a productive, culturally capable and diverse workforce.

Indigenous Employee Network

In November 2019, Human Resources branch hosted the fifth Indigenous Employee Network two day forum in Brisbane.

The forum provided a development opportunity for members of the Network to come together and learn about their collective history and co-design what cultural safety 'looks like' for the department.

More than 20 Network members attended both days of the forum, learning about the impact State Government policies have had on the lives of Aboriginal and Torres Strait Islander Queenslanders. These learnings were delivered through the method of storytelling, valued as a fundamental learning style common to both Aboriginal and Torres Strait Islander cultures.

Attendees identified several priorities that can be addressed to break down barriers for Aboriginal and Torres Strait Islander employees, including:

- the creation of a formal committee to progress Aboriginal and Torres Strait Islander issues
- Network members sharing and supporting the cultural development of individuals
- mental health training, specifically designed to support Aboriginal and Torres Strait Islander employees
- members to work together to actively promote and support the growth of the network and cultural capability within their respective workgroups
- regional forums.

The Indigenous Employee Network is continuing to engage with the department to work towards positive outcomes and a way forward to ensure the department has a diverse and inclusive workforce.

NAIDOC Week

NAIDOC week is one of the most significant events on the Aboriginal and Torres Strait Islander Peoples' calendar and participation by the department provides an opportunity to demonstrate commitment to its Aboriginal and Torres Strait Islander communities. It also develops partnerships with Indigenous businesses and community members within each region. The theme for NAIDOC week in 2019 was 'Voice, Treaty, Truth. Let's work together for a shared future'.

The department participated in the joint Queensland Government Musgrave Park Family Fun Day on 12 July 2019. The event provided an open, friendly, and accessible space for the Aboriginal and Torres Strait Islander community to engage with government employees in relation to the services departments offer. Community feedback received from the department's stall, which promoted its Indigenous Reconciliation Action Plan artwork on cardboard trains, removable tattoos, novelty licence boats and car photo boards was extremely positive.

Table 7: Equal employment opportunities (EEO) as at 30 June 2020

EEO Group	Target	2019–20		2018–19		2017–18		2016–17		2015–16	
		Head-count**	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR
Aboriginal and/or Torres Strait Islander	3% by 2022	131	1.39%	132	1.44%	122	1.33%	97	1.06%	106	1.19%
People from a Non-English speak background	9.5% by 2022	674	7.14%	600	6.53%	596	6.49%	524	5.75%	525	5.90%
People with a disability	6.5% by 2022	470	4.98%	480	5.23%	543	5.91%	663	7.28%	718	8.07%
Women	*	4993	52.86	4892	53.25%	4885	53%	4844	53%	4703	53%

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.

Disability Services Plan

The Human Rights Act 2019 (Qld) (HR Act) and the *Disability Services Act (Qld) 2006* promote the inclusion and protection of people with disability to ensure their full participation in the Queensland community. The Disability Services Plan 2017–2020 (DSP) incorporates the key principles of these Acts and government policies for people with disability as outlined in the State Disability Plan, All Abilities Queensland: opportunities for all (Queensland State Disability Plan 2017–2020).

To support the Disability Services Plan, Transport and Main Roads: Disability Services Plan, the department:

- participated with Department of Communities, Child Safety and Disability Services in Disability Awareness Week 2019
- held a whole-of-government Wide Angle Film Festival (stories of people with disability) and co-ordinated a panel of experts who spoke about removing structural barriers to employment
- hosted 10 job seekers in the Access Ability Day program for a second year. One job seeker who spent the day in Infrastructure Management and Delivery Division said, “I was accepted for who I am and not my disability”
- partnered with JobAccess, Disability Employment Service Providers to host a job networking event. The event gave hiring managers a chance to collaborate with providers to understand how to access this potential talent pool.

The department’s Disability Action Plan 2018–2022 has a focus on activities to improve accessibility of public transport services.

White Ribbon workplace

The department continues to raise awareness of domestic and family violence (DFV) through internal communications, training and events. Each year in November, the department hosts a Domestic Family Violence Awareness event and in 2019, we were fortunate to hear from keynote speakers, Simone O’Brien, employee, domestic violence survivor and ambassador for Beyond DV; Shaan Ross-Smith from the MATE Violence Prevention Program, Griffith University and Tracy O’Brien, Deputy Director-General, Corporate Division.

Simone shared with us the progress she has made as a survivor of domestic violence and her work as an advocate in the community. Simone amazed the audience when she shared that she has now completed 52 surgeries as a result of a horrific domestic violence attack. Her story has raised awareness in the department and empowered employees to recognise when a colleague may be affected by violence.

Shaan challenged everyone to think about how they can be active bystanders in the prevention of DFV. She explained that as a bystander, getting involved sends two messages - a message of support to the victim and a message of accountability to the perpetrator.

Tracy highlighted the department’s continued involvement in addressing DFV and reinforced how staff individually play a role in creating a positive culture and social change.

Women in Leadership Mentoring Program

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

The mentoring program continues to support the department’s commitment to increasing women in senior leadership positions (Senior Officer/Senior Executive Service). The program provides participants with support to achieve their goals and offers an exciting opportunity to further develop leadership skills and create broader networks.

The 2020 Women in Leadership Mentoring Program has 37 matched pairs with participation from across the department’s divisions. The program runs from August to December, launching with planned virtual workshops in early August, mid-program webinars in October, followed by an end-of-program event in December.

Table 8: Percentage of women in SES/SO leadership roles as at 30 June 2020

Year	%
2013–14	25%
2014–15	27%
2015–16	27%
2016–17	30%
2017–18	32%
2018–19	30%
2019–20	32%

Women in Engineering

The Women in Engineering Program aims to attract, support, retain, and celebrate women in engineering by delivering various initiatives aligned to three focus areas:

- early awareness – providing opportunity for primary and secondary school students to engage with 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 2019–20, the department supported several initiatives to advance and support women in the engineering profession, by awarding an educational bursary and sponsoring STEM school competitions.

These included:

- the Spaghetti Bridge Competition
- Engineering Link Projects
- the Aurecon Bridge Building Competition.

Gender diversity recognised

In 2019, the first Gender Equity Plan was launched, recognising the work the department has done to promote equality and outline goals for the future.

In aligning with the Plan's goal of valuing gender diversity, the department celebrated Queensland Women's Week 2020 with a public event in March 2020. Keynote speaker, Dr Kirsten Ferguson, Deputy Chair of the ABC and award winning expert in leadership, business leader, and author, demonstrated the importance of celebrating the diverse community of strong women through her #Celebratingwomen campaign.

At the event, the inaugural Wonder Women Awards was launched to celebrate the unsung female heroes in the workplace. Wonder Women have been nominated for their leadership, innovation, determination, and commitment to others. The event brought together industry, government, and the wider community to celebrate their diverse community of strong women and featured a lively debate on the topic 'Men are better at science, women are better at humanities'.

Attracting talented people

OneTMR Graduate Program

The department onboarded 25 new graduates in 2020, bringing the graduate program total to 54 across 22 disciplines. Each graduate undertakes between two and four rotations across the two year program.

The initial applicant pool for the 2020 intake was 4291. 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 has resulted in a 25 per cent increase in female graduates, an outstanding achievement in a typically male-dominated workforce. There has also been an increase in the number of graduates identifying as Aboriginal and Torres Strait Islander (11.53 per cent) and 3.84 per cent living with a disability.



For more information visit:

www.tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program

OneTMR Induction Program

The department's Induction Program delivers five online learning modules over a six month period. The program is designed to connect new employees to the department's corporate values. More than 300 new employees have successfully completed the online induction course.

The Big Event

A total of 140 employees attended two sessions of the Big Event held in Cairns and Brisbane in the 2019–20 financial year. Feedback from program evaluations indicated that new inductees highly value meeting and interacting with the Senior Leadership Team. At the Cairns Big Event, held in September 2019, the induction team piloted a new delivery format. This saw increased opportunities for new inductees to interact with senior leaders, with a strengthened focus on the Public Sector corporate values. The new format was then rolled out for the November 2019 event and was well received by the new employees. The Values and Culture Network continue to support the delivery of the Big Event through their culture advocate roles. 229 new employees across the state participated in the Big Event via the livestream service.

Leadership development

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: Emerging Leaders Program; Public Sector Management Program; and a blended learning program for middle management, Passport 2 Leadership (P2L).

The department also piloted the Public Service Commission's new leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas. The LEAD4QLD pilot had 371 registrations of which over two thirds of participants completed the process. The department will use insights gathered through LEAD4QLD data to develop targeted development initiatives aimed at uplifting leadership capability.

The P2L program continues to be very successful, with another cohort of 60 participants commencing in February 2020. Over 268 middle managers have participated in this program since its inception. The program provides targeted development through a blended learning approach, both modular and interactive, and utilises the Public Service Commission's People Matters program as core content.

Leadership development continues through utilising the department's Seven Learning Options. This includes formal training, coaching, mentoring, job shadowing, networking, individual research, and on-the-job learning opportunities such as special projects and relieving in more senior roles.

OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its seventh year and is designed to assist employees to access guidance and support from experienced peers across the department. It continues to drive the creation of new networks and collaborative partnerships, breaking down workplace barriers to make OneTMR a reality. The 2020 mentoring program runs from August to December, with virtual workshops planned for early August and mid-program webinars in October, followed by an end of program event in December. There are 38 matched pairs for the 2020 mentoring program.

Building a strong culture

Values and culture network

The Values and culture network was formed in 2014 and continues to promote the Queensland public sector values and build a OneTMR culture. There are over 30 permanent members of this volunteer network representing more than 13 branches, including representatives from regional locations. The network meets quarterly to discuss areas of focus for the year which has included:

- building relationships in regional and remote areas through local culture initiatives, such as charity fundraising, team health checks, mini Olympics, and health and wellbeing walks
- partnering with senior leaders to share organisational values with new employees at Big Event inductions, both in Brisbane and in the regions
- championing values and culture across key departmental initiatives, such as the Customer Service Ways We Work program, People 4 People Week, My Health for Life Program and the CUBIE (recognition) awards
- supporting disaster recovery efforts in regional Queensland, including fundraising for fire victims and participation in community recovery.

Working for Queensland survey

The Working for Queensland annual survey gives the department the opportunity to help shape the future of the Queensland Public Service, while improving employees' work experience. The survey results inform focus on enhancing employee engagement, building a positive workplace culture, strategy development, and resource investment.

The 2019 focus included workload and health, organisational fairness, anti-discrimination, and red-tape reduction.

The results revealed employees reported the most positive changes in the following areas:

- feeling supported to pursue development opportunities in other workplaces
- the wellbeing of employees is a priority for the department
- managers model the behaviours expected of all employees.

The Plans for Action 2019–20 addressed key employee engagement focus areas. Actions are undertaken at organisational, divisional and branch level.

CUBIE Awards 2019

The annual CUBIE awards were held for the sixth year in December 2019. CUBIE 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: Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, OneTMR - Individual, OneTMR - Team and the Director-General's All-rounder. A total of 1362 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.

Table 9: Winners for 2019–20 Cubie awards

Category	Winner	Highly Commended
Customer First	Donald Mackay, PPI, Road and Passenger Transport Planning	Steven MacDonald, IMD, PDO, North Queensland Region
Unleash Potential	Trevor Short, IMD, RoadTek, Far North Region	Anne-Marie Moxham, Strategic Investment and Asset Management
Be Courageous	Alexander Taylor, TransLink, Fare Revenue and Contracts	Brett McKenna, CSSR, Service Innovation and Systems Peter McCarten, IMD, PDO, Project Planning and Corridor Land Management
Ideas into Action	Christopher Kiernan, IMD, PDO, Environment and Cultural Heritage	Peter Jenkins, TransLink, Network Events
Empower People	Leah Warnick, IMD, PDO, Capability and Human Resources	–
OneTMR Individual	Rachel Coulson, CSSR, Northern Region, Road Safety	Lindel Ryan, IMD, PDO, Engineering Services Anthony Hoiberg, Corporate, Health and Safety
OneTMR Team	Disruptive Event Management Team (DEMT), IMD, PPI, Corporate, CSSR, TransLink and TNSR	
From IMD — Brett Whitbread, Andrew Thomas, Bruce Bernhardt, Donna Cullen, Gina Turner, Glen Vaughan, Mehmood Khan, Stephen Mallows, Steven MacDonald, Leeann Taylor, Tammy Adams, Annita Sloan and Mark Wasley. From PPI — Christopher Sykes From Corporate — Alec Chambers From CSSR — Andrew Robinson, Anthony Melrose and Frank D'Souza From Translink — Anthony Partridge, Jeffrey Gregory, Sherrin Cappler and Karen Wood From TNSR — Helen Maloney and Melinda Williamson.		
DG All Rounder	Brett Collard, Corporate, ITB, Service Operations	

Health and wellbeing

Wellbeing programs

The 2019–20 wellbeing programs have focused on mental health.

The Mental Health Strategy 2019–21 has seen the delivery of mental health training for managers and mental health awareness training for 1043 employees, including 36 members of the Senior Leadership Team. Incorporating a Workplace Reality Theatre Methodology, the training aims to develop mental health capabilities, and provide information and resources while increasing the confidence of employees and managers to discuss mental health issues.

The 2019–20 period has seen the promotion of, and employees' participation in, events such as Australian Mental Health Week, World Mental Health Day, R U OK? Day, and Fly the Flag Day. Collectively, these events build awareness of psychological wellbeing and suicide prevention and help to de-stigmatise mental illness and associated behaviours. This messaging was further reinforced through partnering with a new Employee Assistance Service provider, Benestar in 2019.

During COVID-19, the focus was on supporting the mental health and wellbeing of all employees. A special COVID-19 mental health and wellbeing intranet page was developed outlining services and resources for those who were struggling generally or as a result of the pandemic. A proactive Wellness Check program was also put in place for the Senior Leadership Team and regular wellness calls were made to employees and managers directly impacted by COVID-19. Additionally, regular workplace health and safety visits were made to frontline employees to check on their mental health and wellbeing and to deliver Toolbox Talks.

The identification and mitigation of hazards that may increase the risk of work-related stress will be undertaken in 2020–21 as the department pilots the People at Work Program's psychosocial risk assessment process.

Injury Management

Though the Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims, the department is 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 10: Comparison of workers' compensation claims lodged over a five year period

	2015–16	2016–17	2017–18	2018–19	2019–20
Claims	296	310	315	309	254

Data source: WorkCover Queensland – Online services for employers.

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

Table 11: Comparison of final return to work percentages

	2015–16	2016–17	2017–18	2018–19	2019–20
Final RTW	98.52%	95.31%	98.52%	98.47%	98.90%

Data source: WorkCover Queensland – Online services for employers.

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

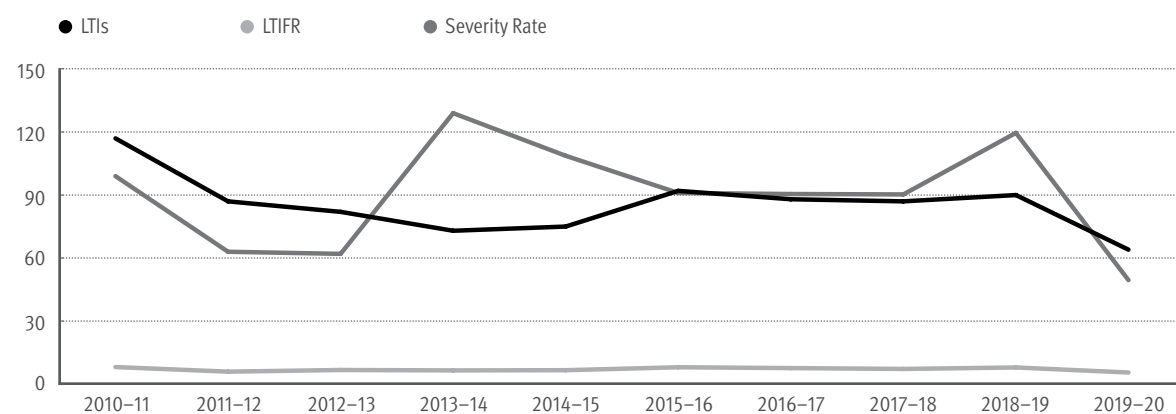
Safety for our employees

Safety Performance

Reporting on Workplace Health and Safety demonstrates how safety is managed and where improvements are needed. Whole-of-department and branch safety reports are developed monthly and every six months the Safety and Wellbeing Improvement Plan report for the department and branches is released.

The statistical overview indicates that the department is expecting a significant reduction in the severity of injuries incurred by employees, with lost working days decreasing from 1362 in 2018–19 to 575 in 2019–20 (a decrease of 60 per cent).

Figure 6: Snapshot of our performance over the years



	2010–11	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
LTIs	117	87	82	73	75	92	88	87	90	64
LTIFR	8.1	5.9	6.7	6.5	6.6	8.0	7.6	7.2	7.9	5.5
Severity Rate	99	63	62	129	108.7	91	90.5	90.3	119.6	49.5
Days Lost	1431	919	757	1442	1234	1044	1049	1088	1362	575

Data sourced from the department's WHS Incident/Injury Management System (Safeware) and from WorkCover Queensland.

Data are 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.

Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.

Days Lost is the number of full work shifts lost for a lost time injury.

Severity Rate is the number of days lost per million hours worked.

Digital uplift of 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 both 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.

Flexible and adaptive ICT procurement implementation (Flexi-ProQr)

Following a successful 12 month pilot, a new Flexi-ProcQr Procurement Framework was implemented in 2019.

The Flexi-ProQr Framework aims to enhance the ability to support the Queensland Government's *DIGITAL1ST Strategy*, while also supporting the Queensland Procurement Policy 2019, by looking at improved ways to engage with small business and innovative ways of approaching the market. While the department continues to support and use traditional methods of procuring ICT, Flexi-ProQr now provides additional options to procure ICT in a flexible way that works collaboratively with the market.

Successful activities using the Flexi-ProQr Framework include a new Bus Stop Management System that automates the workflow of processes associated with bus stop management. This procurement was commenced with a small pilot, working collaboratively with the supplier, before progressing to full production with the solution being implemented across the state. This contract was awarded to a local small to medium enterprise and provides a cost-effective solution and improved operational efficiency to support bus stop administration, planning, and maintenance across Queensland.



For more information visit:

www.digital1st.initiatives.qld.gov.au/

Mobile Technology

In late 2019, the department's Mobile Services contract was refreshed with its primary telecommunications provider to enable a range of new capabilities and anticipates an annual saving of approximately \$290,000.

During 2019–20, the department consumed on average 14 terabytes of data per month with data consumption increasing month on month across the fleet of approximately 9500 devices and services. This was primarily due to line of business applications becoming more mobile and employees working offsite.

To cater for this growth and better enhance its security position, the department has partnered with MobileIron and Wandera, two best in category mobile management solutions that will protect mobile devices and all data consumed through these services.

Additionally, the department is progressing with its expansion of Microsoft's Intune platform to enable employees to use services on personal devices, if desired.

By migrating to these platforms, it is expected to have all corporately owned mobile devices connected by the end of 2020.

Accelerating TMR's modern digital workplace with Windows 10

By creating a modern digital workplace, employees can work more easily from anywhere, anytime, with any device.

The department is well advanced in its transformation with the Windows 10 Project starting rollout in mid-late 2020, following a successful pilot to over 250 devices in March 2020.

As of June 2020, over 1400 employees are working on a Windows 10 device. The statewide rollout to over 9000 devices is scheduled to be completed by December 2020.

Windows 10, which supports the increasing demand for mobility and flexible ways of working, is part of a suite of new technologies being introduced to enable the department's digital transformation. It follows the successful rollout of Office 365 last year, with additional rollouts in the pipeline.