
From: Debbie A Nankivell
Sent: Wednesday, 31 May 2023 5:03 PM
To: Sarah L Schelberg
Cc: Melissa Z Azzopardi
Subject: RE: NST - Psychological Safety Risk Assessment

Hi Sarah

I'm holding some feedback from Melissa A on this one. Would you like to send me a word version and I can provide the feedback to you in tracked edits or happy to run through it with you over a call tomorrow. I'll set some time up.

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Sent: Friday, 26 May 2023 3:14 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>; William S Vokes <William.S.Vokes@tmr.qld.gov.au>
Cc: Judy H Wood <judy.h.wood@tmr.qld.gov.au>; Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>; Michelle Leutton <Michelle.Z.Leutton@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

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Hi Deb,

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Kind Regards,

Sarah Schelberg

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Sarah – would it be possible to have a few slides prepared on the basis of the current RA please?

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From: Melissa Z Azzopardi
Sent: Thursday, 1 June 2023 8:24 AM
To: Debbie A Nankivell
Subject: RE: Safety and Wellbeing Snapshot - 1 June 2023

Follow Up Flag: Follow up
Flag Status: Completed

Thanks - noted

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Thursday, 1 June 2023 8:20 AM
To: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: FW: Safety and Wellbeing Snapshot - 1 June 2023

Morning, happy Thursday.

Just a note to keep us on the same page..... TQ or employees may grab the "consultation" expectations relating to the Psychosocial Risk Assessment related to the NST
I'm planning that we take the position that we brief them on our RA and then consult from there IF requested. The code of practice is pretty clear that we must consult with the workers 😊
Just a fyi.

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From: TMR Safety and Wellbeing Communications <tmr_safety_and_wellbeing_communications@tmr.qld.gov.au>
Sent: Thursday, 1 June 2023 7:30 AM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: Safety and Wellbeing Snapshot - 1 June 2023

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Edition 58

Team OneTMR conquer the Darkness to Daylight challenge

Congratulations to members of [team One TMR](#) for conquering this year's [Darkness to Daylight \(D2D\) Challenge](#)! Early yesterday morning, the team gathered in the darkness to bring in the daylight and complete their final few kilometres together.

[D2D is a symbolic 110km run or walk](#) with each kilometre representing a life lost to DFV in Australia each year. Team One TMR have been collectively walking and running thousands of kilometres throughout the month of May to raise money for the vital work of domestic and family violence prevention. This is TMR's eight year participating in a row! You can donate to team OneTMR [here](#).

TMR's commitment to domestic and family violence (DFV) prevention and awareness does not end here. Please visit our [Domestic and family violence intranet page](#) for safety planning, training, leave information and more.

If you or someone you know is affected by DFV, please know [support is always available](#).



Psychosocial factor risk assessment: what TMR has learned so far

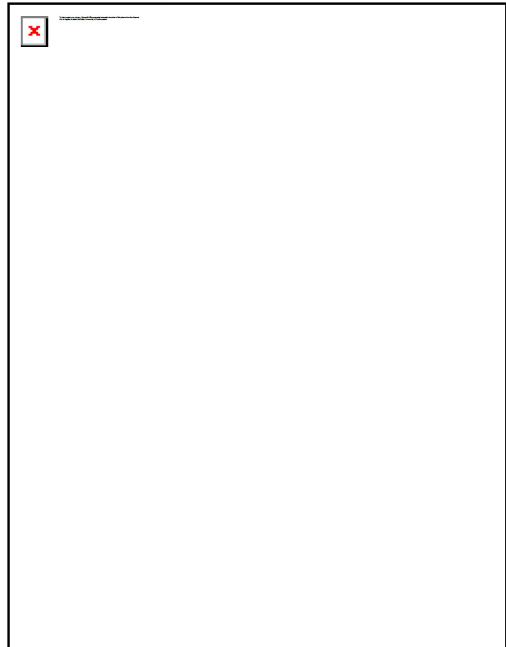
TMR's [Safety Community of Practice](#) is hosting 2023's first educational session on Psychosocial factor risk assessments: what TMR has learned so far.

This session will be held on Tuesday 6 June 2023 from 10am to 11am, and presented by the Corporate WH&S and Rehabilitation team. The session is free and open to all TMR workers.

We will discuss TMR's approach to implementing and adhering to the [Work Health and Safety \(Psychosocial Risks\) Amendment Regulation 2022](#) and the [Workplace Health and Safety Queensland 'Managing the risk of psychosocial hazards at work' Code of Practice 2022](#), which became effective from 1 April 2023. Specifically, we will discuss our psychosocial risk assessment consultation process and an overview of our current learnings.

We would highly recommend completing the [Psychosocial Hazards at Work Accelerate](#) course and reading through the [Psychosocial factors](#) intranet page prior to attending the session.

We welcome you to join the [Safety Community of Practice](#) to stay connected and find out about upcoming sessions. You can reach out to [WHS Systems](#) if you have any questions.



Are you a Health and Safety Representative?

Calling all [TMR Health and Safety Representatives](#) (HSRs) and Deputy HSRs! The Corporate Workplace Health and Safety team are updating the HSR Register and we need your help.

We are asking all new, existing, and previous HSRs and Deputy HSRs to review the details on the [HSR Register](#) (tip: you will need to download the register to access the data).

Please email [WHS Systems](#) as soon as possible if:

- you are a new HSR or Deputy HSR and your details are not on the register,
- you are an existing HSR or Deputy HSR and your details (including training dates) are not current on the register, or
- you are no longer a HSR and your details appear on the register.

HSRs and Deputy HSRs are required to complete an initial five day training course and subsequent refresher course every three years thereafter. If the date since completing the initial five day course or three yearly refresher course, has expired by more than three months, it is a WHSQ requirement that the initial five day course be re-completed.

You can get more information from [WorkSafe Queensland](#) or by emailing [WHS Systems](#).

Prioritise physical and mental health this Men's Health Week

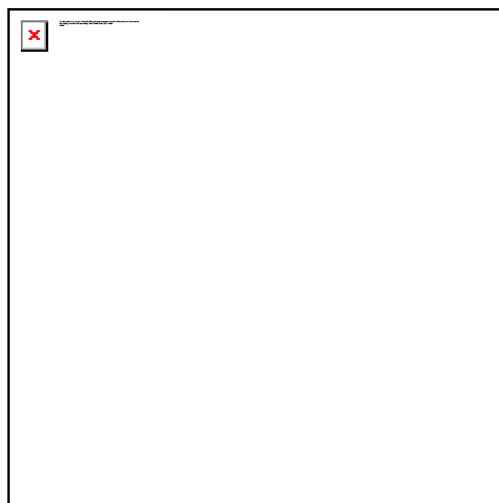
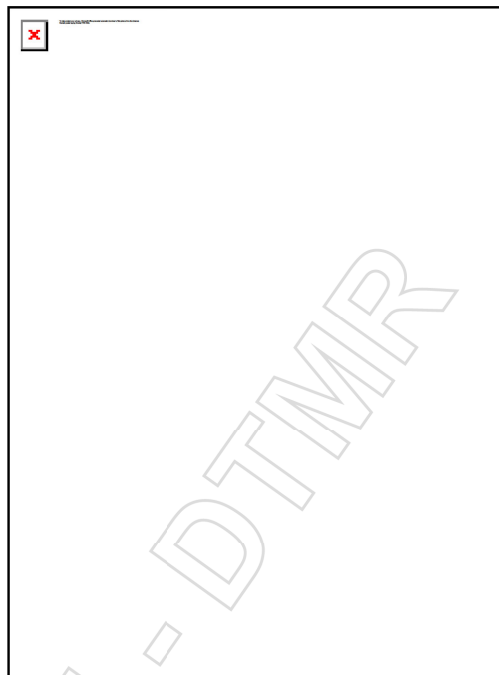
[Men's Health Week](#) is celebrated every year around the world from 12 to 18 June. It is an important opportunity to highlight the importance of men's health, and to promote and support the health and wellbeing of men and boys in our communities.

Men's Health Week focuses on not just physical health, but also men's mental health and emotional wellbeing. This year's theme is Healthy Habits—focusing on encouraging men and boys to build healthy habits by identifying small changes they can make that benefit their health and wellbeing.

You can access these resources for men's health:

- Free health check with [My health for life](#)
- [Know Your Man Facts](#)
- [Men's Shed](#)
- [Spanner in the Works?](#)
- [Men's health via Queensland Health.](#)

Let's use this Men's Health Week as an opportunity to prioritise our health and wellbeing, and to encourage and support each other in making positive health choices whether that be scheduling regular check-ups with healthcare providers, engaging in fun physical activities, eating a healthy diet, managing stress, or seeking out support in times of need.



Stay safe when working with dogs in the field

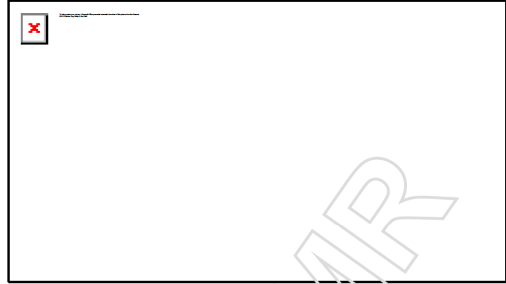
If you or your team encounter dogs while working, then this is the webinar for you.

This month, the National Safety Council of Australia (NSCA) Foundation Ltd hosted a webinar with the Dog Safe Workplace, who have a proven track record of dramatically reducing dog bites. The session debunked myths and made key points around:

- Warning signs - both obvious and subtle
- Increased agitation
- Recognising a potentially dangerous situation
- How to remove yourself in the safest manner

NSCA webinars are recorded and available for all TMR staff to view. You can use [TMR's login details](#) when logging in to the NSCA website, and you'll find the recordings under [Members Lounge](#).

TMR's [Corporate Gold Membership](#) with NSCA gives us access to a range of member resources. The first seven employees to register for NSCA events [here](#) will be able to attend for free. Additional registrations will need to be covered by your business area.



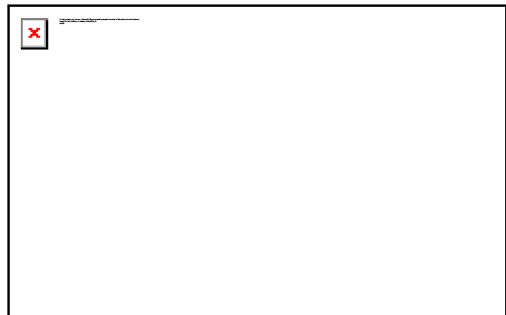
What can we do to combat workers' compensation stigma?

Research from the National Return to Work Survey 2021 found that one in three workers thought they would be treated differently by people at work if they knew about their injury or illness, and one in five workers were worried about the stigma associated with being on workers' compensation.

[Workers' compensation stigma](#) can prevent injured or ill workers from making a workers' compensation claim and it can also impact their recovery, have negative impacts on the worker's team and the organisation more broadly, and lower morale or productivity.

[As a worker](#), you can help create a supportive and inclusive team environment for injured or ill colleagues. [As a supervisor](#), you are the link between the organisation and its workers so you are critical in building a positive and supportive workplace culture that can protect injured or ill workers from workers' compensation stigma. [Employers and human resources](#) have a role in promoting positive and inclusive work environments that support injured or ill workers.

Learn more about [workers' compensation stigma](#) or TMR's [workers' compensation and rehabilitation services](#).



The science of breaking bad habits

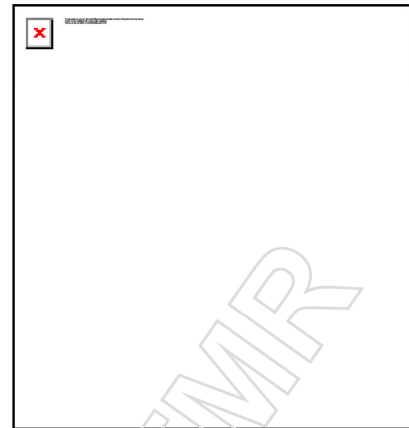
A habit is just a pattern of brain wiring. When we do something over and over again, our brain rewires itself to make that activity easy and automatic.

This is great news when it comes to good habits but, it's also what makes bad habits so hard to break. That's because when a behaviour becomes more automatic, we have less control over it.

Breaking a bad habit doesn't mean you have to stop it cold turkey. Rather, you need to do a deeper dive into why you're doing it in the first place. Understanding the role of brain wiring can help break bad habits by following this step-by-step plan:

1. Be specific about what you want to change
2. Choose a replacement behaviour
3. Start low and go slow
4. Pat yourself on the back
5. Tie a healthy new habit to an established one
6. Don't stress if you slip up

Whatever your habit may be, you can learn about the good and the not-so-good [here](#).

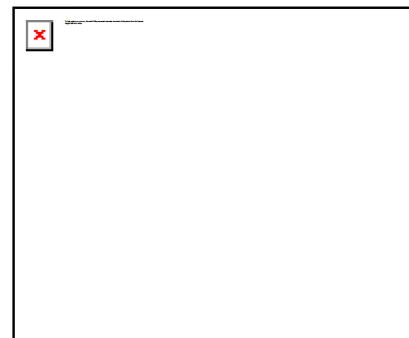


Add this winter warmer to the weekly rotation

If you're looking for something to warm you up as the temperature drops, look no further with this hearty and healthy winter warmer.

Packed with protein, fibre, and a variety of vegetables, this [veggie lentil soup](#) is the perfect choice for a satisfying and nutritious meal as lunch or dinner.

Whether you are vegetarian or just looking for a meatless meal option, this soup is sure to become an easy weeknight staple as it can be made in one-pot.



Upcoming Campaigns

[Bowel Cancer Awareness Month](#)

June 2023

[Push Up Challenge](#)

1 - 24 June 2023

[Men's Health Week](#)

12 - 18 June 2023

[World Blood Donor Day](#)

14 June 2023

Counselling and support services

[National Sexual Assault, Domestic Family Violence Counselling Service 1800 RESPECT](#) —help and support options for people experiencing sexual, domestic and family violence

[DVConnect Womensline 1800 811 811](#) — open 24 hours 7 days a week.

A service helping Queenslanders who identify as female with access to safe accommodation (including children and pets), confidential counselling and referrals to other services.

[DV Connect Mensline 1800 184 527](#) — open 9am to 12 midnight every day. A Queensland service providing victims identifying as male who may be experiencing or using violence with information, counselling, referral services and support.

[Mates in Construction 1300 642 111](#) — mental health support and suicide prevention for workers in the building and construction and mining industries.

[Beyond Blue 1300 224 636](#) — focused on supporting people affected by anxiety, depression and suicide.

[Lifeline 13 11 14](#) — for all Australians experiencing emotional distress, 24 hour crisis support and suicide prevention services.

Send us your safety stories!

Do you have a safety story to share? Send us your safety stories or tell us why safety is important to you at [WHS Systems](#).

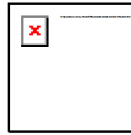
Remember to share your safety stories on [Yammer](#), using the hashtag [#safetytogether](#).



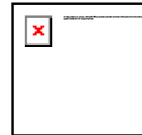
[Safety Alerts](#)



[Great Read](#)



[Report incidents](#)



[Support Services](#)



This email was sent by Safety and Wellbeing Communications,
[TMR Safety and Wellbeing Communications@tmr.qld.gov.au](mailto:TMR_Safety_and_Wellbeing_Communications@tmr.qld.gov.au) to debbie.a.nankivell@tmr.qld.gov.au

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From: Debbie A Nankivell
Sent: Thursday, 1 June 2023 2:17 PM
To: Sarah L Schelberg
Cc: Melissa Z Azzopardi
Subject: RE: NST - Psychological Safety Risk Assessment

Hi Sarah


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We would see Simon as the approver to this document, and Grant Wallace has suggested it be approved (as the initial version subject to regular review as indicated) prior to walking TQ through it next week.

. Ideally, this should be signed off BEFORE we take TQ through it next Friday 9th June.

Debbie Nankivell

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Apologies Mel, I forgot to include you in my return email.

Kind Regards,

Sarah Schelberg

Senior Human Resources Advisor | National Services Transition (Heavy Vehicles)
Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

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Released under RTI - D TMR

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Attachments: 220601 NST WHS Psychosocial Risk Assessment V dn.docx

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Feel free to call if any questions.....

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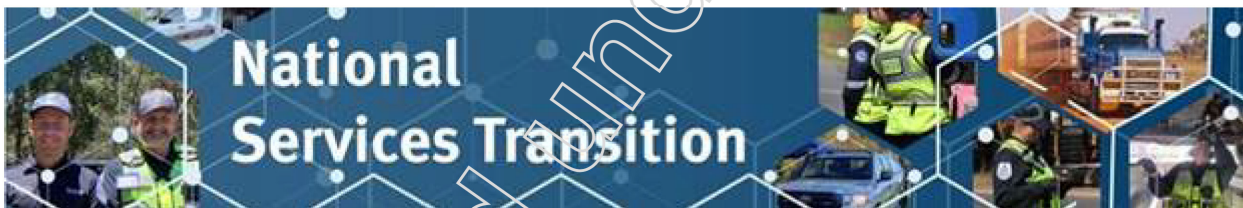
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Sarah.l.schelberg@tmr.qld.gov.au
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From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Sent: Tuesday, 23 May 2023 12:12 PM

To: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>; William S Vokes <William.S.Vokes@tmr.qld.gov.au>

Cc: Judy H Wood <judy.h.wood@tmr.qld.gov.au>; Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>

Subject: NST - Psychological Safety Risk Assessment

Hi Sarah and Will

Would you please send through the current version of the RA. We have the next WG meeting coming up on Friday morning and I expect this will be topical this week.

Sarah – would it be possible to have a few slides prepared on the basis of the current RA please?

Regards
Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

Released under RTI - DTMR

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

| | | | |
|-------------------------|---|---------------------------|----------------|
| Work Activity | <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 | | |
| Risk Description | <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 | | |
| Business Unit | LTSRB & CSB | Workplace Location | 61 Mary Street |
| Date Completed | 12/04/2023 | Review Date | 24/07/2023 |

| 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 |

| Risk Dimensions | | Summarised TMR Risk Assessment and Ratings Matrix | | | | |
|-----------------|---------------|---|----------|----------|---------|----------------|
| CONSEQUENCE | | Rare | Unlikely | Possible | Likely | Almost Certain |
| | 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 (NST) program in TMR, relates to the transition of functions responsible for 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. 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 of Queensland Government's decision, TMR is preparing to transition the agreed functions and staff will transition to the NHVR/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 300-250 employees across TMR.

Psychosocial Risk consequences include:

— Excessive stress / anxiety leading to a loss of psychological and physical health and safety.

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

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
- 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) 3(1/2hr) 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 7 th 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's (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Careldine 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 | 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 – | Consequence: Moderate Likelihood: Possible Risk rating: Medium | - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR | 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 <p>Risk: psychosocial injury / illness</p> | <p>Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> | | <p>Roadshows delivered by Executive Leadership representatives</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 | |
|--|---|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>into employee's roster to engage with change process, review available 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 | |
|--|--|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none">- 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 | |
|--|--|--|---|--|

| | | | | |
|--|---|---|--|---|
| | | | <ul style="list-style-type: none"> - NHVR Information sessions - DG recorded message and announcements | |
| Hazard: <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression Risk: psychosocial injury / illness | Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements 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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

| | | | | |
|---|---|--|---|--|
| | | | Integrate code of practice into change management plan / employee support plan and apply accordingly | |
| Hazard: Workplace bullying Risk: psychosocial injury / illness | <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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | <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> | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

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 personsSerious 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 personsReversible 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. |

From: Debbie A Nankivell
Sent: Thursday, 1 June 2023 5:58 PM
To: Sarah L Schelberg
Cc: Melissa Z Azzopardi
Subject: FW: NST - Psychological Safety Risk Assessment
Attachments: 220601 NST WHS Psychosocial Risk Assessment V dn.docx; Psych Safety Risk Assessment V1.pptx

Hi Sarah

And attached also now are a few slides that we might consider including in the slide deck you have already started – for further consideration and discussion.

Would you mind providing me with an integrated deck in PowerPoint (your slides and these) to have a play with?

Melissa – we'll get a deck drafted as well and come back to you on Monday for feedback.

regards
Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

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GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Debbie A Nankivell
Sent: Thursday, 1 June 2023 2:23 PM
To: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Cc: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

Hi Sarah

Here is the tracked edited version with the few things from Melissa and I – for inclusion or further discussion please.

I'm assuming that Simon will be the approver to this document, please let us know asap if it should be someone else. Grant Wallace has suggested the Risk Assessment be approved (initial version subject to regular review as indicated) prior to walking TQ through it next week, so can we please work towards that. The TQ briefing is scheduled for next Friday 9th June. 😊

Feel free to call if any questions.....

Regards
Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Sent: Thursday, 1 June 2023 10:31 AM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Cc: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

Apologies Mel, I forgot to include you in my return email.

Kind Regards,

Sarah Schelberg

Senior Human Resources Advisor | National Services Transition (Heavy Vehicles)
Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

Floor 11 | 61 Mary Street | Brisbane Qld 4000
PO Box 673 | Fortitude Valley Qld 4006
(07) 3066 8782

Sarah.l.schelberg@tmr.qld.gov.au
www.tmr.qld.gov.au



From: Sarah L Schelberg
Sent: Thursday, 1 June 2023 10:29 AM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

Hi Deb

Sure thing, please find attached.

Kind Regards,

Sarah Schelberg

Senior Human Resources Advisor | National Services Transition (Heavy Vehicles)
Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

Sarah.L.schelberg@tmr.qld.gov.au
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From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Wednesday, 31 May 2023 5:03 PM
To: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Cc: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

Hi Sarah

I'm holding some feedback from Melissa A on this one. Would you like to send me a word version and I can provide the feedback to you in tracked edits or happy to run through it with you over a call tomorrow. I'll set some time up.

Deb

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

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From: Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Sent: Friday, 26 May 2023 3:14 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>; William S Vokes <William.S.Vokes@tmr.qld.gov.au>
Cc: Judy H Wood <judy.h.wood@tmr.qld.gov.au>; Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>;
Michelle Leutton <Michelle.Z.Leutton@tmr.qld.gov.au>
Subject: RE: NST - Psychological Safety Risk Assessment

"CONFIDENTIAL – Please do not share, distribute or print the contents/attachments of this email without the permission of the Program Director - NST Project Team"

Hi Deb,

The Psychosocial WHS Risk Assessment review has been finalised and is awaiting final sign off/approval.

Kind Regards,

Sarah Schelberg

Senior Human Resources Advisor | National Services Transition (Heavy Vehicles)
Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

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

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| Work Activity | <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 | | |
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| Date Completed | 12/04/2023 | Review Date | 24/07/2023 |

| Assessment Conducted by | |
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| Name | Position |
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[Product Compliance Managers](#)

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Time period in scope (May 2023 – March 2024)

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

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| | 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's (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Careldine 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 | | | | |
| 1 st 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 | 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 – | Consequence: Moderate Likelihood: Possible Risk rating: Medium | - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR | 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 <p>Risk: psychosocial injury / illness</p> | <p>Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> | | <p>Roadshows delivered by Executive Leadership representatives</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 | |
|--|---|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>into employee's roster to engage with change process, review available 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 | |
|--|--|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none">- 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 | |
|--|--|--|---|--|

| | | | | |
|--|---|---|--|---|
| | | | <ul style="list-style-type: none"> - NHVR Information sessions - DG recorded message and announcements | |
| Hazard: <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression Risk: psychosocial injury / illness | Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements 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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

| | | | | |
|---|---|--|--|--|
| | | | Integrate code of practice into change management plan / employee support plan and apply accordingly | |
| Hazard: Workplace bullying Risk: psychosocial injury / illness | <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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on one support for employees. Pulse checks Reminder about code of conduct obligations | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

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 personsSerious 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 personsReversible 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**

May/June 2023

NST Psychological safety : Risk Assessment

| | |
|------------------|--|
| Work Activity | <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 |
| Risk Description | <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 |

| Hazard | Hazard | Risk rating | Additional Controls | Risk rating |
|--|---|-------------|--|-------------|
| <p>Job demand</p> <p>Low job control</p> <p>Poor support</p> <p>Lack of role clarity</p> <p>Poor organisational change management</p> <p>Inadequate reward and recognition</p> <p>Perception of poor organisational justice</p> <p>Conflict or poor workplace relationships and interactions</p> <p>Risk: psychosocial injury / illness</p> | <p>Consultation</p> <p>Induction/Onboarding, Training, Positive Performance Principles, Mentoring Program,</p> <p>Annual Leave and Accrued Time, Flexible Work Arrangements, Role Descriptions</p> <p>Common TMR related:</p> <p>TMR Policies and Procedures, TMR Code of Conduct,</p> <p>TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> | Medium | <p>Open and transparent communication with staff and unions</p> <p>Genuine consideration of employee feedback provided</p> <p>Planned joint NHVR / CSSR Roadshows delivered by Executive Leadership representatives</p> <p>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.</p> <p>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</p> <p>Comparison of employee entitlements</p> <p>Comparison of entitlements clearly communicated and discussed with relevant employees</p> <p>BOOT (no disadvantage on entitlements) explained to relevant staff</p> <p>Document on employee support providers (TBC)</p> <p>Employee support providers deliver relevant on time coaching and learnings in group and individual platforms</p> <p>NST Engagement Hub (SharePoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information</p> <p>NHVR Information sessions</p> <p>DG recorded message and announcements</p> | Medium |

| Hazard | Hazard | Risk rating | Additional Controls | Risk rating |
|--|--|-------------|---|-------------|
| <p>Traumatic events or material</p> <p>-Remote or isolated work</p> <p>-Violence and aggression</p> <p>Risk: psychosocial injury / illness</p> | <p>Traumatic events or material</p> <p>-Remote or isolated work</p> <p>-Violence and aggression</p> <p>Risk: psychosocial injury / illness</p> | Medium | <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</p> | Medium |
| <p>Workplace bullying</p> <p>Risk: psychosocial injury / illness</p> | <p>-Code of Conduct</p> <p>-MATE Training</p> <p>-TMR Policy and Procedures (for example, the Individual employee grievances policy and procedure)</p> <p>-Access to EAP</p> | Medium | <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> | Medium |

From: Debbie A Nankivell
Sent: Tuesday, 6 June 2023 2:02 PM
To: Suzanne T Davis; Melissa Z Azzopardi
Cc: NST; Judy H Wood
Subject: RE: Risk assessment request -

That was quick! I'll talk with Melissa and work out a response to provide. We will take the same approach as planned with the union, and most likely offer a summary of the RA for Not relevant. Will let you know where we land.

Melissa – Think we should confirm our approach to this one. Will chat with you today/tomorrow when we catch up.

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: NST <NST@tmr.qld.gov.au>
Sent: Tuesday, 6 June 2023 12:35 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: FW: Risk assessment request -

Hey Deb,

Here is the request

Kind Regards

Sue Davis

Organisational Change Manager | National Services Transition (Heavy Vehicles)
Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division
Department of Transport and Main Roads

Transport and Main Roads offers flexible work arrangements for staff. I am sending this message now because it suits my working arrangements. I don't expect you to read, action or respond out of your normal work hours.

P: (07) 3066 8781 | M: Not relevant
Floor 11 | 61 Mary Street | Brisbane Qld 4000
PO Box 673 | Fortitude Valley Qld 4006
suzanne.t.davis@tmr.qld.gov.au
www.tmr.qld.gov.au

This email and any attachments may contain Cabinet-related information. The unlawful disclosure or retention of Cabinet-related information may constitute an offence under the Criminal Code, corrupt behaviour under the Crime and Corruption Act 2001 and

may constitute official misconduct under the Public Sector Ethics Act 1994. Encouraging or directing another person to do these things may also be an offence.

Digital Licence app

Townsville trial beginning late 2022

QLD digital licence



Not relevant

Released under RTI - DTMR

From: Debbie A Nankivell
Sent: Thursday, 8 June 2023 9:27 AM
To: Melissa Z Azzopardi
Subject: RE: Debbie A Nankivell shared "WHS Risk Assessment Overview - NST - V1" with you.

Thanks we're still finessing this morning and can work with these.

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Sent: Thursday, 8 June 2023 9:26 AM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: RE: Debbie A Nankivell shared "WHS Risk Assessment Overview - NST - V1" with you.

Thanks Deb – I have added a few thoughts as comments in the document

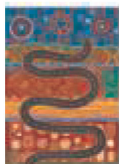
Regards

MAz

Melissa Azzopardi

A/Executive Director (Operations) | **Customer Services Branch**
Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
P: (07) 3066 1446 | M: Not relevant
E: melissa.z.azzopardi@tmr.qld.gov.au
W: www.tmr.qld.gov.au



.....
The Department of Transport and Main Roads acknowledges the Traditional Owners and Custodians of this land and waterways.
We also acknowledge their ancestors and Elders both past and present.
The Department of Transport and Main Roads is committed to reconciliation among all Australians.
.....

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Wednesday, 7 June 2023 12:01 PM
To: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: Debbie A Nankivell shared "WHS Risk Assessment Overview - NST - V1" with you.



Debbie A Nankivell shared a file with you

just sharing draft deck Im working on for Friday.

Deb



[WHS Risk Assessment Overview - NSI - V1](#)



This link only works for the direct recipients of this message.

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From: Debbie A Nankivell
Sent: Thursday, 8 June 2023 9:25 PM
To: Melissa Z Azzopardi; Michelle Leutton; Sarah L Schelberg; Simon Hicks; Suzanne T Davis; Trevor I Smith
Subject: Debbie A Nankivell shared "WHS Risk Assessment Overview - NST - V2" with you.



Debbie A Nankivell shared a file with you

Hi all, from our discussions late this afternoon, I have created a V2 to consider. This version connects the work we have done to the WSQ Code of Conduct, and as such may better position us to move to consultation with TQ and employees on the work completed . Will check for your feedback in the morning.



WHS Risk Assessment Overview - NST - V2



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From: Debbie A Nankivell
Sent: Friday, 9 June 2023 10:59 AM
To: Grant C Wallace; Simon Hicks; Melissa Z Azzopardi
Cc: Michael I Crago; Joanna H Robinson; Michelle Leutton; Adrian D Langford; Amy M Winter
Subject: NST Psychological WHS Risk Assessment - Deck for WG 9 June 2023
Attachments: WHS Risk Assessment Overview - NST - Draft for 09-Jun-23.pptx

Morning all

This is the final for today, thanks

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au



National Services Transition

DRAFT RISK ASSESSMENT

for the employee psychosocial risks relating
to the National Services Transition

May/June 2023

NST Psychosocial Risk Assessment Overview

- The event based Psychosocial risk assessment focusses on the potential psychosocial hazards associated with the planned implementation of the National Services Transition moving functions from TMR to the NHVR.
- The NST WHS Psychosocial Risk Assessment commenced development in early 2023, was reviewed following the cabinet direction and has continued to be developed during the engagement and consultation period with employees. The draft risk assessment was recently reviewed for alignment with the new psychosocial Code of Practice.
- Work to date has been in collaboration with local HR leaders, compliance leaders, WHS leaders, and considered the feedback from employees to the NST project team, local meetings and feedback, roadshows and other forums (project related and business as usual).
- 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.
- Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined in 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 from time to time as required, 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.



NST Psychological Safety : Risk Assessment

What is the Risk being assessed?

Transition of functions and employees responsible for delivering the national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.

Internal transfer of remaining compliance function from CSB to LTSRB.

What are the key themes of the assessment?

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 are aligned with the 14 most common psychosocial hazards outlined in WorkSafe QLD's Managing the risk of psychosocial hazards at work Code of Practice.

Potential impacts associated by the National Services Transition could include:

- Unsettled / demotivated workforce
- Impact to delivery of critical work
- Impact to Employee Wellbeing
- Deteriorating Workplace Relationships
- Delays in NST and transition of the remaining workforce to LTSR
- Increased absenteeism/safety risk.



Hazards were identified using the 14 common psychological hazards listed in the WHSQ Code of Practice

| |
|---|
| High/Low job demands |
| Low job control |
| Poor support |
| Poor organisational change management |
| Poor organisational justice |
| Low role clarity |
| Low reward and recognition |
| Poor environmental conditions |
| Remote or isolated work |
| Poor workplace relationships including interpersonal conflict |
| Traumatic events |
| Bullying |
| Violence and aggression |
| Harassment including sexual harassment |

1. Identifying hazards
2. Assessing psychosocial risk
3. Controlling the risk of psychosocial hazards
4. Eliminating or minimising risks - Controlling risks in accordance with the hierarchy of controls
5. Maintaining and review control measures
6. Recording the risk management process
7. Responding to complaints, incidents, reports.

Potential Psychosocial hazards as per Code of Practice

| Hazard and Risks | Description of Risk as per Code of Practice (these will guide assessment related to the project/team) | Risk |
|---|--|-----------|
| High/low Job demands | Sustained or intense high levels of physical, mental or emotional job demands which are excessive, unreasonable or chronically exceed workers' capacity; or sustained very low levels of mental demands from the job | No change |
| 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. | LOW |
| 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 | No change |
| 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. | LOW |
| Poor Organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW |
| Low reward and recognition | Jobs where there is an imbalance between workers' effort and recognition or rewards, both formal and informal. | No change |
| 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). | MEDIUM |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW |
| Remote or isolated work | Work that is isolated from the assistance of other persons because of location, time, or the nature of the work. | No change |
| Poor environmental conditions | Exposure to hazardous work environments that create a stress response. | No change |
| Traumatic events | Investigating, witnessing, or being exposed to traumatic events. This may include reading, hearing or seeing accounts of traumatic events. | No change |
| Violence and aggression | Any incident where a person is abused, threatened, or assaulted at work or while they are carrying out work. | No change |
| Bullying | Repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety | No change |
| Harassment including sexual harassment | Harassment in relation to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity, or intersex status | No change |

Potential Psychosocial hazards (NST) and controls

| Hazard/Risk | Description as per Code of Practice | Risk | Controls - mix of existing and additional |
|---|---|--------|---|
| 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. | LOW | <ul style="list-style-type: none"> Employee Wellbeing and Change Support Plan delivered by Benestar, On Talent 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 |
| 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. | LOW | <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 |
| Poor organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW | <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. 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, DG 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 |
| 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). | MEDIUM | <ul style="list-style-type: none"> Commitment to share employee feedback with decision makers Strong engagement. |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW | <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 |

We're committed to supporting your wellbeing...

In addition to Benestar's 24/7 Employee Assistance Service, we've developed a **Wellbeing and Change Support Plan** to provide additional change support services to employees and managers impacted by the National Services Transition.

TMR also offers short course workshops on Workplace Psychological Health and Psychosocial Factors & Psychosocial Hazards at work.

Consulting Psychologist and Senior Workplace Relations Advisor Dr. Leigh Hodder from Your Business Whisperer will host the workshops and support sessions. Dr Hodder has more than 20 years' experience dealing with organisational change and will provide helpful change strategies and techniques to support employees' wellbeing and mental health.

Summary of external provider support available

- Individual and group support/coaching sessions
- Dealing with change and managing uncertainty
- Individual and group workshops
- Leadership coaching
- Leadership coaching & upskilling support
- Mental health check-ins
- Career coaching
- Employee Assistance Service

You will have access to confidential, individualised and group support via both face-to-face and virtual delivery throughout the engagement and transition period.

Further information on booking a session can be found on the NST Engagement Hub [NST Program Engagement Hub \(tmr.qld.gov.au\)](https://tmr.qld.gov.au)



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 | PROPOSED 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 |
| AO8 Product Compliance Manager's (CSB) | May 2023 – March 2024 (Virtual delivery) 1st 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 |
| AO8 Product Compliance Manager & AO5 Senior Transport Inspector (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Carseldine Campus) | Leigh Hodder - Your Business Whisperer |
| AO5 Senior Transport Inspector (CSB) | June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery) | Individual Support Sessions for Managers | Leigh Hodder -Your Business Whisperer |
| AO4 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 |

| Hazard and Risks | Current Control Measures | Current Risk Rating | Additional Controls | Residual Risk rating |
|--|---|---------------------|--|----------------------|
| High/low Job demands Low job control Support options Lack of role clarity Organisational change Inadequate reward and recognition Organisational change Conflict or poor workplace relationships and interactions | <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 and Wellbeing Resources, MATE Training, Access to EAP. | Medium | <ul style="list-style-type: none"> Open and transparent communication with staff and unions Genuine consideration of employee feedback provided throughout engagement period. 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 to help deal with navigating change, Career Coaching, managing uncertainty and leadership coaching made available to all impacted staff. TMR Psychosocial Workshops and Training 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 provided and clearly communicated and discussed with relevant employees. BOOT (no disadvantage on entitlements) explained to relevant staff NST Engagement Information Hub (SharePoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information NHVR information sessions rolled out to with people who have transitioned to NHVR to share their experiences, ask questions and gain further information. Provision of appropriate support after each announcement – FAQs, access to on- on-one support, effective local manager communication. Allow impacted employees to submit Frequently asked Questions (FAQ's) and provide answers in timely manner DG 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. | Medium |
| Traumatic events or material Remote or isolated work Violence and aggression | Common work related: <ul style="list-style-type: none"> Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements Common TMR related: <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 | Medium | <ul style="list-style-type: none"> Provision of appropriate support after each announcement – FAQs, access to one-on-one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. Integrate code of practice into change management plan / employee support plan and apply accordingly | Medium |
| Workplace bullying | <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 | Medium | <ul style="list-style-type: none"> Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on-one support for employees. Pulse checks Reminder about code of conduct obligations | Medium |

From: Debbie A Nankivell
Sent: Friday, 9 June 2023 2:22 PM
To: Melissa Z Azzopardi; Simon Hicks; Grant C Wallace
Cc: NST; Amy M Winter; Trevor I Smith; Michelle Leutton; Suzanne T Davis
Subject: Updated documents on NST Risk Assessment for Psychological Risk
Attachments: WHS Risk Assessment Overview - NST - Draft for 09-Jun-23.pptx; 220601 NST WHS Psychosocial Risk Assessment V dn.docx

Hi Melissa and Simon and Grant

Just thought I would check we are all working off the same documents. The latest RA and PPoint deck I have are both attached here.

The RA document was the last one we sent to NST project team on 1 June 2023. The PPoint deck is the one used this morning. We need to make a few changes to the Word document based on our slides we amended and used today.

I can start that on Monday and send through updates in preparation for the next session – be that next Wednesday or the one after.....

Regards
Deb

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au



National Services Transition

DRAFT RISK ASSESSMENT

for the employee psychosocial risks relating
to the National Services Transition

May/June 2023

NST Psychosocial Risk Assessment Overview

- The event based Psychosocial risk assessment focusses on the potential psychosocial hazards associated with the planned implementation of the National Services Transition moving functions from TMR to the NHVR.
- The NST WHS Psychosocial Risk Assessment commenced development in early 2023, was reviewed following the cabinet direction and has continued to be developed during the engagement and consultation period with employees. The draft risk assessment was recently reviewed for alignment with the new psychosocial Code of Practice.
- Work to date has been in collaboration with local HR leaders, compliance leaders, WHS leaders, and considered the feedback from employees to the NST project team, local meetings and feedback, roadshows and other forums (project related and business as usual).
- 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.
- Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined in 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 from time to time as required, 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.



NST Psychological Safety : Risk Assessment

What is the Risk being assessed?

Transition of functions and employees responsible for delivering the national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.

Internal transfer of remaining compliance function from CSB to LTSRB.

What are the key themes of the assessment?

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 are aligned with the 14 most common psychosocial hazards outlined in WorkSafe QLD's Managing the risk of psychosocial hazards at work Code of Practice.

Potential impacts associated by the National Services Transition could include:

- Unsettled / demotivated workforce
- Impact to delivery of critical work
- Impact to Employee Wellbeing
- Deteriorating Workplace Relationships
- Delays in NST and transition of the remaining workforce to LTSR
- Increased absenteeism/safety risk.



Hazards were identified using the 14 common psychological hazards listed in the WHSQ Code of Practice

| |
|---|
| High/Low job demands |
| Low job control |
| Poor support |
| Poor organisational change management |
| Poor organisational justice |
| Low role clarity |
| Low reward and recognition |
| Poor environmental conditions |
| Remote or isolated work |
| Poor workplace relationships including interpersonal conflict |
| Traumatic events |
| Bullying |
| Violence and aggression |
| Harassment including sexual harassment |

1. Identifying hazards
2. Assessing psychosocial risk
3. Controlling the risk of psychosocial hazards
4. Eliminating or minimising risks - Controlling risks in accordance with the hierarchy of controls
5. Maintaining and review control measures
6. Recording the risk management process
7. Responding to complaints, incidents, reports.

Potential Psychosocial hazards as per Code of Practice

| Hazard and Risks | Description of Risk as per Code of Practice (these will guide assessment related to the project/team) | Risk |
|---|--|-----------|
| High/low Job demands | Sustained or intense high levels of physical, mental or emotional job demands which are excessive, unreasonable or chronically exceed workers' capacity; or sustained very low levels of mental demands from the job | No change |
| 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. | LOW |
| 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 | No change |
| 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. | LOW |
| Poor Organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW |
| Low reward and recognition | Jobs where there is an imbalance between workers' effort and recognition or rewards, both formal and informal. | No change |
| 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). | MEDIUM |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW |
| Remote or isolated work | Work that is isolated from the assistance of other persons because of location, time, or the nature of the work. | No change |
| Poor environmental conditions | Exposure to hazardous work environments that create a stress response. | No change |
| Traumatic events | Investigating, witnessing, or being exposed to traumatic events. This may include reading, hearing or seeing accounts of traumatic events. | No change |
| Violence and aggression | Any incident where a person is abused, threatened, or assaulted at work or while they are carrying out work. | No change |
| Bullying | Repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety | No change |
| Harassment including sexual harassment | Harassment in relation to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity, or intersex status | No change |

Potential Psychosocial hazards (NST) and controls

| Hazard/Risk | Description as per Code of Practice | Risk | Controls - mix of existing and additional |
|---|---|--------|---|
| 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. | LOW | <ul style="list-style-type: none"> Employee Wellbeing and Change Support Plan delivered by Benestar, On Talent 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 |
| 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. | LOW | <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 |
| Poor organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW | <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. 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, DG 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 |
| 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). | MEDIUM | <ul style="list-style-type: none"> Commitment to share employee feedback with decision makers Strong engagement. |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW | <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 |

We're committed to supporting your wellbeing...

In addition to Benestar's 24/7 Employee Assistance Service, we've developed a **Wellbeing and Change Support Plan** to provide additional change support services to employees and managers impacted by the National Services Transition.

TMR also offers short course workshops on Workplace Psychological Health and Psychosocial Factors & Psychosocial Hazards at work.

Consulting Psychologist and Senior Workplace Relations Advisor Dr. Leigh Hodder from Your Business Whisperer will host the workshops and support sessions. Dr Hodder has more than 20 years' experience dealing with organisational change and will provide helpful change strategies and techniques to support employees' wellbeing and mental health.

Summary of external provider support available

Individual and group support/coaching sessions
Dealing with change and managing uncertainty
Individual and group workshops
Leadership coaching
Leadership coaching & upskilling support
Mental health check-ins
Career coaching
Employee Assistance Service

You will have access to confidential, individualised and group support via both face-to-face and virtual delivery throughout the engagement and transition period.

Further information on booking a session can be found on the NST Engagement Hub [NST Program Engagement Hub \(tmr.qld.gov.au\)](https://tmr.qld.gov.au)



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 | PROPOSED 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 |
| AO8 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 |
| AO8 Product Compliance Manager & AO5 Senior Transport Inspector (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Carseldine Campus) | Leigh Hodder - Your Business Whisperer |
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| 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 |

| Hazard and Risks | Current Control Measures | Current Risk Rating | Additional Controls | Residual Risk rating |
|--|---|---------------------|--|----------------------|
| High/low Job demands Low job control Support options Lack of role clarity Organisational change Inadequate reward and recognition Organisational change Conflict or poor workplace relationships and interactions | <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 and Wellbeing Resources, MATE Training, Access to EAP. | Medium | <ul style="list-style-type: none"> Open and transparent communication with staff and unions Genuine consideration of employee feedback provided throughout engagement period. 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 to help deal with navigating change, Career Coaching, managing uncertainty and leadership coaching made available to all impacted staff. TMR Psychosocial Workshops and Training 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 provided and clearly communicated and discussed with relevant employees. BOOT (no disadvantage on entitlements) explained to relevant staff NST Engagement Information Hub (SharePoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information NHVR information sessions rolled out to with people who have transitioned to NHVR to share their experiences, ask questions and gain further information. Provision of appropriate support after each announcement – FAQs, access to on- on-one support, effective local manager communication. Allow impacted employees to submit Frequently asked Questions (FAQ's) and provide answers in timely manner DG 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. | Medium |
| Traumatic events or material Remote or isolated work Violence and aggression | Common work related: <ul style="list-style-type: none"> Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements Common TMR related: <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 | Medium | <ul style="list-style-type: none"> Provision of appropriate support after each announcement – FAQs, access to one-on-one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. Integrate code of practice into change management plan / employee support plan and apply accordingly | Medium |
| Workplace bullying | <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 | Medium | <ul style="list-style-type: none"> Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on-one support for employees. Pulse checks Reminder about code of conduct obligations | Medium |

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

| | | | |
|-------------------------|---|---------------------------|----------------|
| Work Activity | <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 | | |
| Risk Description | <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 | | |
| Business Unit | LTSRB & CSB | Workplace Location | 61 Mary Street |
| Date Completed | 12/04/2023 | Review Date | 24/07/2023 |

| 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 | 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 ([NST](#)) program in TMR, relates to [the transition of functions responsible for](#) 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. 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 of Queensland Government's decision, TMR is preparing to transition the agreed functions and staff will transition 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 300-250 employees across TMR.

Psychosocial Risk consequences include:

— Excessive stress / anxiety leading to a loss of psychological and physical health and safety.

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

CSBProduct 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. <u>Summary of external provider support available</u> <ul style="list-style-type: none"> • 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 |  National Services Transition | | | |
|---|--|---|---|--|
| | 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) 3(1/2 hr) 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 7 th 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 |
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| | 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 | 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 – | Consequence: Moderate Likelihood: Possible Risk rating: Medium | - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR | 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 <p>Risk: psychosocial injury / illness</p> | <p>Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> | | <p>Roadshows delivered by Executive Leadership representatives</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 | |
|--|---|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>into employee's roster to engage with change process, review available 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 | |
|--|--|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none">- 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 | |
|--|--|--|---|--|

| | | | | |
|--|---|---|--|---|
| | | | <ul style="list-style-type: none"> - NHVR Information sessions - DG recorded message and announcements | |
| Hazard: <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression Risk: psychosocial injury / illness | Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements 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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

| | | | | |
|---|---|--|--|--|
| | | | Integrate code of practice into change management plan / employee support plan and apply accordingly | |
| Hazard: Workplace bullying Risk: psychosocial injury / illness | <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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on one support for employees. Pulse checks Reminder about code of conduct obligations | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

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 personsSerious 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 personsReversible 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. |

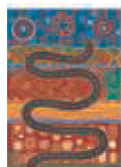
From: Melissa Z Azzopardi
Sent: Monday, 12 June 2023 6:32 PM
To: Debbie A Nankivell
Subject: RE: WHS - Risk assessments for high risk areas

Follow Up Flag: Follow up
Flag Status: Completed

She is probably thinking about Howdens who did the initial psch safety risk assessment in the CCC last year...not sure if they are engaged for anything further yet though

Melissa Azzopardi
A/Executive Director (Operations) | Customer Services Branch
Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

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GPO Box 1412 | Brisbane Qld 4001
P: (07) 3066 1446 | M: Not relevant
E: melissa.z.azzopardi@tmr.qld.gov.au
W: www.tmr.qld.gov.au



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From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Monday, 12 June 2023 6:26 PM
To: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: RE: WHS - Risk assessments for high risk areas

Thanks for sending this through, I think it's all pretty consistent other than Michelle Leutton seems to think we are using an external company for the "employee consultation" on the hazards.....

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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debbie.a.nankivell@tmr.qld.gov.au
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From: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Sent: Wednesday, 7 June 2023 4:51 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: FW: WHS - Risk assessments for high risk areas

Assume you are across this – highlights in yellow below...relevant ahead of the NST RA walkthrough on Friday...

Melissa Azzopardi
A/Executive Director (Operations) | Customer Services Branch
Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

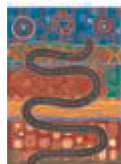
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From: Yolandi Z Combrink <Yolandi.Z.Combrink@tmr.qld.gov.au>

Sent: Tuesday, 6 June 2023 7:38 AM

To: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>

Subject: FW: WHS - Risk assessments for high risk areas

Hi Melissa, sharing the below with you in light of the Customer Aggression Briefing Note. You would be across majority of the activities below but thought it may be worth providing a summary on the activities completed and underway as part of the psychosocial risk assessment for CSB.

I'll also review the briefing note you shared (from an HSE perspective)

Kind regards,

Yolandi Combrink
Director (Digital & Business Transformation)
Customer Services Branch

Phone via MS Teams | M: Not relevant

She / Her

| Mon | Tue | Wed | Thu | Fri |
|-----|-----|-----|-----|-----|
| ✓ | ✓ | 📶 | ✓ | 📶 |

From: Yolandi Z Combrink <Yolandi.Z.Combrink@tmr.qld.gov.au>

Sent: Monday, June 5, 2023 8:11:40 PM

To: Michael I Crago <Michael.I.Crago@tmr.qld.gov.au>

Cc: Wendy Z Reynolds <wendy.z.reynolds@tmr.qld.gov.au>; Michael J Baker <Michael.J.Baker@tmr.qld.gov.au>;

Julia R Hopkins-Martin <Julia.R.Hopkins-Martin@tmr.qld.gov.au>; Shardae K Hutson

<Shardae.K.Hutson@tmr.qld.gov.au>; William S Vokes <William.S.Vokes@tmr.qld.gov.au>

Subject: RE: WHS - Risk assessments for high risk areas

Hi Michael,

As requested please find feedback in relation to the Psychosocial Safety Risk Assessment for Customer Services Branch below. Sorry it is a bit wordy, but I'm happy to have a quick discussion about the activities in this space as well if required:

CSB will have an CSB Psychosocial risk assessment completed by the 30 June 2023 due date. There has been a number of activities undertaken over the past couple of months which will contribute to the outcome of this risk assessment including:

- Howden Consulting Services undertook a psychosocial safety assessment on the Customer Contact Centre one of the CSB's high risk areas when it comes to Psychosocial Safety.
 - The detailed methodology and approach taken by Howden in consultation with CCC stakeholders was aligned to WorkSafe Queensland: Mentally Healthy Workplaces Toolkit.
 - The assessment identified 3 priority areas and an action plan to address the outcomes of this assessment has been implemented and will form part of the Branch's risk assessment treatment actions.
- The CSB Customer Misbehaviour Training report performed by Griffith University has provided valuable insights to inform future actions in improving one of the psychosocial hazard encountered by the majority of customer facing CSB employees i.e. harmful behaviours.
 - The report highlights feedback from approximately 60 CSB employees through pre-training interviews conducted. Whilst this group was small, it did provide an idea of the current state of play prior to the training program and allowed the HSE team to identify 10 recommendations which can be aligned with the Howden Consulting Services assessment focus areas for the CCC.
- In March the DBT team held a session with HRLT members to review the Psychosocial Hazard exposure of Driving Examiners based on the then newly released Code of Conduct. The outcome of this assessment will also be incorporated in the final risk assessment for CSB.
- The HSE team has undertaken a legal compliance gap analysis which assessed our Branch's compliance towards the WHS regulations, the new Code of Practice and the Psychosocial Hazards - ISO 45003:2021 standard. The outcome of this gap analysis will also be incorporated into the CSB risk assessment.
- Risk workshop held with the Risk and Assurance team on 5 June allowed for stakeholders from the R&A team, HR and HSE fields to review the risks associated Psychosocial hazards and is the first step in pulling the activities which have taken place together in a coherent risk assessment. The session also highlighted the need to incorporate initiatives from the People Strategy and HSE Program of work into the treatment actions.

In addition to the activities completed the following is planned:

- A [Psychosocial risk assessment survey](#) will be distributed to all CSB staff members under the banner of the CSB Voice within the next couple of days. The research piece will be communicated as part of the GM message and aims to engage with our employees to find out what workplace psychosocial hazards they have experience in their roles or team. The survey will also aim to find out if there are any actions CSB has implemented that helps employees reduce exposure to stress OR if there are any initiatives that our employees think we should be looking at to reduce psychosocial hazard exposure further.
 - The Voice research piece is the first step in consultation with all of CSB's cohorts and helps us identify where to focus our efforts initially.
 - We anticipate that further engagement may be needed for cohorts where we have identified high exposure to psychosocial hazards, this will take place through the DBT co-design approach which aligns to the consultation requirements of the new code of practice.
 - Based on the feedback from our employees, we will finalise a CSB assessment roadmap for the remainder of the CSB cohorts to undergo the same assessment approach using the assessment methodology followed for the CCC by Howden Consulting.
- Our Principal Advisor (Psychosocial) will commence with her position in CSB on 26 June 2023.
 - Having a subject matter expert as part of the team will also inform our approach and may result in some slight adjustments to the roadmap and the treatment plans identified as part of the initial risk assessment.

Other aspects to note:

- Alignment with the rest of CSSR:
 - A separate NST risk assessment has been undertaken for the transition of the Compliance employees to the Heavy Vehicle Regulator and LTSR.
 - CSB will still include Compliance employees in the Psychosocial risk assessment survey for CSB. This is because the survey will focus on psychosocial risk exposure of staff during their day to day activities whilst the risk assessment completed for the transition focussed on psychosocial hazards associated with the change management event.

- CSB will provide the outcomes of this survey to LTSR. This will allow for LTSR to implement additional treatment plans (if needed) to address the psychosocial safety risk associated with day to day activities of compliance employees.
 - Discussions with LTSR, Michelle Leutton A/HR Manager has taken place and CSB will provide Michelle with a copy of the Psychosocial assessment survey template to allow LTSR to expand the survey to the rest of the branch.
 - CSB has yet to reach out to MSQ, Mark Singh Principal Advisor (WHS) however we will aim to also provide MSQ with the copy of the survey template should they wish to utilise the same approach.
- CSB has been very vocal about our Branch business requirements in relation to the planned WHS Replacement System called Integrum.
 - The ability to accurately capture Psychosocial near misses and incidents within the new system will be integral to the management of psychosocial near misses and injuries for our Branch.
 - The project manager and WHS Corporate stakeholders have been made aware that this is a go / no go issue for us.
 - Myself, Will Vokes and Michael Young will also be involved in the UAT for the new system (planned in July) to ensure that we are able to capture psychosocial incidents and report on these as part of our new HSE framework.

On the client aggression research piece... Melissa Azzopardi shared the draft briefing note earlier today. Unfortunately I haven't yet been able to review the outcomes of the assessment undertaken, but will aim to do so once I receive access.

Please let me know if there are any questions or any additional clarification required.

Kind regards,

Yolandi Combrink
 Director (Digital & Business Transformation)
Customer Services Branch
 Phone via MS Teams | M: Not relevant
 She / Her

| Mon | Tue | Wed | Thu | Fri |
|-----|-----|-----|-----|-----|
| ✓ | ✓ | 📶 | ✓ | 📶 |

From: Sharda K Hutson <Shardae.K.Hutson@tmr.qld.gov.au>
Sent: Monday, 5 June 2023 10:08 AM
To: Michael J Baker <Michael.J.Baker@tmr.qld.gov.au>; Yolandi Z Combrink <Yolandi.Z.Combrink@tmr.qld.gov.au>
Cc: Wendy Z Reynolds <wendy.z.reynolds@tmr.qld.gov.au>
Subject: FW: WHS - Risk assessments for high risk areas

Good morning,

As per below, Michael is required to provide an update to DET on risk assessments for high risk areas this Thursday 8 June 2023. Michael has asked if you could please provide an update on the progress of the psycho-social risk assessments and a summary of the client aggression research please for him to take along to the meeting.

Please let me know if there are any issues or you need further information.

Kind Regards,

Sharda K Hutson (she/her)
 Senior Executive Coordinator | Executive Directorate | Office of the General Manager
 Customer Services Branch | **Customer Services, Safety and Regulation**
Department of Transport and Main Roads

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From: Geoffrey J Magoffin <Geoffrey.J.MAGOFFIN@tmr.qld.gov.au>
Sent: Thursday, 1 June 2023 11:41 AM
To: CSSR DET <CSSR_DET@tmr.qld.gov.au>
Cc: Nick T Shaw <Nick.T.Shaw@tmr.qld.gov.au>
Subject: WHS - Risk assessments for high risk areas

Good morning DET,

At our next DET I would like a progress update from each branch on how you are progressing to complete risk assessments in preparation for the June 30 deadline for the new Psychosocial Safety act coming into place.

Obviously, we cannot do all business areas within CSSR by 30 June so I would suggest that high risk areas such as CSC's, TI's, MET's be completed as a priority.

Happy to discuss further at the meeting.

Kind regards

Geoff Magoffin
Deputy Director-General (Customer Services, Safety & Regulation)
Department of Transport and Main Roads

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From: Debbie A Nankivell
Sent: Wednesday, 14 June 2023 8:14 AM
To: Melissa Z Azzopardi; Yolandi Z Combrink
Subject: FW: NST working group and WHS presence

FYI.

I met with Anna yesterday and she will join us this afternoon. We are planning a verbal update only today, as discussed with you. I'll circulate some dot points later this morning.

Regards
Deb

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>
Sent: Tuesday, 13 June 2023 3:38 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Grant C Wallace <Grant.C.Wallace@tmr.qld.gov.au>; Samantha Y Wilkinson <Samantha.Y.Wilkinson@tmr.qld.gov.au>; Employee Relations <Employee_Relations@tmr.qld.gov.au>; Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>; Amy M Winter <Amy.M.Winter@tmr.qld.gov.au>
Subject: RE: NST working group and WHS presence

Hi Debbie,

We are flattered that you would call us WHS specialists but that is a bit beyond our scope of expertise. Carlo and I are organisational psychology qualified and bring the psychological/psychosocial expertise to the broader WHS team. We leverage our other WHS colleagues to support the business so may not be able to answer all of TQ's questions if they are beyond the specialist technical area that we cover.

It would be great to have a quick catch up prior to the meeting so that we can support you the best we can.

Regards
Anna Read
Principal Advisor (Workplace Mental Health), Psychologist, Organisational Psychology Registrar, MAPS | Workplace Health & Safety
Human Resources Branch | Corporate Division
Department of Transport and Main Roads

P: 07 3066 5302 | M: Not relevant
Floor 6 | 61 Mary Street | Brisbane Qld 4000
PO Box 1549 | Brisbane Qld 4001

From: Amy M Winter <Amy.M.Winter@tmr.qld.gov.au>
Sent: Tuesday, 13 June 2023 3:32 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>; Amy M Winter <Amy.M.Winter@tmr.qld.gov.au>
Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>; Grant C Wallace <Grant.C.Wallace@tmr.qld.gov.au>; Samantha Y Wilkinson <Samantha.Y.Wilkinson@tmr.qld.gov.au>; Employee Relations <Employee_Relations@tmr.qld.gov.au>
Subject: RE: NST working group and WHS presence

Hi Debbie,

I just had a chat with Anna and Carlo.

My understanding is that they did not create the NST risk assessment but that Sarah Schelberg as the CSB Health and Safety officer, liaised with them.

If you wanted to pop in say half an hour into our diaries before this meeting and please include Sarah would be great.

Thanks!

Amy

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Tuesday, 13 June 2023 3:29 PM
To: Amy M Winter <Amy.M.Winter@tmr.qld.gov.au>
Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>; Grant C Wallace <Grant.C.Wallace@tmr.qld.gov.au>; Samantha Y Wilkinson <Samantha.Y.Wilkinson@tmr.qld.gov.au>; Employee Relations <Employee_Relations@tmr.qld.gov.au>
Subject: RE: NST working group and WHS presence

Hi Amy

Yes we should meet prior.

TQ was keen to have WHS specialists in the next discussion on the Risk Assessment who are able to answer specific questions they (or their extended group of attendees) may have.
I imagine that would need to be Anna or Carlo.

Regards
Deb

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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From: Amy M Winter <Amy.M.Winter@tmr.qld.gov.au>
Sent: Tuesday, 13 June 2023 2:56 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>; Grant C Wallace <Grant.C.Wallace@tmr.qld.gov.au>; Samantha Y Wilkinson <Samantha.Y.Wilkinson@tmr.qld.gov.au>; Employee Relations <Employee_Relations@tmr.qld.gov.au>
Subject: NST working group and WHS presence

Hi Debbie,

I was just having a chat with Carlo about WHS attending the NST working group tomorrow.

We were pretty keen to have a chat with you in advance as to their role and what's the best way to manage it.

Also to share with WHS the presentation which was shared with unions. I had a look and I found the attached, but I couldn't find what we sent the unions after last week's presentation.

Did you want to set up some time before the meeting tomorrow the with above-mentioned attendees?

Kind regards

Amy Winter (She/Her/Hers)
A/Manager | Industrial Relations | Employee Relations Unit
Human Resources Branch | Corporate Division
Department of Transport and Main Roads

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Works: Monday and Wednesday from home, Tuesday, Thursday, Friday in the Office
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From: Debbie A Nankivell
Sent: Wednesday, 14 June 2023 1:58 PM
To: Anna Z Read; Melissa Z Azzopardi; Simon Hicks; Grant C Wallace
Cc: Carlo A Tropiano; William S Vokes; Sarah L Schelberg; Yolandi Z Combrink; Michelle Leutton
Subject: FW: Updated documents on NST Risk Assessment for Psychological Risk
Attachments: WHS Risk Assessment Overview - NST - Draft for 09-Jun-23.pptx; 220601 NST WHS Psychosocial Risk Assessment V dn.docx

Hi all

Just looping in the broader TMR audience on the basic documents as they currently stand regarding the Psych safety Risk assessment for NST program.

Anna, Grant and I have discussed our approach for an update on this today, and plan to provide the following verbal update: ANY EDITS OR CONCERNS WELCOME!

Regards
Debbie

| NST Psychological Risk Assessment – UPDATE 14 Jun 23 | |
|---|--|
| STEPS | Although the code is relatively new, the NST team anticipated it was appropriate to draft a RA of this nature for the project, and has done so. |
| Identifying hazards Assessing psychosocial risk | 1. The draft hazards and risks have been considered from the following input: <ul style="list-style-type: none"> – Roadshow information, and feedback – Employee Information sessions and feedback – Summary of all feedback – themes and volume of representations on various topics – 186 + questions from employees – Feedback from local meetings – Feedback from local workshops and gatherings – ANY OTHERS? |
| Controlling the risk of psychosocial hazards Eliminating or minimising risks - Controlling risks in accordance with the hierarchy of controls | 2. Various standard (regular) controls are already in place, and continue to be considered for effectiveness in the NST activity. Further additional controls and treatments have been developed and are implemented or in the process of being implemented. The combined list currently includes the following examples (not exhaustive): <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 – Commitment to engage on design of future state Compliance (TMR) – Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program – Upskilling/refresher training where required – Provision of appropriate support after each announcement – FAQs, access to support, effective manager communication. |

| | |
|--|---|
| | <ul style="list-style-type: none"> – Open and transparent communication with staff and unions – Genuine consideration of employee feedback provided throughout engagement period. – 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, DG 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 – Commitment to share employee feedback with decision makers – TMR Policies and Procedures, TMR SharePoint – Mental Health and Wellbeing Resources, MATE Training – Reminders to staff in relation to Code of Conduct. |
| <p>Consultation with workers</p> <p>IN PROGRESS</p> | <p>3. To progress direct consultation with the worker group, it is planned to write to the group of employees and provide an overview of the risks already identified and the current plans to manage the risk, and call for any additional treatments, concerns or requirements. This is being developed by the TMR corporate teams and the project team and is expected to be distributed late next week.</p> <p>Note: This Risk assessment is additional to the many Psychosocial risk assessments currently underway by various TMR divisions and branches, and is expected to operate as an overlay to those for the group impacted.</p> |
| NEXT STEPS | |
| Maintaining and review control measures | |
| <p>Recording the risk management process</p> <p>Responding to complaints, incidents, reports</p> | |
| Monitor and review | |

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Sent: Friday, 9 June 2023 2:22 PM

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Subject: Updated documents on NST Risk Assessment for Psychological Risk

Hi Melissa and Simon and Grant

Just thought I would check we are all working off the same documents. The latest RA and PPoint deck I have are both attached here.

The RA document was the last one we sent to NST project team on 1 June 2023. The PPoint deck is the one used this morning. We need to make a few changes to the Word document based on our slides we amended and used today.

I can start that on Monday and send through updates in preparation for the next session – be that next Wednesday or the one after.....

Regards

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

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National Services Transition

DRAFT RISK ASSESSMENT

for the employee psychosocial risks relating
to the National Services Transition

May/June 2023

NST Psychosocial Risk Assessment Overview

- The event based Psychosocial risk assessment focusses on the potential psychosocial hazards associated with the planned implementation of the National Services Transition moving functions from TMR to the NHVR.
- The NST WHS Psychosocial Risk Assessment commenced development in early 2023, was reviewed following the cabinet direction and has continued to be developed during the engagement and consultation period with employees. The draft risk assessment was recently reviewed for alignment with the new psychosocial Code of Practice.
- Work to date has been in collaboration with local HR leaders, compliance leaders, WHS leaders, and considered the feedback from employees to the NST project team, local meetings and feedback, roadshows and other forums (project related and business as usual).
- 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.
- Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined in 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 from time to time as required, 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.



NST Psychological Safety : Risk Assessment

What is the Risk being assessed?

Transition of functions and employees responsible for delivering the national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.

Internal transfer of remaining compliance function from CSB to LTSRB.

What are the key themes of the assessment?

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 are aligned with the 14 most common psychosocial hazards outlined in WorkSafe QLD's Managing the risk of psychosocial hazards at work Code of Practice.

Potential impacts associated by the National Services Transition could include:

- Unsettled / demotivated workforce
- Impact to delivery of critical work
- Impact to Employee Wellbeing
- Deteriorating Workplace Relationships
- Delays in NST and transition of the remaining workforce to LTSR
- Increased absenteeism/safety risk.



Hazards were identified using the 14 common psychological hazards listed in the WHSQ Code of Practice

| |
|---|
| High/Low job demands |
| Low job control |
| Poor support |
| Poor organisational change management |
| Poor organisational justice |
| Low role clarity |
| Low reward and recognition |
| Poor environmental conditions |
| Remote or isolated work |
| Poor workplace relationships including interpersonal conflict |
| Traumatic events |
| Bullying |
| Violence and aggression |
| Harassment including sexual harassment |

1. Identifying hazards
2. Assessing psychosocial risk
3. Controlling the risk of psychosocial hazards
4. Eliminating or minimising risks - Controlling risks in accordance with the hierarchy of controls
5. Maintaining and review control measures
6. Recording the risk management process
7. Responding to complaints, incidents, reports.

Potential Psychosocial hazards as per Code of Practice

| Hazard and Risks | Description of Risk as per Code of Practice (these will guide assessment related to the project/team) | Risk |
|---|--|-----------|
| High/low Job demands | Sustained or intense high levels of physical, mental or emotional job demands which are excessive, unreasonable or chronically exceed workers' capacity; or sustained very low levels of mental demands from the job | No change |
| 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. | LOW |
| 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 | No change |
| 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. | LOW |
| Poor Organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW |
| Low reward and recognition | Jobs where there is an imbalance between workers' effort and recognition or rewards, both formal and informal. | No change |
| 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). | MEDIUM |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW |
| Remote or isolated work | Work that is isolated from the assistance of other persons because of location, time, or the nature of the work. | No change |
| Poor environmental conditions | Exposure to hazardous work environments that create a stress response. | No change |
| Traumatic events | Investigating, witnessing, or being exposed to traumatic events. This may include reading, hearing or seeing accounts of traumatic events. | No change |
| Violence and aggression | Any incident where a person is abused, threatened, or assaulted at work or while they are carrying out work. | No change |
| Bullying | Repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety | No change |
| Harassment including sexual harassment | Harassment in relation to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity, or intersex status | No change |

Potential Psychosocial hazards (NST) and controls

| Hazard/Risk | Description as per Code of Practice | Risk | Controls - mix of existing and additional |
|---|---|--------|---|
| 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. | LOW | <ul style="list-style-type: none"> Employee Wellbeing and Change Support Plan delivered by Benestar, On Talent 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 |
| 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. | LOW | <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 |
| Poor organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW | <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. 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, DG 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 |
| 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). | MEDIUM | <ul style="list-style-type: none"> Commitment to share employee feedback with decision makers Strong engagement. |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW | <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 |

We're committed to supporting your wellbeing...

In addition to Benestar's 24/7 Employee Assistance Service, we've developed a **Wellbeing and Change Support Plan** to provide additional change support services to employees and managers impacted by the National Services Transition.

TMR also offers short course workshops on Workplace Psychological Health and Psychosocial Factors & Psychosocial Hazards at work.

Consulting Psychologist and Senior Workplace Relations Advisor Dr. Leigh Hodder from Your Business Whisperer will host the workshops and support sessions. Dr Hodder has more than 20 years' experience dealing with organisational change and will provide helpful change strategies and techniques to support employees' wellbeing and mental health.

Summary of external provider support available

- Individual and group support/coaching sessions
- Dealing with change and managing uncertainty
- Individual and group workshops
- Leadership coaching
- Leadership coaching & upskilling support
- Mental health check-ins
- Career coaching
- Employee Assistance Service

You will have access to confidential, individualised and group support via both face-to-face and virtual delivery throughout the engagement and transition period.

Further information on booking a session can be found on the NST Engagement Hub [NST Program Engagement Hub \(tmr.qld.gov.au\)](https://tmr.qld.gov.au)



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 | PROPOSED 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 |
| AO8 Product Compliance Manager's (CSB) | May 2023 – March 2024 (Virtual delivery) 1st 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 |
| AO8 Product Compliance Manager & AO5 Senior Transport Inspector (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Carseldine Campus) | Leigh Hodder - Your Business Whisperer |
| AO5 Senior Transport Inspector (CSB) | June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery) | Individual Support Sessions for Managers | Leigh Hodder -Your Business Whisperer |
| AO4 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 |

| Hazard and Risks | Current Control Measures | Current Risk Rating | Additional Controls | Residual Risk rating |
|---|--|---------------------|--|----------------------|
| <p>High/low Job demands</p> <p>Low job control</p> <p>Support options</p> <p>Lack of role clarity</p> <p>Organisational change</p> <p>Inadequate reward and recognition</p> <p>Organisational change</p> <p>Conflict or poor workplace relationships and interactions</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 and Wellbeing Resources, MATE Training, Access to EAP. | Medium | <ul style="list-style-type: none"> Open and transparent communication with staff and unions Genuine consideration of employee feedback provided throughout engagement period. 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 to help deal with navigating change, Career Coaching, managing uncertainty and leadership coaching made available to all impacted staff. TMR Psychosocial Workshops and Training 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 provided and clearly communicated and discussed with relevant employees. BOOT (no disadvantage on entitlements) explained to relevant staff NST Engagement Information Hub (SharePoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information NHVR information sessions rolled out to with people who have transitioned to NHVR to share their experiences, ask questions and gain further information. Provision of appropriate support after each announcement – FAQs, access to on- on-one support, effective local manager communication. Allow impacted employees to submit Frequently asked Questions (FAQ's) and provide answers in timely manner DG 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. | Medium |
| <p>Traumatic events or material</p> <p>Remote or isolated work</p> <p>Violence and aggression</p> | <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>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 | Medium | <ul style="list-style-type: none"> Provision of appropriate support after each announcement – FAQs, access to one-on-one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. Integrate code of practice into change management plan / employee support plan and apply accordingly | Medium |
| <p>Workplace bullying</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 | Medium | <ul style="list-style-type: none"> Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on-one support for employees. Pulse checks Reminder about code of conduct obligations | Medium |

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

| | | | |
|-------------------------|---|---------------------------|----------------|
| Work Activity | <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 | | |
| Risk Description | <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 | | |
| Business Unit | LTSRB & CSB | Workplace Location | 61 Mary Street |
| Date Completed | 12/04/2023 | Review Date | 24/07/2023 |

| 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 | 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 (NST) program in TMR, relates to the transition of functions responsible for 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. 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 of Queensland Government's decision, TMR is preparing to transition the agreed functions and staff will transition to the NHVR/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 300-250 employees across TMR.

Psychosocial Risk consequences include:

— Excessive stress / anxiety leading to a loss of psychological and physical health and safety.

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

CSBProduct 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. <u>Summary of external provider support available</u> <ul style="list-style-type: none"> • 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 |  National Services Transition | | | |
|---|--|---|---|--|
| | 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) 3(1/2 hr) 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 7 th 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's (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Careldine 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 | | | | |
|--|---|--|--|--|
| 1 st 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 | 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 – | Consequence: Moderate Likelihood: Possible Risk rating: Medium | - Open and transparent communication with staff and unions - Genuine consideration of employee feedback provided - Planned joint NHVR / CSSR | 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 <p>Risk: psychosocial injury / illness</p> | <p>Mental Health and Wellbeing Resources, MATE Training, Access to EAP.</p> | | <p>Roadshows delivered by Executive Leadership representatives</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 | |
|--|---|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>into employee's roster to engage with change process, review available 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 | |
|--|--|--|---|--|

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none">- 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 | |
|--|--|--|---|--|

| | | | | |
|--|---|---|--|---|
| | | | <ul style="list-style-type: none"> - NHVR Information sessions - DG recorded message and announcements | |
| Hazard: <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression Risk: psychosocial injury / illness | Common work related: Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements 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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Provision of appropriate support after each announcement – FAQs, access to one on one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

| | | | | |
|---|---|--|--|--|
| | | | Integrate code of practice into change management plan / employee support plan and apply accordingly | |
| Hazard: Workplace bullying Risk: psychosocial injury / illness | <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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on one support for employees. Pulse checks Reminder about code of conduct obligations | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |

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 personsSerious 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 personsReversible 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. |

From: Debbie A Nankivell
Sent: Wednesday, 14 June 2023 6:25 PM
To: Melissa Z Azzopardi
Subject: FW: Draft NST Risk Assessment
Attachments: 220601 NST WHS Psychosocial Risk Assessment V dn.docx; WHS Risk Assessment Overview - NST - Draft for 09-Jun-23.pptx

FYI.

Michelle did a bit of a rewrites and wanted me to integrate – I'm just trying to get her to make the edits she wants and we'll go from there. FYI ONLY.

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Debbie A Nankivell
Sent: Wednesday, 14 June 2023 6:24 PM
To: Michelle Leutton <Michelle.Z.Leutton@tmr.qld.gov.au>
Cc: Simon Hicks <Simon.Z.HICKS@tmr.qld.gov.au>; Nova X Evans <Nova.X.Evans@tmr.qld.gov.au>; Sarah L Schelberg <Sarah.L.Schelberg@tmr.qld.gov.au>
Subject: FW: Draft NST Risk Assessment

Hi Michelle

I haven't made any changes to the PowerPoint or the RA word document as yet, so still able to be amended.

It might be best if you edit this version with the desired amendments from LTSR's review last week for inclusion? If there is a lot to debate, then let me know and I'll set up a working meeting to do it together on a share screen please.

Regards
Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034

From: Michelle Leutton <Michelle.Z.Leutton@tmr.qld.gov.au>
Sent: Wednesday, 14 June 2023 2:25 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Cc: Nova X Evans <Nova.X.Evans@tmr.qld.gov.au>; Simon Hicks <Simon.Z.HICKS@tmr.qld.gov.au>
Subject: FW: Draft NST Risk Assessment

Hi Debbie

I am just flagging with you the document (attached) that Nova and I sent on last week.

I note that the document you have circulated hasn't incorporated any of the changes we put forward.

I further note that you will be saying "ANY EDITS OR CONCERNS WELCOME".

Are you intending on sending out the original version before any other changes are included?

M

Michelle Leutton
Manager Human Resources | Business Performance Services
Land Transport Safety & Regulation Branch | Customer Services, Safety & Regulation Division
Department of Transport and Main Roads

P: 07 30663890
Floor 10 | 61 Mary Street | Brisbane Qld 4000
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michelle.z.leutton@tmr.qld.gov.au
LTSR_HR@tmr.qld.gov.au
MSQ_HR@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Michelle Leutton <Michelle.Z.Leutton@tmr.qld.gov.au>
Sent: Thursday, 8 June 2023 5:38 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: Fwd: Draft NST Risk Assessment

Hi Debbie
Here is what we have started to pull together.
I will also forward on the HRB risk assessment

Thanks
M

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From: Nova X Evans <Nova.X.Evans@tmr.qld.gov.au>
Sent: Thursday, June 8, 2023 3:08 pm
To: Simon Hicks; Joanna H Robinson; Michelle Leutton
Subject: Draft NST Risk Assessment

Hi Simon – we've scheduled in time at 4.15pm today to talk through the attached REVISED NST Risk Assessment.

Michelle and I received the draft RA today and have some concerns around process of engagement (staff, unions and Health and Safety Reps) and framing around language used. Original doc attached FYI.

We've proposed an adjusted RA as attached (has greater alignment with the corporate template that's been released recently) – need to walk you through ahead of tomorrow.

We haven't engaged with CSB or NST Project Team yet – but will need to work through as I think Debbie has cleared already. We've had a chat with Jo just now to talk her through.

Nova

Released under RTI - DTMR

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

| | | | |
|-------------------------|---|---------------------------|----------------|
| Work Activity | <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 | | |
| Risk Description | <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 | | |
| Business Unit | LTSRB & CSB | Workplace Location | 61 Mary Street |
| Date Completed | 12/04/2023 | Review Date | 24/07/2023 |

| 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 | 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 (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

| <p>Employee Wellbeing and Change Support Plan</p> <p>Employee wellbeing and change support services will be offered by the external providers listed to supplement the BENESTAR employee assistance program (EAP).</p> <p>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.</p> <p><u>Summary of external provider support available</u></p> <ul style="list-style-type: none"> • 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 |  National Services Transition | | | |
|---|--|---|---|--|
| | 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 |
| | | 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 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 Confluence 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 | - 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 |

| | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> - Percept ion of pPoor organisational justice - Conflict or poor workplace relationships and interactions <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> <ul style="list-style-type: none"> - Sufficient time provided to employees or time incorporated into employee's roster to engage with change process, review available | |
|--|--|--|--|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>resources, provide feedback and seek support</p> <ul style="list-style-type: none">- Comparison of employee entitlements- Comparison of entitlements clearly communicate d and discussed with relevant employees- BOOT (no disadvantage on entitlements) explained to relevant staff- Document on employee support providers (TBC)- Employee support providers | |
|--|--|--|---|--|

| | | | | |
|----------------|----------------------|----------------------------------|--|----------------------------------|
| | | | <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 |

| | | | | |
|--|---|--|---|--|
| <ul style="list-style-type: none"> - Traumatic events or material - Remote or isolated work - Violence and aggression <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> |
|--|---|--|---|--|

| | | | | |
|---|---|--|--|--|
| Hazard: Workplace bullying Risk: psychosocial injury / illness | <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 | Consequence: Moderate Likelihood: Possible Risk rating: Medium | Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on one support for employees. Pulse checks Reminder about code of conduct obligations | Consequence: Moderate Likelihood: Unlikely Risk rating: Medium |
| 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 personsSerious 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 personsReversible 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. |



National Services Transition

DRAFT RISK ASSESSMENT

for the employee psychosocial risks relating
to the National Services Transition

May/June 2023

NST Psychosocial Risk Assessment Overview

- The event based Psychosocial risk assessment focusses on the potential psychosocial hazards associated with the planned implementation of the National Services Transition moving functions from TMR to the NHVR.
- The NST WHS Psychosocial Risk Assessment commenced development in early 2023, was reviewed following the cabinet direction and has continued to be developed during the engagement and consultation period with employees. The draft risk assessment was recently reviewed for alignment with the new psychosocial Code of Practice.
- Work to date has been in collaboration with local HR leaders, compliance leaders, WHS leaders, and considered the feedback from employees to the NST project team, local meetings and feedback, roadshows and other forums (project related and business as usual).
- 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.
- Potential psychosocial hazards that have been identified as part of this transition process are aligned with the 14 most common psychosocial hazards outlined in 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 from time to time as required, 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.



NST Psychological Safety : Risk Assessment

What is the Risk being assessed?

Transition of functions and employees responsible for delivering the national heavy vehicle law and other associated heavy vehicle functions from TMR to NHVR.

Internal transfer of remaining compliance function from CSB to LTSRB.

What are the key themes of the assessment?

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 are aligned with the 14 most common psychosocial hazards outlined in WorkSafe QLD's Managing the risk of psychosocial hazards at work Code of Practice.

Potential impacts associated by the National Services Transition could include:

- Unsettled / demotivated workforce
- Impact to delivery of critical work
- Impact to Employee Wellbeing
- Deteriorating Workplace Relationships
- Delays in NST and transition of the remaining workforce to LTSR
- Increased absenteeism/safety risk.



Hazards were identified using the 14 common psychological hazards listed in the WHSQ Code of Practice

| |
|---|
| High/Low job demands |
| Low job control |
| Poor support |
| Poor organisational change management |
| Poor organisational justice |
| Low role clarity |
| Low reward and recognition |
| Poor environmental conditions |
| Remote or isolated work |
| Poor workplace relationships including interpersonal conflict |
| Traumatic events |
| Bullying |
| Violence and aggression |
| Harassment including sexual harassment |

1. Identifying hazards
2. Assessing psychosocial risk
3. Controlling the risk of psychosocial hazards
4. Eliminating or minimising risks - Controlling risks in accordance with the hierarchy of controls
5. Maintaining and review control measures
6. Recording the risk management process
7. Responding to complaints, incidents, reports.

Potential Psychosocial hazards as per Code of Practice

| Hazard and Risks | Description of Risk <u>as per Code of Practice</u> (these will guide assessment related to the project/team) | Risk |
|---|--|-----------|
| High/low Job demands | Sustained or intense high levels of physical, mental or emotional job demands which are excessive, unreasonable or chronically exceed workers' capacity; or sustained very low levels of mental demands from the job | No change |
| 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. | LOW |
| 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 | No change |
| 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. | LOW |
| Poor Organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW |
| Low reward and recognition | Jobs where there is an imbalance between workers' effort and recognition or rewards, both formal and informal. | No change |
| 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). | MEDIUM |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW |
| Remote or isolated work | Work that is isolated from the assistance of other persons because of location, time, or the nature of the work. | No change |
| Poor environmental conditions | Exposure to hazardous work environments that create a stress response. | No change |
| Traumatic events | Investigating, witnessing, or being exposed to traumatic events. This may include reading, hearing or seeing accounts of traumatic events. | No change |
| Violence and aggression | Any incident where a person is abused, threatened, or assaulted at work or while they are carrying out work. | No change |
| Bullying | Repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety | No change |
| Harassment including sexual harassment | Harassment in relation to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity, or intersex status | No change |

Potential Psychosocial hazards (NST) and controls

| Hazard/Risk | Description as per Code of Practice | Risk | Controls - mix of existing and additional |
|---|---|--------|---|
| 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. | LOW | <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 |
| 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. | LOW | <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 |
| Poor organisational change management | Organisational change management that is poorly planned, communicated, supported, or managed. | LOW | <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. 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, DG 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 |
| 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). | MEDIUM | <ul style="list-style-type: none"> Commitment to share employee feedback with decision makers Strong engagement. |
| Poor workplace relationships including interpersonal conflict | Poor relationships or conflict between workers, managers, supervisors, co-workers or others with whom workers are required to interact. | LOW | <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 |

We're committed to supporting your wellbeing...

In addition to Benestar's 24/7 Employee Assistance Service, we've developed a **Wellbeing and Change Support Plan** to provide additional change support services to employees and managers impacted by the National Services Transition.

TMR also offers short course workshops on Workplace Psychological Health and Psychosocial Factors & Psychosocial Hazards at work.

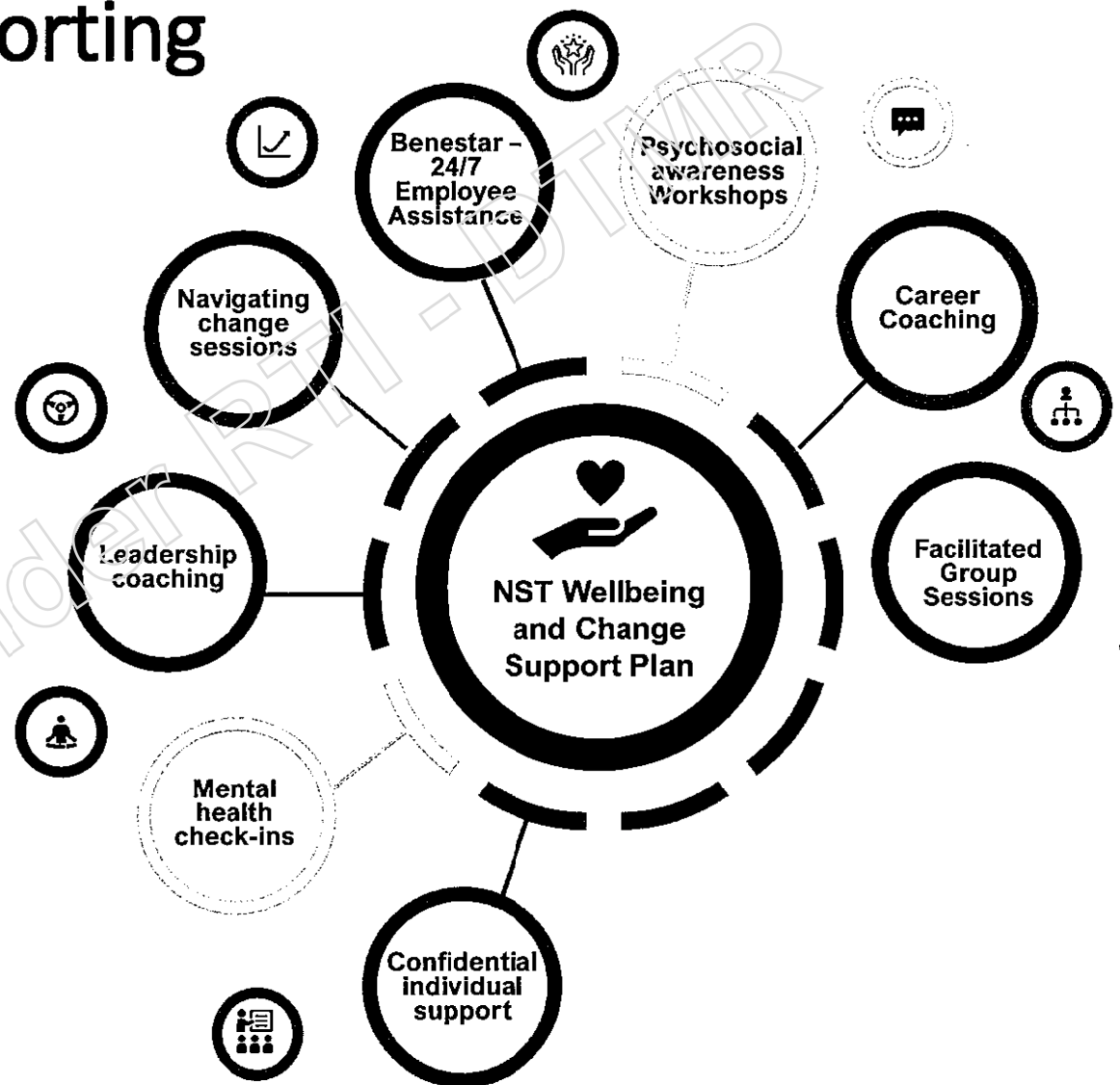
Consulting Psychologist and Senior Workplace Relations Advisor Dr. Leigh Hodder from Your Business Whisperer will host the workshops and support sessions. Dr Hodder has more than 20 years' experience dealing with organisational change and will provide helpful change strategies and techniques to support employees' wellbeing and mental health.

Summary of external provider support available

Individual and group support/coaching sessions
Dealing with change and managing uncertainty
Individual and group workshops
Leadership coaching
Leadership coaching & upskilling support
Mental health check-ins
Career coaching
Employee Assistance Service

You will have access to confidential, individualised and group support via both face-to-face and virtual delivery throughout the engagement and transition period.

Further information on booking a session can be found on the NST Engagement Hub [NST Program Engagement Hub \(nstr.qld.gov.au\)](https://nstr.qld.gov.au)



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 | PROPOSED 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 |
| AO8 Product Compliance Manager's (CSB) | May 2023 – March 2024 (Virtual delivery) 1st 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 |
| AO8 Product Compliance Manager's & AO5 Senior Transport Inspector (CSB) | May 2023 (Face to Face delivery) | Intro Session Manager Workshops (1 x Carseldine Campus) | Leigh Hodder - Your Business Whisperer |
| AO5 Senior Transport Inspector (CSB) | June 2023 – March 2024 Sessions every 6 weeks (Virtual delivery) | Individual Support Sessions for Managers | Leigh Hodder -Your Business Whisperer |
| AO4 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 |

| Hazard and Risks | Current Control Measures | Current Risk Rating | Additional Controls | Residual Risk rating |
|--|--|---------------------|---|----------------------|
| High/low Job demands Low job control Support options Lack of role clarity Organisational change Inadequate reward and recognition Organisational change Conflict or poor workplace relationships and interactions | <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 and Wellbeing Resources, MATE Training, Access to EAP. | Medium | <ul style="list-style-type: none"> Open and transparent communication with staff and unions Genuine consideration of employee feedback provided throughout engagement period. 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 to help deal with navigating change, Career Coaching, managing uncertainty and leadership coaching made available to all impacted staff. TMR Psychosocial Workshops and Training 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 provided and clearly communicated and discussed with relevant employees. BOOT (no disadvantage on entitlements) explained to relevant staff NST Engagement Information Hub (SharePoint) including Frequently asked questions, Project Milestones, key project contacts and TMR/NHVR information NHVR information sessions rolled out to with people who have transitioned to NHVR to share their experiences, ask questions and gain further information. Provision of appropriate support after each announcement – FAQs, access to on- on-one support, effective local manager communication. Allow impacted employees to submit Frequently asked Questions (FAQ's) and provide answers in timely manner DG 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. | Medium |
| Traumatic events or material Remote or isolated work Violence and aggression | Common work related: <ul style="list-style-type: none"> Induction/Onboarding, Training, Positive Performance Principals, Mentoring Program, Annual Leave and Accrued Time, Flexible Work Arrangements Common TMR related: <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 | Medium | <ul style="list-style-type: none"> Provision of appropriate support after each announcement – FAQs, access to one-on-one support, effective local manager communication. Managers to be briefed on key messages for staff, their role in the change process, where they can seek support Reminders to staff in relation to Code of Conduct. Monitor absenteeism and sick leave trends. Integrate code of practice into change management plan / employee support plan and apply accordingly | Medium |
| Workplace bullying | <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 | Medium | <ul style="list-style-type: none"> Managers to proactively assess and identify any employee workplace relationship issues. Open, transparent communication about the change, including rationale for the change Access to one on-one support for employees. Pulse checks Reminder about code of conduct obligations | Medium |

From: Debbie A Nankivell
Sent: Friday, 16 June 2023 4:10 PM
To: Yolandi Z Combrink
Cc: Melissa Z Azzopardi
Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Hi Yolandi, and thanks. This is perfect.

Cheers
Deb

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Yolandi Z Combrink <Yolandi.Z.Combrink@tmr.qld.gov.au>
Sent: Friday, 16 June 2023 11:37 AM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Cc: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Hi, attached please find a copy of the questions

Yolandi Combrink
Director (Digital & Business Transformation)
Customer Services Branch
Phone via MS Teams | M: Not relevant
She / Her

| Mon | Tue | Wed | Thu | Fri |
|-----|-----|-----|-----|-----|
| ✓ | ✓ | 📶 | ✓ | 📶 |

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Thursday, 15 June 2023 5:08 PM
To: Yolandi Z Combrink <Yolandi.Z.Combrink@tmr.qld.gov.au>
Cc: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: FW: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

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Happy to have you join the meeting on Monday with Anna if interested and available.

Regards
Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

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GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Michael Crago <csb_communications_unit@tmr.qld.gov.au>

Sent: Tuesday, 13 June 2023 10:58 AM

To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Subject: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Having trouble viewing this email? [View Online](#)



Hi Debbie,

As you know, improving our people's safety, wellbeing and overall employee experience has been a key focus of mine and the leadership team for some time. I'm particularly passionate about improving mental and emotional wellbeing in the workplace and addressing ongoing workload issues, which are currently being felt across the branch.

I want to share three significant initiatives that form the foundation of our renewed people and wellbeing focus that I hope will have a positive impact on you over the coming months and years:

- Psychosocial risk survey
- People Strategy
- CSB Health, Safety and Environment (HSE) function and team.

Tell us your psychosocial risks

What are psychosocial risks?

Psychosocial risks are the workplace hazards that can cause stress. Although stress isn't an injury, frequent or high levels of it can lead to psychological (anxiety, depression, PTSD, sleep disorders) and physical harm (musculoskeletal injuries, chronic diseases, fatigue-related injuries).

We've developed an [in-depth psychosocial risk survey](#) so we can assess and understand the psychosocial risks that exist within our work environment across a range of factors including:

- role demands, support, clarity and control
- reward and recognition
- environmental conditions
- harmful behaviours such as aggression, bullying and harassment.

This [anonymous survey](#) includes questions related to personal experiences, emotions and well-being.

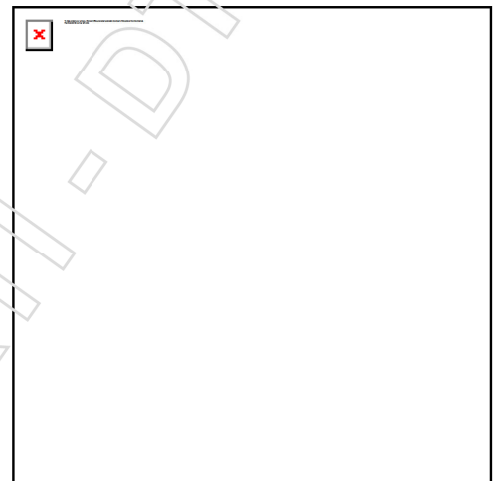
Some individuals may find these topics sensitive or triggering. If at any point you feel uncomfortable, please feel free to take a break and revisit it when ready.

Closing date: Friday 23 June

Time to complete: 10 minutes

Your feedback will help us develop interventions and support systems to enhance the well-being of our team.

[Take the survey now](#)



Want to share your feedback on other CSB initiatives? Register for the [CSB Voice Program](#) to participate in future research.

Introducing our new People Strategy

Our new People Strategy identifies 24 initiatives we'll implement over the next three years to drive improved employee experience, growth, well-being, innovation, safety, and inclusion.

After an extensive engagement and consultation process, our People Strategy and action plan is now available.

Visit the [People Strategy page](#) on insideCSB, where you'll find the:

- [People Strategy 2023-2026 Story](#)
- [People Strategy 2023-2026 Summary](#) (one-pager)
- [People Strategy 2023-2026](#) (full details), and [People Strategy Action Plan](#) (the 24 initiatives that will be delivered).

Thank you to the more than 100 employees from across all levels, regions and product teams who helped co-design the People Strategy.

The Digital and Business Transformation Team will continue to collaborate with our people as they design and deliver the initiatives.

Please contact Director (Digital and Business Transformation), Yoiandi Combrink, with any questions or visit the [People Strategy page](#) for more information.

Safety support changes – a new way of working

I'm pleased to inform you that we are in the process of establishing a CSB Health, Safety and Environment (HSE) team, dedicated to addressing our unique health and safety risks.

The establishment of this team will see our current CSB WHS employee being joined by additional HSE specialists, who will be located across the state.

The new CSB HSE team will provide HSE advice, incident management and risk mitigation support across the state, as well as building our safety capabilities and culture through leadership, measurement, legal compliance, learning and development.

The CSB HSE Team recruitment is currently in the final stages with onboarding and training of team members expected to be completed by mid-August. I look forward to welcoming the team who will play a vital role in ensuring safety remains at the forefront of everything we do.

The transition to this new way of working will also allow Infrastructure Management and Delivery (IMD) to implement the next steps of its new WHS model, which sees the Regional Safety Advisors fully focussed on IMD activities only.

I am genuinely excited about the positive impact these initiatives will have on our team. While change takes

time, I assure you that we are fully committed to creating a safer, healthier, and more fulfilling work environment for all of us.

Thank you for your continued support. Together, let's continue to prioritise the wellbeing of our people and work towards a brighter future.

Kind regards

Michael Crago
General Manager
Customer Services Branch

This email was sent by Michael Crago, Customer Services Branch, 532 Beams Road, Carseldine Qld 4034, Australia to Debbie.A.Nankivell@tmr.qld.gov.au



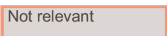
From: Debbie A Nankivell
Sent: Friday, 16 June 2023 4:45 PM
To: Melissa Z Azzopardi
Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Thanks, will do.

Debbie Nankivell
A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her  ally

I work flexibly at TMR and this email may be sent outside of standard business hours. I do not expect you to respond outside of your normal working hours.

P: 07 3066 5116 | M  Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Sent: Friday, 16 June 2023 4:26 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: Re: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function



Kind Regards,
Melissa Azzopardi

On 16 Jun 2023, at 4:19 pm, Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au> wrote:



Deb

From: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Sent: Friday, 16 June 2023 4:18 PM
To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Id flick that to Yolandi and ask her to talk to Anna...

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>
Sent: Friday, 16 June 2023 4:17 PM
To: Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Subject: FW: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Oh my goodness..... there is a bit of stakeholder management going on in the NST 😊

No action required from you ! I'll sort it.

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division
Department of Transport and Main Roads

She / Her

<image001.png>
ally

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P: 07 3066 5116 | M: Not relevant | Floor 3 | Building B | 532 Beams Road | Carseldine Qld 4034
GPO Box 1412 | Brisbane Qld 4001
debbie.a.nankivell@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>

Sent: Friday, 16 June 2023 4:14 PM

To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Sarah L Schelberg
<Sarah.L.Schelberg@tmr.qld.gov.au>; Trevor I Smith <Trevor.I.Smith@tmr.qld.gov.au>

Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Hi Debbie,

Some of these questions are worded in an interesting way and there is not consistency across the hazards which is curious. Are you able to get information about who designed it and confirmation that the form is on our teams site and not an external organisation?

Regards

Anna Read

Principal Advisor (Workplace Mental Health), Psychologist, Organisational Psychology Registrar, MAPS |
Workplace Health & Safety
Human Resources Branch | Corporate Division
Department of Transport and Main Roads

P: 07 3066 5302 | M: Not relevant
Floor 6 | 61 Mary Street | Brisbane Qld 4000
PO Box 1549 | Brisbane Qld 4001
anna.z.read@tmr.qld.gov.au
www.tmr.qld.gov.au

From: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Sent: Friday, 16 June 2023 4:11 PM

To: Anna Z Read <Anna.Z.Read@tmr.qld.gov.au>

Cc: Carlo A Tropiano <Carlo.A.Tropiano@tmr.qld.gov.au>; Sarah L Schelberg
<Sarah.L.Schelberg@tmr.qld.gov.au>; Trevor I Smith <Trevor.I.Smith@tmr.qld.gov.au>

Subject: FW: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Hi Anna

Here are the questions in the current CSB PSY survey – w can consider this further when we meet on Monday.

Deb

Debbie Nankivell

A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division

Department of Transport and Main Roads

She / Her

<image001.png>

ally

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Subject: RE: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Hi, attached please find a copy of the questions

Yolandi Combrink

Director (Digital & Business Transformation)

Customer Services Branch

Phone via MS Teams | M: Not relevant

She / Her

| | | | | |
|-----|----------------|----------------|-----|----------------|
| Mon | Tue | Wed | Thu | Fri |
| | <image002.png> | <image003.png> | | <image003.png> |

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Sent: Thursday, 15 June 2023 5:08 PM

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A/Director – National Services Transition (NST CSB Transition) | Operations
Customer Services Branch | Customer Service, Safety and Regulation Division

Department of Transport and Main Roads

She / Her

<image001.png>

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From: Michael Crago <csb_communications_unit@tmr.qld.gov.au>

Sent: Tuesday, 13 June 2023 10:58 AM

To: Debbie A Nankivell <Debbie.A.Nankivell@tmr.qld.gov.au>

Subject: GM Message | Psychosocial Risk Survey, new People Strategy and Health, Safety and Wellbeing function

Having trouble viewing this email? [View Online](#)



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This [anonymous survey](#) includes questions related to personal experiences, emotions and well-being.

Some individuals may find these topics sensitive or triggering. If at any point you feel uncomfortable, please feel free to take a break and revisit it when ready.

Closing date: Friday 23 June

Time to complete: 10 minutes

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Thank you for your continued support. Together, let's continue to prioritise the wellbeing of our people and work towards a brighter future.

Kind regards

Michael Crago
General Manager
Customer Services Branch

This email was sent by Michael Crago, Customer Services Branch, 532 Beams Road, Carseldine Qld 4034, Australia to Debbie.A.Nankivell@tmr.qld.gov.au



From: Melissa Z Azzopardi
Sent: Monday, 19 June 2023 10:26 PM
To: Debbie A Nankivell
Subject: Fwd: NST ED/GM Update 19 June 2023
Attachments: image001.png; NST Feedback Dashboard_Final Summary 12 June 2023.pdf

Kind Regards,
Melissa Azzopardi

Begin forwarded message:

From: Andrew Z Parkinson <Andrew.Z.Parkinson@tmr.qld.gov.au>
Date: 19 June 2023 at 5:04:51 pm AEST
To: Joanna H Robinson <joanna.h.robinson@tmr.qld.gov.au>, Simon Hicks <Simon.Z.HICKS@tmr.qld.gov.au>, Michael I Crago <Michael.I.Crago@tmr.qld.gov.au>, Melissa Z Azzopardi <Melissa.Z.Azzopardi@tmr.qld.gov.au>
Cc: NST <NST@tmr.qld.gov.au>, Nina V Wittlings <Nina.V.Wittlings@tmr.qld.gov.au>, Suzanne T Davis <Suzanne.T.Davis@tmr.qld.gov.au>, Kelli Ready <Kelli.Z.Ready@tmr.qld.gov.au>, Benjamin Z Robb <Benjamin.Z.Robb@tmr.qld.gov.au>, Angela Z Stuart-Russell <Angela.Z.Stuart-Russell@tmr.qld.gov.au>
Subject: NST ED/GM Update 19 June 2023

Dear all
Please see the fortnightly NST ED/GM Update for 19 June below.

Employee Response

1. The employee engagement period ended on 9 June – updated dashboard attached.
2. Two mid-week reminders of final days sent to all impacted employees – after each email we saw a slight lift in engagement via the feedback form/email.
3. In total we have received 186 questions from 126 submissions (a number of employees asked multiple questions). We have one question remaining to respond to (in progress).
4. Overall the emotional response to the change and information has settled as people now want to find out the outcomes of the engagement period and the preference phase to commence.

Employee Support

5. To date a total of 12 employees have requested individual support. 10/12 people have requested resume/career coaching support.
6. Employees are personally contacted, discussion to ensure tailored approach and NST facilitates the correct support.
7. Not relevant A number of team workshops have been rescheduled as a result of this.
8. We are currently in the last steps of nominating an external provider who will provide the career coaching. An approval request will commence this week.

Leader Support

1. STI/Leader follow up workshop was held. Q&A session with leaders and a session with Dr. Leigh Hodder were well received.
2. Next STI/Leader workshop now being planned to be held within the next 2-4 weeks.

Union

1. Final weekly meeting held last week, meetings now move to fortnightly.
2. Psychosocial risk discussions now moved to its own forum where the union will be engaged.

3. Union messaging continues to be challenging legislation approach, not confident employee feedback will be passed onto Executive Government and the psychosocial risk of the changes.

Not relevant

Released under RTI - DTMR

Kind regards

Andrew

Andrew Parkinson

Senior Project Officer | National Services Transition (Heavy Vehicles)

Land Transport Safety and Regulation | Customer Services, Safety and Regulation Division | Department of Transport and Main Roads

Floor 11 | 61 Mary Street | Brisbane Qld 4000

PO Box 673 | Fortitude Valley Qld 4006

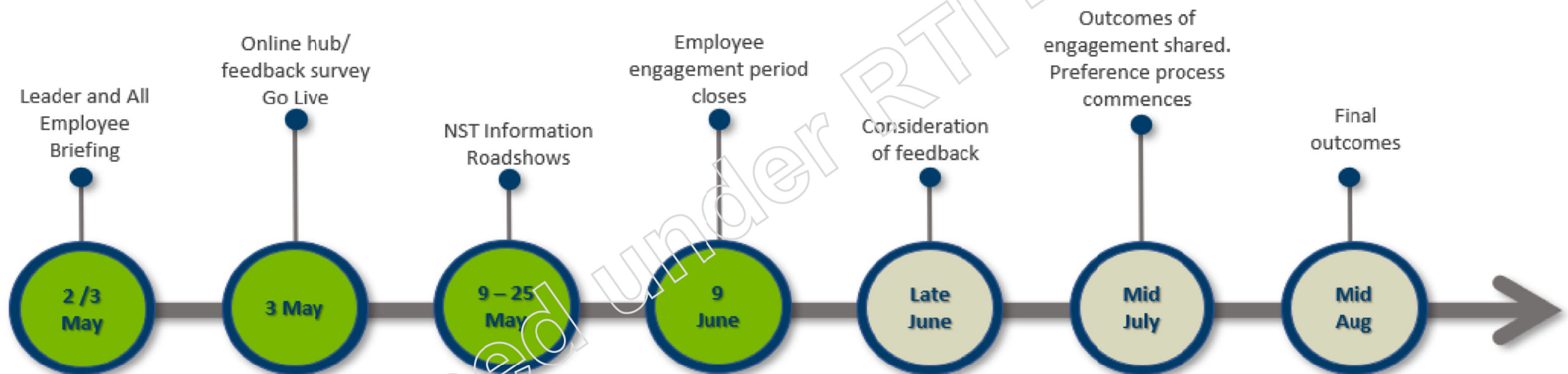
(07) 3066 8703

andrew.z.parkinson@tmr.qld.gov.au

www.tmr.qld.gov.au

Released under RTI - DTMR

NST employee engagement timeline



National Services Transition



NST Employee Feedback Summary

12 June 2023

Released under RTI - DTMR



NST Feedback Dashboard

Data from 3 May to 9 June 2023



94 Responses



32 general feedback responses

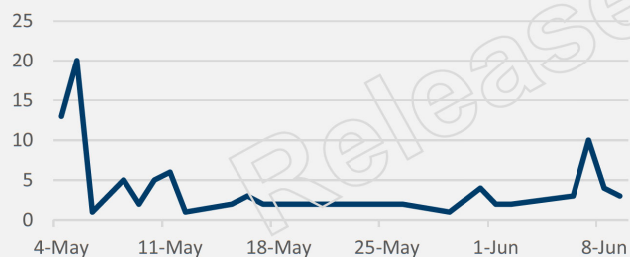


126 question submissions with 186 questions asked

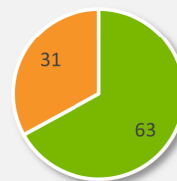


10 alternative selection proposals submissions

Employee Access

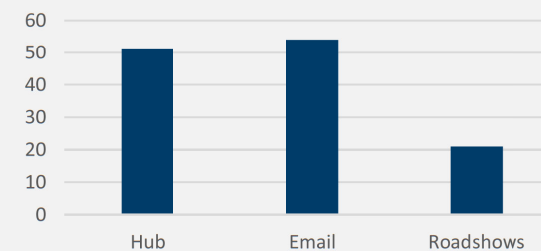


Response requested



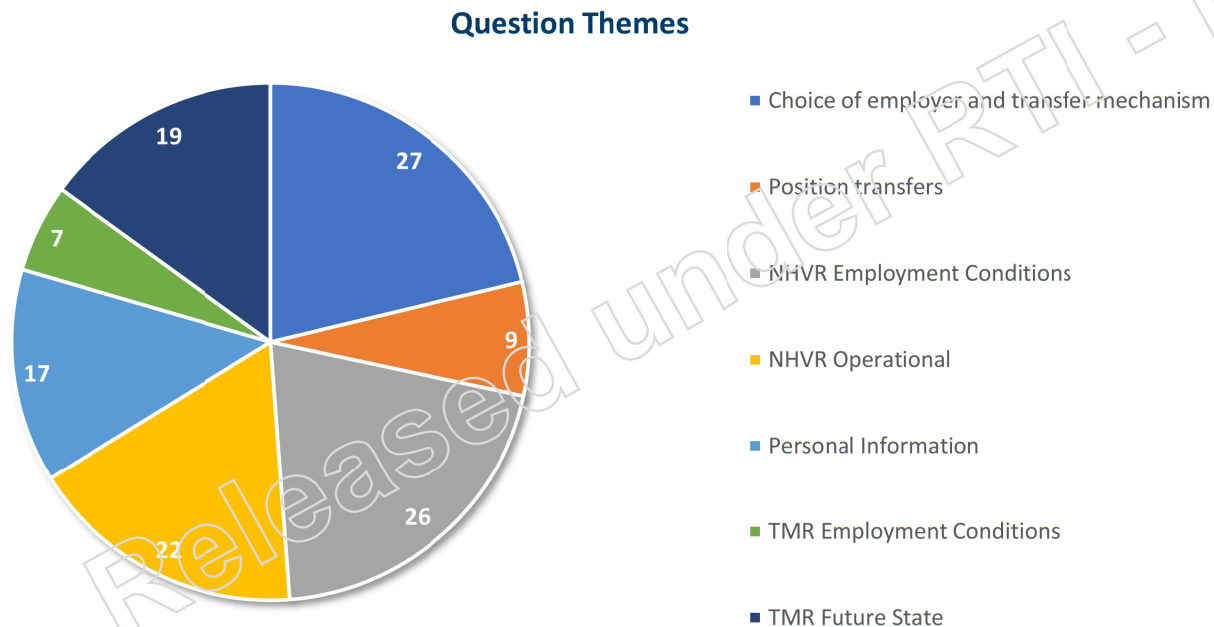
■ Yes ■ No

FAQ Submission source



Question Themes

Of the 126 individual FAQ submissions, there are 7 common themes: -





Employee feedback

The themes of the feedback remained consistent during the engagement period. What did change was the level of interest in topics at different times.

- Disappointment that choice of future employer is not available to all
- Questions about legislation, Public Service Act and Human Rights Act. How it is possible to direct employees to transfer to the NHVR?
- Why is deployment not an option being offered?
- Understanding how vacancies, transfers and swaps will be managed. What is possible now and what is possible after the engagement process?
- Understanding how entitlements will transfer to NHVR and what entitlements will still be available for people who transition to the NHVR?
- Why consultation did not commence earlier
- Wanting more information on TMR future state – what the work will be and how it will be delivered by the remaining workforce, and whether that will impact workload and travel requirements
- Understand how the locations for TMR future state were selected
- Operational information requested about working with the NHVR for example, working conditions (rosters, probation, hours of work and so on)
- Role information about the NHVR – especially understanding the mechanical skills required by the NHVR
- More information on the NHVR EA bargaining process in 2024, and the current NHVR pay structure

TQ Union feedback

Questions about the ability to influence the decisions relating to the following elements of the proposed transition:

1. The specified employees who will be transferring to NVHR.
2. The specified positions that will be transferring to NVHR
3. That employees are unable to seek a redundancy in the event they are identified for transfer but do not want to do so
4. That all staff located in single employer locations must transfer to NHVR.
5. That there is no ability to implement a process where TMR seeks expressions of interest for all 135 positions identified for transfer.
6. The decision regarding the number and location of the compliance roles remaining within TMR.
7. The inability for staff to seek a transfer to other vacant positions within TMR provided staff have the required skills.
8. Employee's preferences as to where they remain with TMR or move to NHVR is limited to their current location.



What happens next?

01



CONSIDERATION OF FEEDBACK

All feedback provided will be considered by TMR

Late June 2023

02



SHARE FEEDBACK

A summary of employee feedback will be provided to Executive Government.

Mid July 2023

03



EXPRESSION OF PREFERENCE

Employees in dual employer locations only
- complete online form to nominate preferred employer (subject to feedback provided)

Mid July 2023

04



SHARE FINAL OUTCOMES

Know your future location and employer

Mid August 2023