

External Context		Internal Context	
<p>The National Services Transition relates to functions responsible for national heavy vehicle law and other associated heavy vehicle functions.</p> <p>Existing state regulators will transition some staff and functions to Federal National Heavy Vehicle Regulator.</p>		<p>As a result of this project. some TMR staff will transition to the NHVR, and some will transfer to other parts of TMR.</p> <p>In CSB this includes Transport Inspectors and Senior Transport Inspectors.</p> <p>In LTSRB this includes Vehicles and Prosecution Section employees and managers.</p> <p>Change impacts approximately 300 employees across TMR.</p>	
Risk Description		Risk Consequence	
<p>The National Services Transition will create risks to TMR throughout the life of the project, including:</p> <ul style="list-style-type: none"> - WHS (psychosocial), - industrial relations, - functional, - media, reputational; and financial 		<p>Excessive stress leading to a loss of psychological fitness for duty.</p> <p>Industrial action by employees and employee representatives.</p> <p>Services provided by areas impacted by the change may be impacted during the project.</p> <p>Media and reputational risk due to the largescale organisational change.</p> <p>Financial risks if project is delayed and extra FTE resources are required beyond budgeted.</p>	
Analyse	Evaluate		Treat
<u>Risk Source/Causal Factor</u>	<u>Existing Controls</u>	<u>Risk Rating</u>	<u>Risk Treatment Plan</u>
<p>Exposure to workplace psychosocial hazards:</p> <ul style="list-style-type: none"> - Job demand 	<p>Consultation</p> <ul style="list-style-type: none"> - Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual 	<p>Medium</p>	<p>Consultation</p> <ul style="list-style-type: none"> - Planned Roadshows - Comparison of employee entitlements

<ul style="list-style-type: none"> - Low job control - Poor support - Lack of role clarity - Poor organisational change management - Inadequate reward and recognition - Poor organisational justice - Conflict or poor workplace relationships and interactions <p>(As per Managing the risk of psychosocial hazards at work Code of Practice 2022).</p>	<p>Leave and Accrued Time, Flexible Work Arrangements, HR Delegations, Role Descriptions</p> <p>2 – Largely Effective</p> <p>Common TMR related:</p> <ul style="list-style-type: none"> - TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP. <p>2 – Largely Effective</p>		<ul style="list-style-type: none"> - Document on employee support providers - Individualised support for managers - Group coaching - FAQs (SharePoint?) - DG recorded message and announcements - Early engagement of unions - Union engagement meetings - Dual location between TMR / NHVR preference of location. Criteria will be consulted with union and staff - Lift and shift - BOOT (no disadvantage on entitlements) - Email inboxes for employees to contact for further information / specific questions - Monitor absenteeism and performance
<p>Exposure to work related mental stressors:</p> <p>Role related risks:</p> <ul style="list-style-type: none"> - Traumatic events or material 	<p>Common work related:</p> <ul style="list-style-type: none"> - Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements, <p>2 – Largely Effective</p>		

<ul style="list-style-type: none"> - Remote or isolated work - Poor physical environment - Violence and aggression <p>(As per Managing the risk of psychosocial hazards at work Code of Practice 2022).</p>	<p>Common TMR related:</p> <ul style="list-style-type: none"> - TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP and Working for Queensland <p>2 – Largely Effective</p>		
<p>Workplace risks:</p> <ul style="list-style-type: none"> - Workplace bullying - Harassment, including sexual harassment 	<ul style="list-style-type: none"> - Code of Conduct - MATE Training - TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure) - Access to EAP <p>2 – Largely Effective</p> <p>-</p> <p>2 – Largely Effective</p>		

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Released under RTI - DTMR

RISK ASSESSMENT for National Services Transition Project

Work Activity	Transition of functions responsible for national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.		
Risk Description	<p>The National Services Transition will create psychosocial risks to TMR including:</p> <ul style="list-style-type: none"> - WHS – workcover claims, - Unsettled and disruptive workforce - Lack of trust in leadership - Demotivation - Absenteeism - Lack of control - Uncertain future - Lack of role clarity 		
Business Unit	LTSRB	Workplace Location	61 Mary Street
Date Completed	12/04/2023	Review Date	12/07/2023

Assessment Conducted by	
Name	Position
Mark Singh	Principal Advisor WHS
Trevor Smith	Manager

Summarised TMR Risk Assessment and Ratings Matrix

Sarah Schelberg	Senior HR Advisor
Consulted with	
Name	Position

Risk Dimensions		LIKELIHOOD LEVELS				
		Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE	Severe	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	LOW	LOW	LOW	MEDIUM	MEDIUM

Background

The National Services Transition relates to functions responsible for national heavy vehicle law and other associated heavy vehicle functions. Provides Heavy Vehicle National Law and some non HVNL activities with greater degree of national harmonisation and consistency in how vehicles are regulated

TMR to review functional and service realignment operating model associated with TMR regulatory compliance, HV management / road management services

As a result TMR staff will transition to the NHVR and some will transfer to other parts of TMR. In CSB this includes Transport inspectors and Senior Transport Inspectors. In LTSRB this includes Heavy Vehicles and Prosecution Section employees and managers. Change impacts approximately 300 employees across TMR.

Risk consequences include:
Excessive stress / anxiety leading to a loss of psychological fitness for duty.

Industrial action by employees and employee representatives.
 Services provided by areas impacted by the change may be impacted during the project.
 Decreased available resources
 Individual and / or performance issues
 Fractured relationships within workplace
 Inappropriate workplace behaviours including aggressive behaviour towards management and between employees
 Loss of loyalty to role and department
Action taken by WHS Queensland as a result of complaints / industrial dispute(s) taken by staff and / or union.

Scope

LTSRB staff affected by this change

Revision History

Assessment completed by		Approval
Name		
Position		
Signature		
Date:		

Hazards and Risks	Current Control Measures	Risk Rating (with current controls)	Additional Controls (Treatments) Identified to be Implemented	Residual Risk Rating (with additional controls identified implemented)
<p>Hazard: - Job demand</p> <ul style="list-style-type: none"> - Low job control - Poor support - Lack of role clarity - Poor organisational change management - Inadequate reward and recognition - Poor organisational justice - Conflict or poor workplace relationships and interactions <p>Risk: psychosocial injury / illness</p>	<p>Consultation</p> <ul style="list-style-type: none"> - Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements, Role Descriptions <p>Common TMR related:</p> <ul style="list-style-type: none"> - TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP. 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<ul style="list-style-type: none"> - Open and transparent communication with staff and unions - Planned joint NHVR / CSSR Roadshows - Comparison of employee entitlements - Comparison of entitlements clearly communicated and discussed with relevant employees - BOOT (no disadvantage on entitlements) explained to relevant staff - Document on employee support providers (TBC) - Employee support providers deliver relevant on time coaching and learnings in group and individual platforms - FAQs (SharePoint) - DG recorded message and announcements 	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>

<p>Hazard:</p> <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression <p>Risk: psychosocial injury / illness</p>	<p>Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements</p> <p>Common TMR related: TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP and Working for Queensland</p>	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication</p> <p>Managers to be briefed on key messages for staff, their role in the change process, where they can seek support</p> <p>Reminders to staff in relation to Code of Conduct</p> <p>Integrate code of practice into change management plan / employee support plan and apply accordingly</p>	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>
<p>Hazard:</p> <ul style="list-style-type: none"> - Workplace bullying <p>Risk: psychosocial injury / illness</p>	<ul style="list-style-type: none"> - Code of Conduct - MATE Training - TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure) - Access to EAP 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>Managers to proactively assess and identify any employee workplace relationship issues.</p> <p>Open, transparent communication about the change, including rationale for the change</p> <p>Access to one on support for employees</p> <p>Reminder about code of conduct obligations</p>	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>

Comments

TMR Health & Safety Risk Assessment and Ratings Matrix

Health and Safety		LIKELIHOOD LEVELS					
		Rare	Unlikely	Possible	Likely	Almost Certain	
		Once in five to ten years. The event may occur only in very exceptional circumstances	Once in one to five years. The event could occur sometime but unlikely	Once per month to one year. The event will probably occur in some circumstances	One per week to one month. The event will probably occur in most circumstances	Once per day to one week. The event is expected to occur in most circumstances.	
CONSEQUENCE LEVELS	Severe	<u>Safety</u> <ul style="list-style-type: none"> Fatality, or significant disabling injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Significant prolonged health issues 	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	<u>Safety</u> <ul style="list-style-type: none"> Considerable irreversible injury/illness to one or more persons Serious reversible injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Progressive chronic condition, serious health issues 	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	<u>Safety</u> <ul style="list-style-type: none"> Moderate irreversible injury/illness to one or more persons Reversible injury/illness to one or more persons resulting in time lost and/or restricted duties <u>Health</u> <ul style="list-style-type: none"> Acute short term health issues 	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	<u>Safety</u> <ul style="list-style-type: none"> Reversible injury/illness to one or more persons requiring medical treatment, but does not result in time lost or restricted duties <u>Health</u> <ul style="list-style-type: none"> Unresolved minor health issues 	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	<u>Safety</u> <ul style="list-style-type: none"> Injury/illness requiring first-aid treatment at most <u>Health</u> <ul style="list-style-type: none"> Treatable health issues 	LOW	LOW	LOW	MEDIUM	MEDIUM

ACTIONS TO BE TAKEN	
Extreme Risks	<ul style="list-style-type: none"> • unacceptable • work must cease immediately, or not to be undertaken, until the risk is reduced • implement further control measures and/or obtain specialist advice.
High Risks	<ul style="list-style-type: none"> • immediate action required • risks to be reduced if possible • manager/supervisor authorisation required before work proceeds • ensure the work team is informed of the risk potential and control measures.
Medium Risks	<ul style="list-style-type: none"> • work can proceed, however, reduce the risks where practical and feasible • authorisation by the manager/supervisor is required • ensure the work team is informed of the risk potential and control measures.
Low Risks	<ul style="list-style-type: none"> • no additional risk control necessary • work can proceed • ongoing STOP-THINK-GO assessment by workers.

RISK ASSESSMENT for the employee psychosocial risks relating to the National Services Transition

<p>Work Activity</p>	<p>The National Services Transition including:</p> <ul style="list-style-type: none"> - Transition of functions responsible for national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR. - Internal transfer of remaining compliance function from CSB to LTSRB 		
<p>Risk Description</p>	<p>This risk assessment focusses on the psychosocial hazards associated with the National Services Transition and assesses the risk of psychological harm (such as anxiety, depression, post-traumatic stress disorder, sleep disorders) and physical harm (which can include chronic disease or fatigue related injuries).</p> <p>Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined WorkSafe QLD's <i>Managing the risk of psychosocial hazards at work Code of Practice</i>.</p> <p>The National Services Transition may result in psychosocial consequences to TMR including:</p> <ul style="list-style-type: none"> - Unsettled and disruptive workforce - Lack of trust in leadership - Impact to employee wellbeing - Demotivation - Absenteeism - Uncertain future 		
<p>Business Unit</p>	<p>LTSRB & CSB</p>	<p>Workplace Location</p>	<p>61 Mary Street</p>
<p>Date Completed</p>	<p>12/04/2023</p>	<p>Review Date</p>	<p>24/07/2023</p>

Assessment Conducted by	
Name	Position
Original Assessment 24.4.23 Mark Singh Trevor Smith Sarah Schelberg	Principal Advisor WHS Manager Senior HR Advisor
1st Review 25.5.23 Will Vokes Carlo Tropiano Judy Wood Sarah Schelberg	A/ Manager HSE A/Principal Advisor (Workplace mental health) A/Director Business Management CSB Senior HR Advisor
Consulted with	
Name	Position
2nd Review 25.5.23 Deb Nankivell Michelle Leutton	A/Director NST CSB Transition Manager Human Resources LTSR

Summarised TMR Risk Assessment and Ratings Matrix

Risk Dimensions		Rare	Unlikely	Possible	Likely	Almost Certain
		CONSEQUENCE	Severe	HIGH	HIGH	HIGH
Major	MEDIUM		MEDIUM	HIGH	HIGH	EXTREME
Moderate	LOW		MEDIUM	MEDIUM	HIGH	HIGH
Minor	LOW		LOW	MEDIUM	MEDIUM	MEDIUM
Insignificant	LOW		LOW	LOW	MEDIUM	MEDIUM

Background

The National Services Transition (NST) program in TMR, relates to the transition of national heavy vehicle law and other associated heavy vehicle functions to the NHVR (national regulator). The NHVR's mandate is to be the single national regulator for heavy vehicles in Australia. As part of the process to date, TMR and the NHVR have completed an exhaustive due diligence process, enabling the NHVR to develop their Concept of Operations for Queensland.

In March 2023, the Queensland Government approved the NHVR's Concept of Operations and directed TMR to implement the changes.

As a result of Queensland Government's decision, TMR is preparing to transition the agreed functions and staff to the NHVR. Approximately 135 employees will transition from TMR to the NHVR in this process, and approximately 62 employees will transfer to other parts of TMR.

In CSB this includes Transport Inspectors, Senior Transport Inspectors, Administration Support Officers, Accredited Officers and Managers.

In LTSRB this includes Heavy Vehicles and Prosecution Section employees and managers.

Change impacts approximately 250 employees across TMR.

Scope

This risk assessment seeks to identify and describe potential for increased psychosocial hazards and consider controls to mitigate any increase risks to the psychosocial safety and health of those directly impacted by the change.

LTSR and CSB staff affected by this change

LTSR

1 x PO6 Principal Legal Officer

2 x AO5 Data Analyst

1 x AO5 Advisor

CSB

Product Compliance Managers

Senior Transport Inspectors

Transport Inspectors

Administration Support Officers

Accredited Officers

Time period in scope (May 2023 – March 2024)

Taking into consideration defined project timeline for planning and transitioning of impacted staff

Both transitioning to NHVR and transitioning to LTSR cohorts included in scope



Employee Wellbeing and Change Support Plan

Employee wellbeing and change support services will be offered by the external providers listed to supplement the BENESTAR employee assistance program (EAP).

To address the heightened psychosocial impacts due to the upcoming complex organisation change, additional change support services are being offered to all impacted CSB and LTSR employees.

Summary of external provider support available

- Individual and group support/coaching sessions
- Dealing with change and managing uncertainty
- Individual and group workshops
- Leadership coaching
- Let's talk sessions
- Leadership coaching & upskilling support
- Mental health check-ins
- Career coaching
- EAP overflow

COHORT	TIMING & DELIVERY	CHANGE SUPPORT	PROVIDER
All Employee's	TMR 24/7 Employee Assistance Program	Confidential & Individual support Benestar 'Manager Assist' Benestar 'Outreach Service'	Benestar
All Employee's	2hr Workshop (Face to Face delivery)	Workplace Psychological Health and Psychosocial Factors Workshop	TMR
All Employee's	30 Min Accelerate Short Course (Virtual Delivery)	Psychosocial Hazards at work	
A08 Product Compliance Manager's (CSB)	May 2023 – March 2024 (Virtual delivery) 1 st Month = Weekly Sessions 2nd Month = 12 sessions per month (2 per person) 3rd Month onwards until transition (6 sessions per month (1 per person))	Leadership Executive Coaching & Group Facilitated Sessions	OnTalent
A08 Product Compliance Manager & A05 Senior Transport Inspector (CSB)	May 2023 (Face to Face delivery)	Intro Session Manager Workshops (1 x Carrolindale Campus)	Leigh Hodder - Your Business Whisperer
A05 Senior Transport Inspector (CSB)	June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery)	Individual Support Sessions for Managers	Leigh Hodder - Your Business Whisperer
A04 Transport Inspector (CSB) & Impacted CSB & LTSR Employees	June 2023 – March 2024 (Virtual Delivery) Monthly in each Compliance Region	Intro Session Team Workshop (2 sessions for each of the 5 regions) Team group support sessions	Leigh Hodder - Your Business Whisperer
LTSR Employees transitioning to NHVR	May 2023 – March 2024 (Face to Face initially + Virtual delivery)	Individual Support Sessions Bespoke change support	Leigh Hodder – Your Business Whisperer

Revision History

1st Edition 24/4/23
Reviewed 25/5/2023

Assessment completed by

Approval

Name				
Position	OH&S Working Group			
Signature				
Date:	25.5.2023			
Hazards and Risks	Current Control Measures	Risk Rating (with current controls)	Additional Controls (Treatments) Identified to be Implemented	Residual Risk Rating (with additional controls identified implemented)
Hazard: - Job demand - Low job control - Poor support - Lack of role clarity - Poor organisational change management - Inadequate reward and recognition	Consultation - Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements, Role Descriptions Common TMR related: - TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint - Mental Health and Wellbeing Resources, MATE Training, Access to EAP.	Consequence: Moderate Likelihood: Possible Risk rating: Medium	<ul style="list-style-type: none"> - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR Roadshows delivered by Executive Leadership representatives - Employee Wellbeing 	Consequence: Moderate Likelihood: Unlikely Risk rating: Medium

<p>- Perception of poor organisational justice</p> <p>- Conflict or poor workplace relationships and interactions</p> <p>Risk: psychosocial injury / illness</p>			<p>and Change Support Plan delivered by Benestar, OnTalent and Leigh Hodder including individual and group support/coaching sessions on dealing with change, managing uncertainty and leadership coaching.</p> <p>- Sufficient time provided to employees or time incorporated into employee's roster to engage with change process, review available</p>	
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			<p>resources, provide feedback and seek support</p> <ul style="list-style-type: none"> - Comparison of employee entitlements - Comparison of entitlements clearly communicated and discussed with relevant employees - BOOT (no disadvantage on entitlements) explained to relevant staff - Document on employee support providers (TBC) - Employee support providers 	
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			<p>deliver relevant on time coaching and learnings in group and individual platforms</p> <ul style="list-style-type: none"> - NST Engagement Hub (Sharepoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information - NHVR Information sessions - DG recorded message and announcements 	
Hazard:	Common work related:	Consequence: Moderate	Provision of appropriate support	Consequence: Moderate

<p>- Traumatic events or material</p> <p>- Remote or isolated work</p> <p>- Violence and aggression</p> <p>Risk: psychosocial injury / illness</p>	<p>Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements</p> <p>Common TMR related: TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP and Working for Queensland</p>	<p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>after each announcement – FAQs, access to one on one support, effective local manager communication.</p> <p>Managers to be briefed on key messages for staff, their role in the change process, where they can seek support</p> <p>Reminders to staff in relation to Code of Conduct.</p> <p>Monitor absenteeism and sick leave trends.</p> <p>Integrate code of practice into change management plan / employee support plan and apply accordingly</p>	<p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>
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<p>Hazard: Workplace bullying</p> <p>Risk: psychosocial injury / illness</p>	<ul style="list-style-type: none"> - Code of Conduct - MATE Training - TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure) - Access to EAP 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>Managers to proactively assess and identify any employee workplace relationship issues.</p> <p>Open, transparent communication about the change, including rationale for the change</p> <p>Access to one on one support for employees.</p> <p>Pulse checks</p> <p>Reminder about code of conduct obligations</p>	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>
<p>Comments</p>				

Released under RTI - DTMR

TMR Health & Safety Risk Assessment and Ratings Matrix

Health and Safety		LIKELIHOOD LEVELS					
		Rare	Unlikely	Possible	Likely	Almost Certain	
		Once in five to ten years. The event may occur only in very exceptional circumstances	Once in one to five years. The event could occur sometime but unlikely	Once per month to one year. The event will probably occur in some circumstances	One per week to one month. The event will probably occur in most circumstances	Once per day to one week. The event is expected to occur in most circumstances.	
CONSEQUENCE LEVELS	Severe	<u>Safety</u> <ul style="list-style-type: none"> Fatality, or significant disabling injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Significant prolonged health issues 	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	<u>Safety</u> <ul style="list-style-type: none"> Considerable irreversible injury/illness to one or more persons Serious reversible injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Progressive chronic condition, serious health issues 	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	<u>Safety</u> <ul style="list-style-type: none"> Moderate irreversible injury/illness to one or more persons Reversible injury/illness to one or more persons resulting in time lost and/or restricted duties <u>Health</u> <ul style="list-style-type: none"> Acute short term health issues 	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	<u>Safety</u> <ul style="list-style-type: none"> Reversible injury/illness to one or more persons requiring medical treatment, but does not result in time lost or restricted duties <u>Health</u> <ul style="list-style-type: none"> Unresolved minor health issues 	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	<u>Safety</u> <ul style="list-style-type: none"> Injury/illness requiring first-aid treatment at most <u>Health</u> <ul style="list-style-type: none"> Treatable health issues 	LOW	LOW	LOW	MEDIUM	MEDIUM

ACTIONS TO BE TAKEN	
Extreme Risks	<ul style="list-style-type: none"> • unacceptable • work must cease immediately, or not to be undertaken, until the risk is reduced • implement further control measures and/or obtain specialist advice.
High Risks	<ul style="list-style-type: none"> • immediate action required • risks to be reduced if possible • manager/supervisor authorisation required before work proceeds • ensure the work team is informed of the risk potential and control measures.
Medium Risks	<ul style="list-style-type: none"> • work can proceed, however, reduce the risks where practical and feasible • authorisation by the manager/supervisor is required • ensure the work team is informed of the risk potential and control measures.
Low Risks	<ul style="list-style-type: none"> • no additional risk control necessary • work can proceed • ongoing STOP-THINK-GO assessment by workers.

RISK ASSESSMENT for the employee psychosocial risks relating to the National Services Transition

Work Activity	National Services Transition		
Risk Description	Managing the risks of psychosocial hazards in the workplace		
Business Unit	Land Transport Safety and Regulation, Customer Services Branch	Workplace Location	
Date Completed		Review Date	

Assessment Conducted by	
Name	Position
Consulted with	
Name	Position

Summarised TMR Risk Assessment and Ratings Matrix

Risk Dimensions		LIKELIHOOD LEVELS				
		Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE	Severe	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	LOW	LOW	LOW	MEDIUM	MEDIUM

Background

- The Workplace Health and Safety framework includes: the *Work Health and Safety Act 2011* (the Act), the *Work Health and Safety Regulation 2011*, and *Managing the risks of psychosocial hazards at work Code of Practice*.
- The *Work Health and Safety Act 2011* defined 'health' as meaning both physical and psychological. However, there was no detailed information provided in the regulations.
- The *Work Health and Safety (Psychosocial Risks) Amendment Regulation 2022* was released in October 2022. This amendment clearly defines psychosocial hazards and psychosocial risks and the matters that organisations must regard when developing control measures.
- Further to the amendment, Workplace Health and Safety Queensland released a new *Managing the risk of psychosocial hazards at work Code of Practice 2022* which identified common psychosocial hazards and advice on potential control measures.

The National Services Transition (NST) program in TMR, relates to the transition of national heavy vehicle law and other associated heavy vehicle functions to the NHVR (national regulator). The NHVR's mandate is to be the single national regulator for heavy vehicles in Australia. As part of the process to date, TMR and the NHVR have completed an exhaustive due diligence process, enabling the NHVR to develop their Concept of Operations for Queensland.

In March 2023, the Queensland Government approved the NHVR's Concept of Operations and directed TMR to implement the changes.

As a result of Queensland Government's decision, TMR is preparing to transition the agreed functions and staff to the NHVR. Approximately 135 employees will transition from TMR to the NHVR in this process, and approximately 62 employees will transfer to other parts of TMR.

In CSB this includes Transport Inspectors, Senior Transport Inspectors, Administration Support Officers, Accredited Officers and Managers.

In LTSRB this includes Heavy Vehicles and Prosecution Section employees and managers.

The proposed transition impacts approximately 250 employees across TMR.

Work Activity

The National Services Transition including:

- Transition of functions responsible for national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.
- Internal transfer of remaining compliance function from CSB to LTSRB

Risk Description

This risk assessment seeks to identify and describe potential for increased psychosocial hazards and consider controls to mitigate any increase risks to the psychosocial safety and health of those directly impacted by the change.

This risk assessment focusses on the psychosocial hazards associated with the National Services Transition and assesses the risk of psychological harm (such as anxiety, depression, post-traumatic stress disorder, sleep disorders) and physical harm (which can include chronic disease or fatigue related injuries).

Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined WorkSafe QLD's *Managing the risk of psychosocial hazards at work Code of Practice*.

The transition of identified functions from TMR to NHVR and the internal transfer of the remaining compliance function within TMR may have a psychosocial impact on impacted employees, the NST project team and leadership as indicated through the following:

- Uncertainty for employees of transition process, decision making, timeframes and future business model/employer
- Disrupted and unsettled workforce
- Impacted relationships with leadership
- Impacted employee wellbeing
- Impacted employee engagement
- Increased absenteeism

Scope

In line with the amendment, TMR is required to complete risk assessments at an enterprise, divisional and branch level to demonstrate how we are managing the hazards. This will require consultation with staff, unions and Health and Safety Representatives (HSR).

The Act imposes a duty in relation to 'health', a person conducting a business or undertaking must manage risks to both physical and psychological health, so far as is reasonably practicable.

- The TMR Safety Charter commits to providing a safe and healthy environment for our people.
- TMR is committed to proactively identifying and managing physical and psychological hazards and risks in the workplace.
- In line with the amendment, there are several activities underway in Corporate WHS to support the business with the management of workplace psychosocial hazards and risks.
- Risk assessments will be taking place across the department to identify specific psychosocial risks in work areas and demonstrate how we are managing these.
- This risk assessment will be informed by consultation with all sections impacted employees. Teams will provide input into what the hazards and current controls are for their function.
- In assessing the risk rating for this assessment consideration will be given to data from the Data and Workforce Technology Dashboard including exit surveys, forfeited time, leave trends and the WfQ survey.
- Feedback received through the engagement process will be used to inform this risk assessment.
- The risk assessment will be conducted with representation from all impacted staff.
- Residual risk ratings are incomplete at this stage until initial assessment is confirmed and additional control measures reviewed and allocated as actions in the below action plan where appropriate.
- Note – Many of the additional controls will be required to be administered on a local basis and will be the responsibility of the LTSR/CSB.
- This risk assessment seeks to identify and describe potential for increased psychosocial hazards and consider controls to mitigate any increase risks to the psychosocial safety and health of those directly impacted by the change.

LTSR and CSB staff affected by this change

LTSR

1 x PO6 Principal Legal Officer

1 x PO4 Legal Officer

2 x AO5 Data Analyst

1 x AO5 Advisor

CSB

Product Compliance Managers

Senior Transport Inspectors

Transport Inspectors

Administration Support Officers

Accredited Officers

Approximately **XXX** FTE

Time period in scope (May 2023 – March 2024).

Process considers defined project timeline for planning and transitioning of impacted staff.

Both transitioning to NHVR and transitioning to LTSR cohorts included in scope.

Revision History

Assessment completed by		Approval
Name		
Position		
Signature		
Date:		

Work Activity	-		
Risk Description	-		
Business Unit	LTSRB & CSB	Workplace Location	
Date Completed		Review Date	

Assessment Conducted by	
Name	Position
Original Assessment 24.4.23 Mark Singh Trevor Smith Sarah Schelberg	Principal Advisor WHS Manager Senior HR Advisor
1st Review 25.5.23 Will Vokes Carlo Tropiano Judy Wood Sarah Schelberg	A/ Manager HSE A/Principal Advisor (Workplace mental health) A/Director Business Management CSB Senior HR Advisor
Consulted with	
Name	Position
2nd Review 25.5.23 Deb Nankivell Michelle Leutton	A/Director NST CSB Transition Manager Human Resources LTSR

Proposed Employee Wellbeing and Change Support Plan



Employee Wellbeing and Change Support Plan

Employee wellbeing and change support services will be offered by the external providers listed to supplement the BENESTAR employee assistance program (EAP).

To address the heightened psychosocial impacts due to the upcoming complex organisation change, additional change support services are being offered to all impacted CSB and LTSR employees.

Summary of external provider support available

- Individual and group support/coaching sessions
- Dealing with change and managing uncertainty
- Individual and group workshops
- Leadership coaching
- Let's talk sessions
- Leadership coaching & upskilling support
- Mental health check-ins
- Career coaching
- EAP overflow

COHORT	TIMING & DELIVERY	CHANGE SUPPORT	PROVIDER
All Employee's	TMR 24/7 Employee Assistance Program	Confidential & Individual support Benestar 'Manager Assist' Benestar 'Outreach Service'	Benestar
All Employee's	2hr Workshop (Face to Face delivery) 30 Min Accelerate Short Course (Virtual Delivery)	Workplace Psychological Health and Psychosocial Factors Workshop Psychosocial Hazards at work	TMR
A08 Product Compliance Manager's (CSB)	May 2023 – March 2024 (Virtual delivery) 1 st Month = Weekly Sessions 2 nd Month = 12 sessions per month (2 per person) 3 rd Month onwards until transition (6 sessions per month (1 per person)	Leadership Executive Coaching & Group Facilitated Sessions	OnTalent
A08 Product Compliance Manager & A05 Senior Transport Inspector (CSB)	May 2023 (Face to Face delivery)	Intro Session Manager Workshops (1 x Carseldine Campus)	Leigh Hodder - Your Business Whisperer
A05 Senior Transport Inspector (CSB)	June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery)	Individual Support Sessions for Managers	Leigh Hodder -Your Business Whisperer
A04 Transport Inspector (CSB) & Impacted CSB & LTSR Employees	June 2023 – March 2024 (Virtual Delivery) Monthly in each Compliance Region	Intro Session Team Workshop (2 sessions for each of the 5 regions) Team group support sessions	Leigh Hodder- Your Business Whisperer
LTSR Employees transitioning to NHVR	May 2023 – March 2024 (Face to Face initially + Virtual delivery)	Individual Support Sessions Bespoke change support	Leigh Hodder – Your Business Whisperer

Revision History				
Draft 24/4/23 Reviewed 25/5/2023				
Assessment completed by			Approval	
Name				
Position	OH&S Working Group			
Signature				
Date:				
Hazards and Risks	Current Control Measures	Risk Rating (with current controls)	Additional Controls (Treatments) Identified to be Implemented	Residual Risk Rating (with additional controls identified implemented)
Hazard: - Job demand - Low job control - Poor support - Lack of role clarity - Poor organisational	Consultation - Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements, Role Descriptions Common TMR related: - TMR Policies and Procedures, TMR Code of	Consequence: Moderate Likelihood: Possible Risk rating: Medium	<ul style="list-style-type: none"> - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR Roadshows delivered by Executive Leadership representatives - Employee Wellbeing and Change Support Plan delivered by Benestar, OnTalent and Leigh Hodder including individual and group support/coaching sessions on dealing with change, managing uncertainty and leadership coaching. - Sufficient time provided to employees or time incorporated into employee's roster to engage with change process, review available resources, provide feedback and seek support 	Consequence: Moderate Likelihood: Unlikely Risk rating: Medium

<p>change management</p> <ul style="list-style-type: none"> - Inadequate reward and recognition - Perception of poor organisational justice - Conflict or poor workplace relationships and interactions - Traumatic events or material - Remote or isolated work - Violence and aggression 	<p>Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> <p>Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements</p> <p>Common TMR related: TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP and Working for Queensland</p>		<ul style="list-style-type: none"> - Comparison of employee entitlements - Comparison of entitlements clearly communicated and discussed with relevant employees - BOOT (no disadvantage on entitlements) explained to relevant staff - Document on employee support providers (TBC) - Employee support providers deliver relevant on time coaching and learnings in group and individual platforms - NST Engagement Hub (Sharepoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information - NHVR Information sessions - DG recorded message and announcements <p>Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication.</p> <p>Managers to be briefed on key messages for staff, their role in the change process, where they can seek support</p> <p>Reminders to staff in relation to Code of Conduct.</p> <p>Monitor absenteeism and sick leave trends.</p> <p>Integrate code of practice into change management plan / employee support plan and apply accordingly – requires engagement process with all impacted staff, unions and health and safety representatives (as prescribed by the code)</p>	
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<p>Risk: psychosocial injury / illness</p>				
<p>Hazard: Workplace bullying</p> <p>Risk: psychosocial injury / illness</p>	<ul style="list-style-type: none"> - Code of Conduct - MATE Training - TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure) - Access to EAP 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>Managers to proactively assess and identify any employee workplace relationship issues.</p> <p>Open, transparent communication about the change, including rationale for the change</p> <p>Access to one on one support for employees.</p> <p>Pulse checks</p> <p>Reminder about code of conduct obligations</p>	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>

Comments

TMR Health & Safety Risk Assessment and Ratings Matrix

Health and Safety		LIKELIHOOD LEVELS					
		Rare	Unlikely	Possible	Likely	Almost Certain	
		Once in five to ten years. The event may occur only in very exceptional circumstances	Once in one to five years. The event could occur sometime but unlikely	Once per month to one year. The event will probably occur in some circumstances	One per week to one month. The event will probably occur in most circumstances	Once per day to one week. The event is expected to occur in most circumstances.	
CONSEQUENCE LEVELS	Severe	<u>Safety</u> <ul style="list-style-type: none"> Fatality, or significant disabling injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Significant prolonged health issues 	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	<u>Safety</u> <ul style="list-style-type: none"> Considerable irreversible injury/illness to one or more persons Serious reversible injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Progressive chronic condition, serious health issues 	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	<u>Safety</u> <ul style="list-style-type: none"> Moderate irreversible injury/illness to one or more persons Reversible injury/illness to one or more persons resulting in time lost and/or restricted duties <u>Health</u> <ul style="list-style-type: none"> Acute short term health issues 	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	<u>Safety</u> <ul style="list-style-type: none"> Reversible injury/illness to one or more persons requiring medical treatment, but does not result in time lost or restricted duties <u>Health</u> <ul style="list-style-type: none"> Unresolved minor health issues 	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	<u>Safety</u> <ul style="list-style-type: none"> Injury/illness requiring first-aid treatment at most <u>Health</u> <ul style="list-style-type: none"> Treatable health issues 	LOW	LOW	LOW	MEDIUM	MEDIUM

ACTIONS TO BE TAKEN	
Extreme Risks	<ul style="list-style-type: none"> • unacceptable • work must cease immediately, or not to be undertaken, until the risk is reduced • implement further control measures and/or obtain specialist advice.
High Risks	<ul style="list-style-type: none"> • immediate action required • risks to be reduced if possible • manager/supervisor authorisation required before work proceeds • ensure the work team is informed of the risk potential and control measures.
Medium Risks	<ul style="list-style-type: none"> • work can proceed, however, reduce the risks where practical and feasible • authorisation by the manager/supervisor is required • ensure the work team is informed of the risk potential and control measures.
Low Risks	<ul style="list-style-type: none"> • no additional risk control necessary • work can proceed • ongoing STOP-THINK-GO assessment by workers.

RISK ASSESSMENT for the employee psychosocial risks relating to the National Services Transition

Work Activity	National Services Transition		
Risk Description	Managing the risks of psychosocial hazards in the workplace		
Business Unit	Customer Services Branch/ Land Transport Safety and Regulation, Customer Services, Safety and Regulation	Workplace Location	Various
Date Completed		Review Date	

Assessment Conducted by	
Name	Position
Consulted with	
Name	Position

Summarised TMR Risk Assessment and Ratings Matrix

Risk Dimensions		LIKELIHOOD LEVELS				
		Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE	Severe	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	LOW	LOW	LOW	MEDIUM	MEDIUM

Background

- The Workplace Health and Safety framework includes: the *Work Health and Safety Act 2011* (the Act), the *Work Health and Safety Regulation 2011*, and *Managing the risks of psychosocial hazards at work Code of Practice*.
- The *Work Health and Safety Act 2011* defined 'health' as meaning both physical and psychological. However, there was no detailed information provided in the regulations.
- The *Work Health and Safety (Psychosocial Risks) Amendment Regulation 2022* was released in October 2022. This amendment clearly defines psychosocial hazards and psychosocial risks and the matters that organisations must regard when developing control measures.
- Further to the amendment, Workplace Health and Safety Queensland released a new *Managing the risk of psychosocial hazards at work Code of Practice 2022* which identified common psychosocial hazards and advice on potential control measures.

The National Services Transition (NST) program in TMR relates to the transition of national heavy vehicle law and other associated heavy vehicle functions to the NHVR (national regulator). The NHVR's mandate is to be the single national regulator for heavy vehicles in Australia. As part of the process to date, TMR and the NHVR have completed an exhaustive due diligence process, enabling the NHVR to develop their Concept of Operations for Queensland.

In March 2023, the Queensland Government approved the NHVR's Concept of Operations and directed TMR to implement the changes.

As a result of the Queensland Government's decision, TMR is preparing to transition the agreed functions and staff to the NHVR. Approximately 135 employees will transition from TMR to the NHVR in this process, and approximately 62 employees will transfer to other parts of TMR.

In Customer Services Branch (CSB), this includes Transport Inspectors, Senior Transport Inspectors, Administration Support Officers, Accredited Officers and Managers.

In Land Transport Safety and Regulation Branch (LTSR) this includes Heavy Vehicles and Prosecution Section employees and managers.

The proposed transition impacts approximately 250 employees across TMR.

Work Activity

The National Services Transition including:

- Transition of functions responsible for national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.
- Internal transfer of remaining compliance function from CSB to LTSR.

Risk Description

This risk assessment focusses on the psychosocial hazards associated with the National Services Transition and assesses the risk of psychological harm (such as anxiety, depression, post-traumatic stress disorder, sleep disorders) and physical harm (which can include chronic disease or fatigue related injuries). This assessment also identifies controls, both existing and additional treatments considered to mitigate any increase in risk to the psychosocial safety and health of those directly impacted in the change.

Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined WorkSafe QLD's *Managing the risk of psychosocial hazards at work Code of Practice*.

This Risk Assessment will continue to be a live working document, reviewed as required and as the transition proceeds, to ensure and that controls are being effective, including those provided as part of the NST Wellbeing and Change Support Plan. Continuing engagement with employees as the transition period progresses will also inform further changes.

The transition of identified functions from TMR to NHVR and the internal transfer of the remaining compliance function within TMR may have a psychosocial impact on impacted employees, the NST project team and leadership as indicated through the following:

- Unsettled / demotivated workforce
- Uncertainty for some employees
- Impact to delivery of critical work
- Impact to Employee Wellbeing and employee engagement
- Delays in NST and transition of the remaining workforce to LTSR
- Increased absenteeism/safety risk.

Scope

In line with the amendment, TMR is required to complete risk assessments at an enterprise, divisional and branch level to demonstrate how we are managing the hazards. This will require consultation with staff, unions and Health and Safety Representatives (HSR).

The Act imposes a duty in relation to 'health', a person conducting a business or undertaking must manage risks to both physical and psychological health, so far as is reasonably practicable.

- The TMR Safety Charter commits to providing a safe and healthy environment for our people.
- TMR is committed to proactively identifying and managing physical and psychological hazards and risks in the workplace.
- In line with the amendment, there are several activities underway in Corporate WHS to support the business with the management of workplace psychosocial hazards and risks.
- Risk assessments are being undertaken across the department to identify specific psychosocial risks in work areas and demonstrate how we are managing these.
- Development of this risk assessment **will be** informed by consultation with all impacted employees. Teams will provide input into what the hazards and current controls are for their function.
- In assessing the risk rating for this risk assessment, consideration **will be** given to data from the Data and Workforce Technology Dashboard including exit surveys, forfeited time, leave trends and Working for Queensland survey results.
- Feedback received through the NST transition engagement process **will be** used to inform this risk assessment.
- The risk assessment process **will be** conducted with representation from all impacted staff.
- Residual risk ratings are incomplete at this stage until initial assessment is confirmed and additional control measures have been reviewed and allocated as actions in the below action plan.
- Note – Many of the additional controls will be required to be administered on a local basis and will be the responsibility of LTSR/CSB.

This risk assessment seeks to identify and describe potential for increased psychosocial hazards and consider controls to mitigate any increase risks to the psychosocial safety and health of those directly impacted by the change.

LTSR and CSB staff affected by this change as identified as follows:

LTSR

1 x PO6 Principal Legal Officer

1 x PO4 Legal Officer

2 x AO5 Data Analyst

1 x AO5 Advisor

CSB

Product Compliance Managers

Senior Transport Inspectors

Transport Inspectors

Administration Support Officers

Accredited Officers

Approximately 200 FTE

Time period in scope (May 2023 – March 2024). This process considers a defined project timeline for planning and transitioning of impacted staff.

All impacted staff cohort either anticipated to transition to the NHVR or to LTSR are considered as included in scope in this risk assessment.

Revision History

Assessment completed by		Approval
Name		
Position		
Signature		
Date:		

Work Activity	-		
Risk Description	-		
Business Unit	LTSRB & CSB	Workplace Location	
Date Completed		Review Date	

Assessment Conducted by

Name	Position
Draft Assessment 24.4.23	
Mark Singh	Principal Advisor WHS
Trevor Smith	Manager
Sarah Schelberg	Senior HR Advisor
1st Review 25.5.23	
Will Vokes	A/ Manager HSE
Carlo Tropiano	A/Principal Advisor (Workplace mental health)
Judy Wood	A/Director Business Management CSB
Sarah Schelberg	Senior HR Advisor
Consulted with	
Name	Position
2nd Review 25.5.23	
Deb Nankivell	A/Director NST CSB Transition
Michelle Leutton	Manager Human Resources LTSR
3rd Review XX.X.XX	

XX	
XX	

Released under RTI - DTMR
DRAFT

Proposed Employee Wellbeing and Change Support Plan



National Services Transition

Employee Wellbeing and Change Support Plan

Employee wellbeing and change support services will be offered by the external providers listed to supplement the BENESTAR employee assistance program (EAP).

To address the heightened psychosocial impacts due to the upcoming complex organisation change, additional change support services are being offered to all impacted CSB and LTSR employees.

Summary of external provider support available

- Individual and group support/coaching sessions
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- Let's talk sessions
- Leadership coaching & upskilling support
- Mental health check-ins
- Career coaching
- EAP overflow

COHORT	TIMING & DELIVERY	CHANGE SUPPORT	PROVIDER
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All Employee's	2hr Workshop (Face to Face delivery) 30 Min Accelerate Short Course (Virtual Delivery)	Workplace Psychological Health and Psychosocial Factors Workshop Psychosocial Hazards at work	TMR
A08 Product Compliance Manager's (CSB)	May 2023 – March 2024 (Virtual delivery) 1 st Month = Weekly Sessions 2 nd Month = 12 sessions per month (2 per person) 3 rd Month onwards until transition (6 sessions per month (1 per person)	Leadership Executive Coaching & Group Facilitated Sessions	OnTalent
A08 Product Compliance Manager & A05 Senior Transport Inspector (CSB)	May 2023 (Face to Face delivery)	Intro Session Manager Workshops (1 x Carseldine Campus)	Leigh Hodder - Your Business Whisperer
A05 Senior Transport Inspector (CSB)	June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery)	Individual Support Sessions for Managers	Leigh Hodder -Your Business Whisperer
A04 Transport Inspector (CSB) & Impacted CSB & LTSR Employees	June 2023 – March 2024 (Virtual Delivery) Monthly in each Compliance Region	Intro Session Team Workshop (2 sessions for each of the 5 regions) Team group support sessions	Leigh Hodder- Your Business Whisperer
LTSR Employees transitioning to NHVR	May 2023 – March 2024 (Face to Face initially + Virtual delivery)	Individual Support Sessions Bespoke change support	Leigh Hodder – Your Business Whisperer

Released

Revision History				
Draft 24/4/23 Reviewed 25/5/2023				
Assessment completed by			Approval	
Name				
Position	OH&S Working Group			
Signature				
Date:				
Hazards and Risks	Current Control Measures	Risk Rating (with current controls)	Additional Controls (Treatments) Identified to be Implemented	Residual Risk Rating (with additional controls identified implemented)
High/low Job demands - Sustained or intense high levels of physical, mental or emotional job demands which are excessive, unreasonable or chronically	Assessment of all 14 identified psychosocial hazards and risks to be undertaken – requires engagement process with all impacted staff, unions and health and safety representatives (as prescribed by the code)			

<p>exceed workers' capacity; or sustained very low levels of mental demands from the job</p>				
<p>Low job control - Workers having little or no control over what happens in their work environment, how or when their work is done or the objectives they work towards.</p>	<ul style="list-style-type: none"> • Engagement • Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program, • Annual Leave and Accrued Time, Flexible Work Arrangements, Role Descriptions • Common TMR related: <ul style="list-style-type: none"> ○ TMR Policies and Procedures, TMR Code of Conduct, ○ TMR SharePoint – Mental Health 	<p>Consequence: Choose an item.</p> <p>Likelihood: Choose an item.</p> <p>Risk rating: Choose an item.</p>	<ul style="list-style-type: none"> • Employee Wellbeing and Change Support Plan delivered by Benestar, OnTalent and Leigh Hodder including individual and group support/coaching sessions to help deal with navigating change, Career Coaching, managing uncertainty and leadership coaching made available to all impacted staff. • Annual Leave and Accrued Time, Flexible Work Arrangements 	<p>Consequence: Choose an item.</p> <p>Likelihood: Choose an item.</p> <p>Risk rating: Choose an item.</p>

	<p>and Wellbeing Resources, MATE Training, Access to EAP.</p>			
<p>Poor Support - Tasks or jobs where workers have inadequate emotional and/or practical support from supervisors and/or co-workers; inadequate training or information to support their work performance; or inadequate tools, equipment or resources to do the job</p>			<p>.</p>	

<p>Low role clarity - Jobs where there is uncertainty about, or frequent changes to, tasks and work standards; where important task information is not available to workers; or where there are conflicting job roles, responsibilities, or expectations.</p>			<ul style="list-style-type: none"> • Commitment to engage on design of future state Compliance (TMR) • Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program • Upskilling/refresher training where required 	
<p>Poor organisational change management - Organizational change</p>			<ul style="list-style-type: none"> • Provision of appropriate support after each announcement – FAQs, access to support, effective manager communication. • Open and transparent communication with staff and unions • Genuine consideration of employee feedback provided throughout engagement period. 	

<p>management that is poorly planned, communicated, supported, or managed.</p>			<ul style="list-style-type: none"> • Managers to be briefed on key messages for staff, their role in the change process, where they can seek support • Monitor absenteeism and sick leave trends. • Joint NHVR / CSSR Roadshows delivered by Executive Leadership representatives • NST Engagement Information Hub (SharePoint) including FAQs, Project Milestones, key project information • NHVR Information sessions rolled out to with people who have transitioned to NHVR to share their experiences. • FAQ process, DGS recorded message and announcements, Regular Pulse Checks • Bespoke Leadership Coaching to ensure directly and indirectly impacted local leaders are able to navigate the change as well as support their impacted staff throughout the transition period. • Sufficient time rostered for employees to engage with change process, review information and provide feedback. • Team and individual support packages 	
<p>Low reward and recognition - Jobs where there is an imbalance between workers' effort and recognition or</p>			<ul style="list-style-type: none"> • 	

<p>rewards, both formal and informal.</p>				
<p>Poor organisational justice - A lack of procedural fairness (fair processes to reach decisions), informational fairness (keeping relevant people informed), or interpersonal fairness (treating people with dignity and respect).</p>			<ul style="list-style-type: none"> • Commitment to share employee feedback with decision makers • Strong engagement. 	
<p>Poor workplace relationships including interpersonal</p>			<ul style="list-style-type: none"> • TMR Policies and Procedures, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training • Reminders to staff in relation to Code of Conduct. • Access to EAP 	

<p>conflict - Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact.</p>				
<p>Remote or isolated work - Work that is isolated from the assistance of other persons because of location, time, or the nature of the work.</p>				

<p>Poor environmental conditions</p> <ul style="list-style-type: none"> - Exposure to hazardous work environments that create a stress response. 			-	
<p>Traumatic events</p> <ul style="list-style-type: none"> - Investigating, witnessing, or being exposed to traumatic events. This may include reading, hearing or seeing accounts of traumatic events. 			-	

<p>Violence and aggression - Any incident where a person is abused, threatened, or assaulted at work or while they are carrying out work.</p>			-	
<p>Bullying - Repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety</p>			-	

<p>Harassment including sexual harassment</p> <p>- Harassment in relation to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity, or intersex status</p>			-	
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NOTE: everything below is from the draft risk assessment provided by Deb – to be incorporated in to the above

<p>Job demand</p> <ul style="list-style-type: none"> - Low job control - Poor support 	<p>Consultation</p> <ul style="list-style-type: none"> - Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program, Annual Leave and Accrued Time, Flexible Work 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating:</p>	<ul style="list-style-type: none"> - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR Roadshows delivered by Executive Leadership representatives 	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating:</p>
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<ul style="list-style-type: none"> - Lack of role clarity - Poor organisational change management - Inadequate reward and recognition - Perception of poor organisational justice - Conflict or poor workplace relationships and interactions <p>Risk: psychosocial injury / illness</p>	<p>Arrangements, Role Descriptions</p> <p>Common TMR related:</p> <ul style="list-style-type: none"> - TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP. 	<p>Medium</p>	<ul style="list-style-type: none"> - Employee Wellbeing and Change Support Plan delivered by Benestar, OnTalent and Leigh Hodder including individual and group support/coaching sessions on dealing with change, managing uncertainty and leadership coaching. - Sufficient time provided to employees or time incorporated into employee's roster to engage with change process, review available resources, provide feedback and seek support - Comparison of employee entitlements - Comparison of entitlements clearly communicated and discussed with relevant employees - BOOT (no disadvantage on entitlements) explained to relevant staff - Document on employee support providers (TBC) - Employee support providers deliver relevant on time coaching and learnings in group and individual platforms - NST Engagement Hub (Sharepoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information - NHVR Information sessions - DG recorded message and announcements <p>Integrate code of practice into change management plan / employee support plan and apply accordingly</p>	<p>Medium</p>
<p>Hazard:</p>	<p>Common work related: Induction/Onboarding, Training, Positive</p>	<p>Consequence: Moderate</p> <p>Likelihood:</p>	<p>Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication.</p>	<p>Consequence: Moderate</p> <p>Likelihood:</p>

<p>- Traumatic events or material</p> <p>- Remote or isolated work</p> <p>- Violence and aggression</p> <p>Risk: psychosocial injury / illness</p>	<p>Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements</p> <p>Common TMR related:</p> <p>TMR Policies and Procedures, TMR Code of Conduct, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP and Working for Queensland</p>	<p>Possible</p> <p>Risk rating: Medium</p>	<p>Managers to be briefed on key messages for staff, their role in the change process, where they can seek support</p> <p>Reminders to staff in relation to Code of Conduct.</p> <p>Monitor absenteeism and sick leave trends.</p> <p>Integrate code of practice into change management plan / employee support plan and apply accordingly</p>	<p>Unlikely</p> <p>Risk rating: Medium</p>
<p>Hazard: Workplace bullying</p> <p>Risk: psychosocial injury / illness</p>	<ul style="list-style-type: none"> - Code of Conduct - MATE Training - TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure) - Access to EAP 	<p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk rating: Medium</p>	<p>Managers to proactively assess and identify any employee workplace relationship issues.</p> <p>Open, transparent communication about the change, including rationale for the change</p> <p>Access to one on one support for employees.</p> <p>Pulse checks</p> <p>Reminder about code of conduct obligations</p>	<p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk rating: Medium</p>

Comments

TMR Health & Safety Risk Assessment and Ratings Matrix

Health and Safety		LIKELIHOOD LEVELS					
		Rare	Unlikely	Possible	Likely	Almost Certain	
		Once in five to ten years. The event may occur only in very exceptional circumstances	Once in one to five years. The event could occur sometime but unlikely	Once per month to one year. The event will probably occur in some circumstances	One per week to one month. The event will probably occur in most circumstances	Once per day to one week. The event is expected to occur in most circumstances.	
CONSEQUENCE LEVELS	Severe	<u>Safety</u> <ul style="list-style-type: none"> Fatality, or significant disabling injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Significant prolonged health issues 	HIGH	HIGH	HIGH	EXTREME	EXTREME
	Major	<u>Safety</u> <ul style="list-style-type: none"> Considerable irreversible injury/illness to one or more persons Serious reversible injury/illness to one or more persons <u>Health</u> <ul style="list-style-type: none"> Progressive chronic condition, serious health issues 	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Moderate	<u>Safety</u> <ul style="list-style-type: none"> Moderate irreversible injury/illness to one or more persons Reversible injury/illness to one or more persons resulting in time lost and/or restricted duties <u>Health</u> <ul style="list-style-type: none"> Acute short term health issues 	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor	<u>Safety</u> <ul style="list-style-type: none"> Reversible injury/illness to one or more persons requiring medical treatment, but does not result in time lost or restricted duties <u>Health</u> <ul style="list-style-type: none"> Unresolved minor health issues 	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	Insignificant	<u>Safety</u> <ul style="list-style-type: none"> Injury/illness requiring first-aid treatment at most <u>Health</u> <ul style="list-style-type: none"> Treatable health issues 	LOW	LOW	LOW	MEDIUM	MEDIUM

ACTIONS TO BE TAKEN	
Extreme Risks	<ul style="list-style-type: none"> • unacceptable • work must cease immediately, or not to be undertaken, until the risk is reduced • implement further control measures and/or obtain specialist advice.
High Risks	<ul style="list-style-type: none"> • immediate action required • risks to be reduced if possible • manager/supervisor authorisation required before work proceeds • ensure the work team is informed of the risk potential and control measures.
Medium Risks	<ul style="list-style-type: none"> • work can proceed, however, reduce the risks where practical and feasible • authorisation by the manager/supervisor is required • ensure the work team is informed of the risk potential and control measures.
Low Risks	<ul style="list-style-type: none"> • no additional risk control necessary • work can proceed • ongoing STOP-THINK-GO assessment by workers.