

LTSR HR

From: Kirsten J Dawson
Sent: Thursday, 8 September 2016 4:01 PM
To: Frank R D'Souza
Subject: RE: WfQ Staff Survey - Action Plan for MSQ Townsville region.

Thanks Frank

Kind Regards

Kirsten Dawson
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From: Frank R D'Souza
Sent: Thursday, 8 September 2016 3:58 PM
To: Kirsten J Dawson <kirsten.j.dawson@msq.qld.gov.au>
Subject: FW: WfQ Staff Survey - Action Plan for MSQ Townsville region.

fyi

From: Frank R D'Souza
Sent: Wednesday, 7 September 2016 12:07 PM
To: MSQ.Townsville <MSQ.Townsville@tmr.qld.gov.au>
Subject: WfQ Staff Survey - Action Plan for MSQ Townsville region.

Hi everyone,

Thank you for your participation in the staff survey workshop and contribution to ideas to develop the action plan attached.

Over the past three years the survey has consistently identified "empowerment" (or should I say lack of it) as the area in most need of attention. Every year we feel an attempt is made to improve, but the survey says otherwise.

Again this year the workshop identified "Empowerment" as our number one priority that needs improvement. Previous approaches have failed to achieve the desired results, probably because each person or team has a different expectations. This year we will attempt a fresh approach that will provide each individual the opportunity to specify items for consideration, a plan to deliver and a record of achievements.

Below is a link to a spreadsheet in "G" drive. I have already documented the two examples from the plan into the spreadsheet. Please feel free to add "Empowerment" action items.

[G:\TOWM\MARIOPS\G DRIVE 2015\ADMIN BCS\EMPLOYEE AND CAPABILITY \(115\)\WfQ Staff Survey\Staff Survey - 2016 - Empowerment.xlsx](#)

In addition the workshop has identified the following areas of focus:

- to investigate causes of staff feeling overloaded with work; and
- to encourage Learning and Development opportunities in other workplaces.

Whilst we focus on these areas for improvement, let's also keep up the good work in areas such as safety, health and wellness, customers first and performance and development as we strive to make MSQ Townsville a workplace of choice.

Kind regards,
Frank

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Released under RTI - DTMR

OUR ACTION PLAN - 2016

Fill out during work unit / team action planning sessions

Celebrate	Investigate further with our teams	Opportunities for improvement
<p>The things we do well....</p> <ul style="list-style-type: none"> • Our workgroup treats customers with respect (100% positive) • We understand what is expected of us to do well in our job and how our work links to organisational objectives (100% positive) • We are committed to workplace safety <p>Think about how we can build on our strengths and learn from what we are good at</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <ul style="list-style-type: none"> • Performance assessed and rewarded fairly, addressing poor performance appropriately. • Inspiring people to do the best in their job and drawing the best from them. • Degree to which work is interesting/challenging <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans ...</p> <ul style="list-style-type: none"> • Encouragement to pursue L&D opportunities in other workplaces, opportunities for career development. • Red tape/approval processes • Managing workloads <p>What are the key things we need to improve to make working here better?</p>

Work unit / team:	Townsville Region – Vessel Traffic Service, Marine Officers and Administration
Branch:	Maritimes Safety Queensland
Division:	Customer Service, Safety and Regulations



Our Goal (SMART)	How will we know we've succeeded?	Actions	Who?	When?	Progress Update
1. Our goal is to empower staff to exercise delegated authority to enhance the efficiency and effectiveness of Regional functions.	Closure of items in the spreadsheet either through exercise delegated authority or through satisfactory explanation. Staff feel empowered and supported. Productivity will improve An improved result in the 2017 Survey Example: VTS: When the engine immobilisation recommendation are accepted then the VTSO will feel satisfaction that they have utilised their experience and knowledge and came to the correct conclusion. Example: Business Support: The team will be enabled to act on issues that affect them and providing possible solutions and positively contributing to the business and organisation.	All – specify areas for consideration of empowerment. (Spreadsheet maintained in G drive). Discuss this goal with all staff during team meetings. VTS - VTSO's request responsibility in the form of making a recommendation to the RHM when agents request engine immobilisation recommendation. Ensure feedback given if recommendation is not accepted. Business Support – BSO's hold weekly SKYPE meeting with all the other regions across MSQ to discuss DCV and come up with possible solutions to any problems that arise. Ensure the region is on-track to succeeding by having frequent one-one-one conversations with team members to gauge their feelings of empowerment.	RHM – Frank D'Souza MVTM – Tony Melrose AM – Max Haste MCS – Desley Bastin-Byrne VTSO's - ALL RHM, MVTM MCS RHM, MVTM, AM, MCS	Commence immediately – ongoing Commence immediately – ongoing Commence immediately – ongoing Start by 30/09/16- ongoing Regular catch ups and quarterly 2/12/16 and 24/03/17	Recorded on Spreadsheet
2. Our goal is to investigate causes of staff feeling overloaded with work.	Staff won't feel overloaded with work Staff remain challenged to get everything achieved. Quality outputs are maintained. A healthy work-life balance is achieved. An improved result in the 2017 Survey	Marine Officers monthly RDOs reinstated. MO fortnightly base maintenance days reinstated.	RHM, MVTM, AM, MCS	Commence immediately – ongoing	November RLT February RLT
3. Our goal is to encourage Learning and Development opportunities in other workplaces.	Staff feel they have been encouraged to take up L&D opportunities in other workplaces. Staff have completed L&D in other workplaces	Encourage staff to apply for EOI opportunities across TMR and release of successful candidates. Document L&D opportunities on their PDA.	RHM, MVTM, AM, MCS	Commence immediately – ongoing	November RLT February RLT

Filling out your action plan

It's important to remember that your action plan should be **Specific Measurable Achievable Realistic Timeframe (SMART)**.

It's also important to ensure your action plan is aligned to:

- The Working for Queensland Employee Opinion Survey
- TMR's values
- TMR's objectives
- Goals of the work unit / team

Consultation with staff

Successful change involves consultation and cooperation with all parties involved, including managers and staff.

Consulting with staff on how to address workplace issues can greatly impact on successful implementation strategies. It also offers staff a sense of ownership and encourages them to help drive the strategies.

What to put under each heading

Our goal

Think about your goal – what do you want to achieve? This can be linked to your intended outcome (where you want to be). For example: Our goal is to review our team's current approval processes and implement changes within the next three months to improve our team's productivity and empower them. Remember to make it a SMART goal.

How will we know we've succeeded?

This section gets you to think about what you would see and what your customers would be saying and thinking if things were working really well in this area. In this section, identify what will demonstrate you've achieved your goal and how you'll measure it. This needs to be as specific as possible. An easy measure is to link it back to the specific survey result, in addition to other measures.

Actions

Consider the actions your team can implement to achieve your intended goal. Think about where you currently are on a scale of 1 to 10 with 1 being the furthest possible point away and 10 being complete goal achievement. Where are we on the scale already? What can we do to get from x to x+1 or +2? Being specific about what you are trying to achieve makes it easier to undertake corrective or maintenance actions and evaluate success. Try to limit your actions to a maximum of three per goal and prioritise what's a quick win versus something that may take a little longer to implement.

Who?

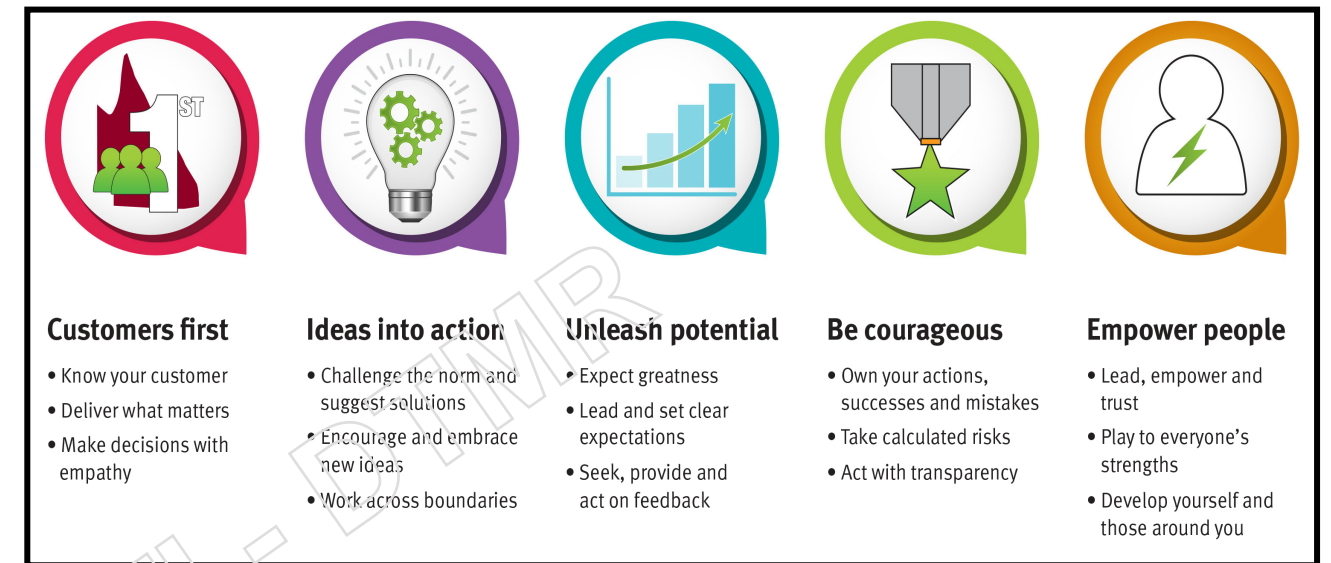
It's important to nominate a Project Lead as this person will be responsible for championing the project to ensure outcomes are met. It is recommended this lead officer provide informal and/or formal updates on progress of activities via team meetings, email, etc. Note: This may be a good opportunity for team members to demonstrate their ability to lead and manage projects. It may be incorporated into their performance and development agreements. Consider who your best change ambassadors are and consider if it's valuable for them to take the lead or act as support.

When?

Put in specific dates for the actions to ensure there is a clear expectation of when things need to be completed. This will keep everyone on track and hold people accountable.

Progress Update

This section allows you to review the progress made on your goals. It's suggested to assess on a three monthly basis throughout the year. This will help your work unit / team determine if you're on track or off track. If you're off track, it's worthwhile exploring the reasons why to enable your work unit / team to reassess the goal and / or refocus.



Job Task Analysis	
Vessel Traffic Service Operator (MSQ)	
Purpose	This document has been prepared to assist staff of MSQ and other staff involved in rehabilitation and placement of injured workers and for the hiring of new staff, as a reference for the inherent demands of the work as a VTSO.
Job Description / Duties	<p>VTSOs perform monitoring and provision of information to vessels within their Maritime region of operation. They support the safe and effective movement of vessels within the legal and environmental accords and legislation.</p> <p>Ensure adherence to port procedures to ensure an ordered efficient vessel movements especially of shipping vessels. Specific tasks include the following:-</p> <ul style="list-style-type: none"> • Delivery of communications, coordination and alerting service, including in response to marine incidents, related emergencies and natural disasters for the designated areas in accordance with regulations, procedures, instructions and delegations. • Perform first contact functions as needed. • Provision of timely information, advice and direction to the maritime industry on maritime matters, as authorised. • Gathering, recording, retrieving and distributing high standard data relevant to vessel traffic management using information systems and software tools provided in accordance with agency policy, procedures and practices. • Operate and contribute to the review of systems and equipment required for the safe and efficient movement of shipping. • Conduct ship scheduling functions for the regions ports by implementing port procedures and applying ship scheduling guidelines to achieve safe and efficient movement of shipping. • Develop and maintain procedures and systems that contribute to continual improvement of safe management practices for vessel traffic. • Develop, deliver and maintain an on the job training regime including the appraisal and review of operator performance. • Performing general administrative duties. • Actively participate in personal performance planning and appraisal and undertaking necessary training and development

Hours/roster	Ongoing rotational continuous shift work – average 84 hours per fortnight (7 shifts per fortnight) - shifts generally conducted between 6.30am – 6.30pm / 6.30pm – 6.30am shifts).	
Equipment/Tools/ PPE	<ul style="list-style-type: none"> Headsets Push to talk microphones Foot rests Height adjustable desks 	<ul style="list-style-type: none"> VTS computers and screens Issued uniforms No specific PPE required. Use of microphones, headsets, computer keyboards, mouse, multiple screens, up to 6 per workstation.
Education/Training Requirements	<ul style="list-style-type: none"> Marine Radio Operators certificate of proficiency or equivalent Preferable:- Certificate in IALA model course (V103/1 Vessel Traffic Service Operator) C Class driver's licence First Aid certificate 	
Dictionary of Occupational Titles Physical Demand Rating	Sedentary – This is an office-based role.	
Psychosocial / Cognitive / Other Demands	<p>Communicate clearly and concisely – verbally and written.</p> <p>Ability to work with background noise and to time constraints.</p> <p>Ability to make informed decisions/problem solve rapidly.</p> <p>Ability to learn, retain and recall information.</p> <p>Ability to communicate with other staff members and supervisors, vessel operators/occupants who have English as a second language and a variety of personalities.</p> <p>Cognitive and perceptual demands e.g. visualising described problems and solutions.</p> <p>Ability to sustain constant pace of work for extended shifts at times – day and evening shifts.</p> <p>Ability to work independently and co-ordinate with other staff members and agencies.</p> <p>Variable work pace dependent upon work shift and shipping movements.</p>	

PHOTOGRAPHS



VTSO Height adjustable sit/stand workstation with footrest, desktop monitors and overhead monitors.



VTSC Office layout depicting maritime charts on a desk, monitors, workstation and operator.

Functional Demands	Task Frequency					Comments
	R	O	F	C	Rep	
Standing		✓	✓			Near constant sitting, although standing options available at some facilities. Employees have sit to stand workstations, they can vary between sitting and standing as they feel appropriate therefore there is some variation.
Walking		✓				
Sitting			✓	✓		
Bending	✓					To retrieve light items from the floor if stored there or dropped.
Forward reaching		✓				Reaching for items on desktop and to adjust screens / footrests etc.
Overhead reaching	✓					No routine requirements. Perhaps incidental requirement to access overhead panels.
Squatting/kneeling						
a. unilateral	✓					
b. bilateral	✓					
Static neck postures			✓			Neck postures alternate between static looking at screens to moving to look at another screen/persons/out windows. There is extension of the neck to view higher screens; flexion to view documents on the desktop and rotation to view screens, windows and other staff to sides.
Neck movements			✓			
Crawling	✓					To access footrest under desk.
Stair climbing		✓				Alternate access in and out of building and carpark.
Ladder climbing	N/A					
Trunk twisting/lateral flexion						
a. standing		✓				Seated twisting occurs occasionally when looking at other screens / reaching for personal items/bags stored on the floor.
b. seated			✓			
Foot movement	✓					
Grasp / In hand use		✓				
Hand use				✓		Frequent to constant to operate mouse, keyboard, telephone etc.
Balancing	✓					Seated balance and standing/walking balance.
Vision				✓		Constant visual attention to communal monitors, the port and surrounding areas through the window (as available in each region) and up to six screens each. Visual acuity and colour discrimination is also required.

Functional Demands	Task Frequency					Comments
	R	O	F	C	Rep	
Lifting						Incidental lifting of stationery, documentation and desk equipment as necessary. Rare manual handling of negligible weights only.
Floor to waist	✓					
Floor to shoulder	✓					
Waist to waist	✓					
Waist to shoulder	✓					
Carrying						
Unilateral	✓					
Bilateral	✓					
Pushing	✓					
Pulling	✓					
Jerky or sudden forceful movement	N/A					

Rare – 0-4% of workday / **Occasional** – 5-33% of workday / **Frequent** – 34-66% of workday / **Constant** – 67%-100% of workday. **N/A** – Not applicable / Not required.

Psychosocial and Cognitive Work Demands	Task Frequency				Comments
	R	O	F	C	
Liaising with public/staff/supervisors		✓			Dealing with vessel pilots with varying personalities.
Problem solving and decision making skills			✓		VTSO's continually plan and make decisions during the course of each work shift.
Ability to learn, retain and retrieve information			✓		Frequent cognitive processing of incoming information and according preparation and issuance of responses
Time management skills		✓			While generally a continuous workload, variances are encountered but are not necessarily predictable. Workers must be able to manage changing demands and utilise slower periods to complete other less prioritised tasks.
Managing a continuous workload			✓		Must be able to respond to deadlines with constant changes of incoming information.
Ability to manage high pressure events	✓				Emergency situations are rare, but VTSO must be able to respond and ensure relevant authorities are notified.
Ability to deal with equipment malfunctions			✓		Noted as one of the biggest stressors, where VTSOs are still required to be able to perform usual work tasks with limited information.

Environmental Considerations

VTSO's work within in air-conditioned office environment with natural sunlight during daylight hours, and constant illumination of roof mounted fluorescent lighting. The office is open plan and operators must be able to work with background noise amidst talking of other staff. The level of noise is subjectively low to moderate at the highest. The office is accessed by elevator or stairs. An undercover carpark is situated adjacent to the office building.

Released under RTI - DTP

APPENDIX 1

PHYSICAL DEMAND LEVEL

Sedentary Work	Lifting 4.5kg maximum and occasionally lifting and/or carrying such articles as docket, ledgers, and small tools.
Light Work	Lifting 9.1kg maximum with frequent lifting and/or carrying of objects weighing up to 4.5kg.
Medium Work	Lifting 22.7kg maximum with frequent lifting and/or carrying of objects weighing up to 11.3kg.
Heavy Work	Lifting 45.4kg maximum occasionally with frequent lifting and/or carrying of objects weighing 22.7kg
Very Heavy Work	Lifting 45.5+kg maximum occasionally with frequent lifting and/or carrying of objects weighing 22.7+kg

FREQUENCY

Rare	0-4% of a work day
Occasional	5 – 33% of a work day
Frequent	34 – 66% of a work day
Constant	67 – 100% of a work day

(U.S. Department of Labor, Dictionary of Occupational Titles).