Statement of Kym Susanne Bancroft

I, Kym Susanne Bancroft, Company Director, of an address known to the Commission, make oath and say as follows:

A Background and qualifications

1. Between 1 August 2022 and 21 April 2023, I was employed by the Office of Industrial Relations (**OIR**). During my tenure, I served as the Deputy Director-General (**DDG**). The DDG role was my first (and, to date, only) role in the public sector.

2. Prior to joining the OIR, I was employed in the private sector in a variety of Head of Health & Safety roles.

   Annexed and marked **KSB-1** is my latest curriculum vitae.

3. I am a registered psychologist, and I hold the following qualifications:

   a. Graduate Certificate in Human Resources and Occupational Health & Safety;

   b. Master of Applied Psychology (Organizational) from Murdoch University; and

   c. Master of Safety Leadership from Griffith University.

B The DDG role

B.1 Approach about the DDG role at the OIR

4. In 2022, I was approached by David Reynolds from Davidson, a recruitment company, about the DDG role at the OIR.

5. The panel consisted of David Reynolds, Michael De'Ath (then Director-General of the Department of Education), Jacqueline King (General Secretary of the Queensland Council of Unions), an employer group representative (whose name I cannot recall) and a scribe. I recall in the meeting being asked by Ms King as to how I would approach working with the unions, and she alluded to some issues with some union groups. She also flagged there was some issues with occupational violence and bullying toward inspectors.

6. I found the role attractive because it was a rare opportunity to shape work health and safety in Queensland at the regulator level. I ultimately accepted the role in about June 2022. I commenced as DDG of OIR on 1 August 2022.

B.2 Responsibilities

7. As DDG, my responsibilities could be divided into three categories:

   a. statutory & regulatory enforcement;

   b. operational & governance; and

   c. advisory & briefing.

B.2.1 Statutory and regulatory

8. As DDG, I was the *"Regulator"* under the *Work Health and Safety Act 2011* (Qld); *Electrical Safety Act 2002* (Qld) and the *Workers' Compensation and Rehabilitation Act 2003* (Qld).

9. I was responsible for:

   a. monitoring compliance and the issuing of notices, as well as commencing or reviewing prosecutions under Queensland's industrial safety laws; and

   b. signing off on formal delegations of authority to relevant persons such as Executive Directors, Inspectors and Investigators.

10. In practice, this meant:

   a. liaising and negotiating with complex stakeholders including union and industry representatives; and

   b. representing the OIR on the Work Health and Safety Board, WorkCover Board and Electrical Safety Office Board.

B.2.2 Operational & governance

11. I was responsible for the strategic direction, budget, and operational performance of the OIR.

12. I had the ultimate accountability for internal human resource management within the OIR, including the appointment, deployment, and termination of staff or senior executives.

B.2.3 Advisory & briefing

13. My last area of responsibility was overseeing the flow of information upward to the relevant minister (during my time this was Minister Grace) and outward to other departments.

14. This information flow was achieved through:

   a. the provision of formal briefs, strategic advice, and updates to the Director General (**DG**) (being Michael De'Ath for the duration of my tenure) and on

occasion directly to Minister Grace regarding matters such as (but not limited to) critical incidents, policy shifts, or regulatory actions; and

b. inter-departmental reporting to other government agencies.

15. Informally, I was informed by DG De'Ath that another aspect of my role was improving the integrity and performance of the agency.

C Observations of the OIR after commencing as DDG

16. Upon commencement at the OIR, I quickly identified some concerning systemic cultural issues including regulatory capture, long term projects that were not completed, multiple areas that were underperforming, an absence of centralised management structures (e.g. absence of a Safety Management System or Critical Risk Management Framework), and significant psychosocial risk in the inspectorate that was not being managed due to regulatory capture. I provide further detail below.

C.1 Working for Queensland Surveys

17. The Working for Queensland survey (**WfQ Survey**) is an annual, anonymous and confidential employee opinion survey conducted across the Queensland public sector. Run by the Public Sector Commission, it gives public servants a voice to share their honest experiences regarding their workplace, managers, teams, and the broader organisation.

18. The survey evaluates the balance between role requirements (such as workload and stress) and organisational support (including leadership, autonomy, and professional development), while also tracking workplace culture, engagement, and conduct. Run over a four-week period, usually across August and September, the collected data is completely anonymised and published as agency-specific *"Highlights Reports"* and open-source datasets, providing government departments with the insights needed to improve workplace safety, address leadership gaps, and drive cultural reform.

19. When I first arrived, I obtained copies of the previous WfQ Survey results. I thoroughly read through the results and free text comments made by OIR employees in the surveys.

20. For the OIR, the results indicated both pockets of excellence and pockets of high concern. The free text results, which were anonymous comments made by OIR employees, revealed a situation that was much worse than I had anticipated. The dominant themes emerging from the free text comments were a perception of regulatory capture and compromised independence within the Construction Inspectorate, with repeated allegations that regulatory decisions were being

influenced by external stakeholders — particularly the CFMEU — rather than being made independently and based on evidence. Respondents described a culture where inspectors felt pressured to support union-preferred outcomes, questioned for exercising independent judgement, and exposed to political and stakeholder interference in operational decision-making. Closely linked to this was widespread criticism of the inspectorate's leadership, particularly Helen Burgess (then the Director of Construction Compliance and Field Services (**CCFS**)), who was repeatedly named in comments alleging bullying, micromanagement, favouritism, intimidation, poor psychological safety, and a failure to support inspectors facing external pressures. Many respondents attributed high turnover, stress leave, declining morale, loss of trust, and the exodus of experienced inspectors to leadership behaviours within the Construction Inspectorate, describing a workplace culture where complaints were allegedly ignored, dissent was discouraged, and concerns about conflicts of interest and regulator independence remained unresolved

21. Separately to the regulatory capture, the WfQ Survey results described a body without a Safety Management System, or a Safe System of Work to control risks that resulted in exposing field staff (i.e. inspectors) to significant hazards without effective controls in place. It was clear that my staff were being exposed to significant psychosocial and physical risks within the inspectorate.

22. Annexed to this statement and marked **KSB-2** is a copy of the 2020 WfQ OIR Highlights Report showing the results of the survey.

    Annexed to this statement and marked **KSB-3** is a copy of the 2020 WfQ WHS Compliance and Field Services (**CFS**) Highlights Report showing the results of the survey.

    Annexed to this statement and marked **KSB-4** is a copy of the 2020 WfQ free text results for the OIR.

    Annexed to this statement and marked **KSB-5** is a copy of the 2021 WfQ OIR Highlights Report showing the results of the survey.

    Annexed to this statement and marked **KSB-6** is a copy of the 2021 WfQ Construction and Major Projects Highlights Report showing the results of the survey.

    Annexed to this statement and marked **KSB-7** is a copy of the 2021 WfQ free text results.

23. I learnt that these free text comments were not widely available, even to those at the Executive Director (**ED**) level. When I inquired with the EDs about the WfQ Survey,

they informed me that the free text results were not made available to them and hence they were unaware of the contents of these results. This concerned me. However, despite not having access to the results, based on my conversations with him, Andrew Harris (Acting Executive Director – WHS Compliance & Field Services) was aware of the key issues facing the Inspectorate that he was in charge of. These issues included the triaging issue (being that the CFMEU was not using the official OIR system for notifying safety complaints and were instead directly calling Ms Burgess, who would direct inspectors to be sent in priority to all other jobs) and the broader problem of regulatory capture by the CFMEU. These issues occupied a significant amount of time during my tenure as DDG.

24. In late October 2022, the 2022 WfQ Survey results became available for review.

Annexed to this statement and marked **KSB-8** is a copy of the 2022 WfQ OIR Highlights Report showing the results of the survey.

Annexed to this statement and marked **KSB-9** is a copy of the 2022 WfQ Construction and Major Projects Highlights Report showing the results of the survey.

Annexed to this statement and marked **KSB-10** is a copy of the 2022 WfQ free text results.

25. After considering the survey results and the current situation within the Inspectorate as highlighted in discussions with Mr Harris, Sharon Bush (Manager – Human Resources) and Donna Morgan (Director – Human Resources, RTI and Information Privacy), I formed the view that a cultural transformation process was required urgently, to address the long standing systemic issues within the Inspectorate.

26. These issues had a significant impact on the ability of Workplace Health and Safety Queensland (**WHSQ**) to meet its purpose, which is being responsible for improving work health and safety in Queensland and helping reduce the risk of workers being killed or injured on the job. It was essential that the agency could operate with integrity and objectivity. This did not seem to be the case based on my observations. I commenced a transformation process to improve CFS' overall strategy, structure and operations and inform us how to best position the Inspectorate going forward, with the first stage being a discovery process. The purpose of the discovery process was to gain a deep understanding of the issues via consultation of all staff and stakeholders.

C.2 Discovery project

27. On 14 December 2022, I approved the engagement of the Queensland University of Technology (**QUT**) to work with the OIR to undertake the discovery process (**Discovery Project**).

28. In my view, this was a necessary first step. It is common in a change management process to seek to fully understand the current state of the organisation. I saw this as an opportunity to surface the key systemic issues within the Inspectorate. Everything should be swept out from under the rug and a light shone on the issues within the organisation. From the WfQ Surveys, it was clear to me that the issues facing the OIR, particularly the inspectors, were significant. By that point, I had also attended some of the regional OIR offices and spoke with inspectors working on the ground. I recall one occasion where an inspector expressed to me that he was suicidal because of the pressure he felt performing the role. This information gathering process was to provide concrete guidance for any future interventions or changes.

29. A key component of the Discovery Project to be undertaken by researchers from QUT were confidential interviews with members of the Inspectorate, including inspectors transferred out of the Construction Inspectorate (but still OIR employees) and those that had who had left the OIR.

30. On 19 December 2022, I hosted a Town Hall with the Construction Inspectorate to announce the Discovery Project and encourage inspectors to participate in it. Earlier that day I had met with Ms Burgess and, among other things, informed her about the Discovery Project (this meeting is further described below).

    Annexed and marked **KSB-11** is a copy of the Town Hall presentation I gave to the Construction Inspectorate on 19 December 2022.

31. In March 2023, I was provided with a document prepared by QUT entitled *"OIR Systems Map – CCFS Cultural Discovery Project"*. This document was intended to be a visual representation of the cause of the cultural issues at the OIR and was supplied to provide a preliminary insight before the Discovery Project was fully completed. This document was informative because, by this point in time, QUT had interviewed almost 40 people.

    Annexed and marked **KSB-12** is a copy of the *"OIR Systems Map"* provided by QUT in March 2023.

32. On 28 March 2023, I presented at a Construction Inspectorate Offsite event, which was a two-day event where inspectors from across Queensland met in Brisbane. Day 1 of the event was a workshop where I gave an overview of key themes drawn from

both the WfQ Surveys and the QUT Discovery Project thus far (see above preliminary findings). I took elements of the OIR Systems Map and shared it with the Inspectorate as part of a presentation I gave. I sought feedback during the workshop as to early actions leadership could take to address the concerns of the Inspectorate and improve the culture of the workplace.

Annexed and marked **KSB-13** is a copy of the presentation about the QUT Discovery Project I gave to at the Construction Inspectorate Offsite in late March 2023.

33. Ms Burgess was invited and attended the Construction Inspectorate Offsite. Separate meetings were arranged for her and her team (the Construction Strategy Unit) during the presentation because I was conscious of the impact her presence would have on the other inspectors given their identified concerns. The HSRs/union representatives remained significantly apprehensive about being in the same building as Ms Burgess, and she also appeared distressed, requiring careful management of the situation. Throughout the day, I spent some time with Ms Burgess and her team to also understand their issues. Ms Burgess and her subordinate Jane Barker (Manager — Construction Strategy and Major Construction Program Unit), were both upset and angry about the changes and spoke at length about their discontent.

34. My employment with the OIR ended before a final report was prepared by QUT. I now understand that a version of the QUT report was provided to the OIR on 31 May 2023 (**QUT Discovery Report**). I have been provided a copy of that version of the QUT Discovery Report by the Commission of Inquiry.

Annexed and marked **KSB-14** is the version of the QUT Discovery Report I was provided by the Commission of Inquiry.

35. Upon reviewing the report, it highlighted three key findings which were highly concerning:

a. Stakeholder agendas: The belief among interviewees that external stakeholders may attempt to advance their own agendas

b. Stakeholder access: Experiences among inspectors of external stakeholder communication with CCFS management and inconsistences in complaint assessment and triaging procedures.

c. Directive supervision: Perceptions of aggressive and directive behaviour from CCFS management towards inspectors.

36. I would have anticipated that the report be more fulsome in unpacking these systemic issues, and I felt the report fell somewhat short in providing robust recommendations

for addressing the issues. Given the gravity of the issues, the report appears to be very 'light on'. I am not privy to what further directions (if any) were provided to QUT by the OIR after my departure that may have led to the report being partially 'watered down'.

D Decision to reassign Ms Burgess

37. The proposal to reassign Ms Burgess was in train prior to me starting at the OIR. Mr Harris and Mr James, with assistance from HR, were the key people driving the proposal.

38. In my first week of employment with the OIR, Mr Harris came to me with a proposal to reassign Ms Burgess from her role as Director of CCFS. He said words to the effect of "*Kym, we have quite a few issues with Helen Burgess. We are going to move her role sideways just to alleviate these issues we're having*." He explained the issues with Ms Burgess.

39. That Friday, 5 August 2022, I met with the former Acting DDG, Tony James, who informed me that Ms Burgess had been the subject of a CCC investigation and that some allegations had been substantiated. I recall that one of the allegations related to the use of her mobile phone, but I cannot recall other details.

40. I was curious as to why the decision to transfer Ms Burgess had been deferred until I was in the role. I had a lengthy conversation with Ms Bush to get her views on the situation and Ms Burgess more generally within the department. Ms Bush gave a balanced perspective on both the issues facing the inspectors and Ms Burgess.

41. I met with Ms Burgess to understand her perspective. The first time was a coffee catch up early in my time at the OIR, on 5 August 2022.

    Annexed and marked **KSB-15** is a copy of the calendar invitation for the coffee catch up between Ms Burgess and I.

42. In this first catch up I had with Ms Burgess, I recall she gave me an overview of the role she was in and her perspective on her role, which she saw as managing stakeholders. I recall asking her how this had started and she said to me words to the effect that she did what she did (i.e. the inappropriate prioritisation of, and focus on the CFMEU's needs and wants) because she was asked to do so by Marc Dennett, formerly an ED who had left before I commenced.

43. I decided to approve the reassignment of Ms Burgess.

44. Subsequently, I received a call from DG De'Ath who informed me that Michael Ravbar was very upset that I had decided to remove Ms Burgess from her role as Director of CCFS.

45. When I received this call, I was very confused for a couple of reasons. First, I did not know why Mr Ravbar, as an external stakeholder, was calling my leader about internal decisions being made at the OIR. Second, I did not understand why the removal of Ms Burgess from her role as Director of CCFS would be so concerning to Mr Ravbar to prompt him to call DG De'Ath, who was three levels above Ms Burgess.

46. Given I was new to the role, the interest in this decision from the CFMEU, the escalation to DG De'Ath, and the heightened emotion of stakeholders, including Ms Burgess, surrounding the decision, I decided to temporarily defer the transfer so I could gather further information, understand it more fully, consider it and make an objective decision.

Annexed and marked **KSB-16** is a copy of the email exchange between Ms Burgess and myself dated 8 August 2022.

47. Throughout my tenure, I met with Ms Burgess myself on a couple of occasions to better understand the driving causes of these issues. In addition to the coffee catch I described above, I recall we had a lengthy meeting one day which went for a couple of hours at 1 William Street. This other occasion I found less productive than the first as much of it was Ms Burgess venting about the inspectors.

48. On 24 November 2022, Gavin Gleeson, who was the Director for Ethical Standards, sent me a confidential briefing about Ms Burgess, which set out a number of recommendations for addressing the issues about Ms Burgess' position. As per the OIR's standard practice, it provided me with a number of options.

Annexed and marked **KSB-17** is a copy of the briefing note I received dated 24 November 2022.

49. During this process, I was conscious of Ms Burgess' mental health. It seemed clear to me that she was distressed, and I took that into consideration when determining to temporarily transfer her, as opposed to the other options available to me, including suspending her from her role.

50. During the course of this decision-making, Ms Barker wrote to me providing her views on the proposal to transfer Ms Burgess out of her role.

Annexed and marked **KSB-18** is a copy of an email chain showing the email sent to me by Ms Barker on 14 December 2022.

51. On 15 December 2022, I sent Ms Burgess an email requesting to meet about the temporary changes to her role.

Annexed and marked **KSB-19** is a copy of the email I sent Ms Burgess dated 15 December 2022.

52. On 19 December 2022, I met with Ms Burgess and Mr Dennett, whom Ms Burgess had brought as a support person. I informed Ms Burgess of my decision to commence a strategic discovery process. I further let Ms Burgess know that I had decided that while this process occurred, she would temporarily be transferred to the new temporary role of Director of the Construction Strategy Unit to ensure that the process could be undertaken in a manner free of any perceived bias or influence. Due to the low trust and psychosocial safety within the Construction Inspectorate, it was important that she was removed from managing the Inspectorate while this occurred. I was concerned if the discovery process was undertaken while Ms Burgess was still in charge of the Construction Inspectorate, she could use her position to influence the process.

53. As per standard HR practice, Ms Morgan prepared a script for this meeting with Ms Burgess, which I have been shown in the course of preparing this statement. It captures the primary issues conveyed to Ms Burgess during this meeting about her transfer, the upcoming Town Hall that afternoon and the QUT Discovery Project.

Annexed and marked **KSB-20** is a copy of script used for the meeting with Ms Burgess on 19 December 2022.

54. The proposed temporary transfer was to become effective on 3 January 2023 and was to run until 30 June 2023.

55. After our meeting on 19 December 2022, Ms Burgess was provided with a letter that summarised the matters discussed during the meeting.

Annexed and marked **KSB-21** is a copy of the letter to Ms Burgess dated 19 December 2022.

56. On 22 December 2022, Mr Harris and I received an email from Ms Burgess raising concerns with the QUT Discovery Project. In effect, her concerns were that inspectors would use the confidential interviews to target her and have her removed from her role. I replied on the same day thanking her for sharing her concerns and telling Mr Harris, who was copied, that this was concerning because the intention of the process was to understand the organisational factors which could be improved, not investigate

individuals. I asked Mr Harris to reiterate this within the Inspectorate, so that inappropriate commentary would cease.

Annexed and marked **KSB-22** is a copy of email exchange between Ms Burgess, Mr Harris and I dated 22 December 2022.

57. After the meeting on 19 December 2022, between 3 January 2023 and 10 January 2023, Ms Burgess sent through several emails to Ms Bush, who was at this time Acting Director of Human Resources, Right to Information and Information Privacy, and Mr Harris, Ms Morgan and me. Each of these was responded to by the appropriate person.

Annexed and marked **KSB-23** is a copy of the email chain dated 3–10 January 2023 with the subject *"RE: Confidential - RE: Questions regarding the proposed temporary position description"*.

58. On 20 January 2023, Ms Burgess provided her final response to the transfer. In summary, Ms Burgess waived her immediate right to respond on the basis that this was a temporary transfer and that she reserved her right to respond should the transfer be extended.

Annexed and marked **KSB-24** is a copy of Ms Burgess' letter.

59. Ms Burgess was subsequently transferred to the role of Director of the Construction Strategy Unit.

60. On 7 February 2023, I forwarded an email I had sent to the OIR earlier that day about the temporary change for operational arrangements in the Construction Inspectorate to CFMEU officials to update them as to the changes.

Annexed and marked **KSB-25** is a copy of the email I sent dated 7 February 2023.

61. After Ms Burgess temporary transfer occurred, I continued to oversee the cultural transformation process in order to address the allegations of regulatory capture and issues within the Inspectorate.

E Experience of the CFMEU throughout my tenure

62. Throughout my tenure, I met with Mr Ravbar on a number of occasions. I usually attended these meetings with DG De'Ath.

63. On 12 August 2022, I had my first meeting with the CFMEU at the CFMEU headquarters in Bowen Hills. Mr Kupsch, Mr Ravbar, and Ms Cox were in attendance. The meeting was generally cordial.

64. On 27 October 2022, I attended a meeting in DG De'Ath's office at 1 William Street with DG De'Ath, Mr Ravbar, Peter Ong from the Electrical Trades Union (**ETU**) and Tooey Elliot, the DDG for Infrastructure Services. The meeting began with a discussion of various construction related issues which the unions had been discussing with the OIR at the time including White Card training, the Best Practice Industry Conditions and the triaging system. The meeting became heated and ended with Mr Ong calling DG De'Ath expletive names.".

Annexed and marked **KSB-26** is a copy of the meeting invite dated 27 October 2022.

65. On 28 March 2023, I met with DG De'Ath, Mr Ravbar, Jacqui Collie and Kurt Pauls in DG De'Ath's office at 1 William Street.

66. My main recollection of this meeting was when Mr Ravbar turned to me and said "*Kym, you have chosen to take us on, and anyone who does that will not win*." This comment was made while discussing a change to the triaging process (which I further describe below) and moving Ms Burgess to another role within OIR.

67. I drafted a file note of the meeting, which I shared with DG De'Ath and he agreed that it reflected his recollection of the meeting as well.

Annexed and marked **KSB-27** is a copy of Mr De'Ath's email and the file note attached.

E.1 ED selection process

68. During my tenure, I was involved in the selection process for a new ED of WHS Compliance and Field Services to replace Mr Harris, who was acting in the role. This process commenced in late 2022. Because of the nature of the work involving many external stakeholders, it was common practice to have two external stakeholders on selection panels at the Department.

69. The selection panel for this ED process comprised of myself, Mr Pauls from the CFMEU, Robert Djukic from Resources, Health and Safety Queensland and Craig Dearling from the Master Builders Association of Queensland.

70. In my dealings with Mr Pauls throughout my tenure he would often make comments about needing to appoint a new ED, so Mr Harris would no longer occupy this role. The view from the CFMEU was that Mr Harris was *"ineffectual"* in the role and should not be acting in the ED role. Mr Pauls was insistent that there was a CFMEU representative on the panel. I invited Mr Pauls to be part of the interview process after careful consideration with DG De'Ath. We felt somewhat 'damned if we do, damned if we don't' and decided to invite the CFMEU to have a representative on the panel.

71. On 25 November 2022, I followed up with Mr Pauls about whether he would accept being part of the process.

72. On 27 November 2022, Mr Pauls wrote to me asking a series of questions and expressed the view that the ED "*…needs to be the 'right person' that can deal with day-to-day operations of safety, industrial relations (with unions and internally), internal politics and holding inspectors accountable when they do not perform the role that they are employed to do*".

73. After I addressed a number of his queries, Mr Pauls accepted a place on the panel on 30 November 2022.

Annexed and marked **KSB-28** is a copy of my email exchange with Mr Pauls dated 27 November 2022 to 30 November 2022.

74. The candidate interviews were conducted in December 2022. During the candidate interviews themselves, in my view, Mr Pauls behaved in a highly unprofessional manner. For example, he posed questions to the applicants which were misaligned with the role itself, such as asking how they would respond on site if there were calls to attend. The role itself would never require call outs to site in that way so I considered this to be an inappropriate way of ascertaining the best candidate for the role.

75. I considered Sarina Wise to be the best candidate interviewed during this selection process so, in the new year, I asked for a second interview with her to be arranged. This is common practice in the private sector but apparently uncommon in the public sector.

Annexed and marked **KSB-29** is a copy of the meeting invite for the second interview I had with Ms Wise.

76. On 27 January 2023, Mr Pauls sent an email to the members of the selection panel expressing his concern that another interview had taken place without him and accused me of swaying the outcome.

77. At around that time, I received a call from Mr Dearling who informed me that Mr Pauls had been calling people in New South Wales about Ms Wise. I then alerted Cathy Bray, who was the Director of my office, to the breach of confidentiality

78. On 1 February 2023, I received an email from Mr Pauls that copied in the other members of the selection panel, Mr Djukic and Mr Dearling.

79. On 2 February 2023, I received an email from DG De'Ath responding to Mr Pauls' email dated 1 February 2023 and stating that, because Mr Pauls and Mr Ravbar had made external inquiries in NSW about Ms Wise, DG De'Ath did not think he could

endorse any outcome of the process because of the breach of confidentiality. The actions to make unsolicited external inquiries about Ms Wise corrupted the interview process and it thus needed to be started again.

Annexed and marked **KSB-30** is a copy of an email chain dated 27 January 2023 – 2 February 2023 with the subject *"FW: Urgent - ED Appointment"*.

80. On 15 March 2023, Mr Ravbar sent a letter to DG De'Ath in relation to the ED selection process, to which I was copied.

Annexed and marked **KSB-31** is a copy of Mr Ravbar's letter dated 15 March 2023.

81. On 17 March 2023, DG De'Ath sent a letter to Mr Ravbar about the selection process.

Annexed and marked **KSB-32** is a copy of Mr Ravbar's letter dated 17 March 2023.

82. I was no longer with the OIR by the time the second ED selection process started. I understand that Ms Wise was eventually appointed to the role and remains the current ED.

F Meeting with Minister Grace on 24 January 2023

83. On 24 January 2023, I attended a meeting with Minister Grace about an incident at a school. I attended this meeting with DG De'Ath and Paul Smith, who was the Regional Director for North and Central Queensland and acting as Executive Director at the time.

84. During this meeting, Minister Grace referred to Ms Burgess, saying words to the effect of *"that poor woman has been through so much, she should be left alone"*. Minister Grace's comment was a surprise to both Mr Smith and I, and we discussed it after the meeting.

85. After this meeting, I had a conversation with DG De'Ath where he said words to the effect that I lacked judgment in bringing Mr Smith because he was one of the individuals who had made a complaint to the CCC about Ms Burgess. I disagreed with this view.

G The triaging system

86. When I commenced in my role at the OIR and throughout my tenure, the difficulty with triaging calls and complaints from the CFMEU was a significant focus as, along with other allegations concerning Ms Burgess, this was one of the key contributing issues to the reported regulatory capture.

87. Initially, the CFMEU would call Ms Burgess directly. This enabled Ms Burgess to prioritise CFMEU complaints without performing a proper risk informed triage, which reduced the available resources for other non-CFMEU complaints. It further enabled Ms Burgess to inappropriately pressure inspectors to write compliance notices.

88. I discussed this with DG De'Ath. He was highly supportive in addressing the issues and advised me on the best way to do this, to minimise recourse from the CFMEU. At each step of the process, I would consult with DG De'Ath, who gave strong leadership and advice on navigating this change process.

89. In the majority of the meetings and conversations I had with officials from the CFMEU, the triaging system was a priority issue for them. It occupied substantial time and discussion.

90. Prior to my arrival, an internal audit process had been undertaken about OIR's Assessment Services Triaging Process (**Internal Audit Report**). Johanna Sutherland, who was the Director of WHS Licensing and Advisory Services, had been involved in that process. On 31 August 2022, she provided me with a copy of the Internal Audit Report.

    Annexed and marked **KSB-33** is a copy of her email and its attachment, the Internal Audit Report.

91. The report highlighted that WHSQ did not have sufficiently robust controls to consistently identify, disclose, manage, monitor, and report actual or perceived conflicts of interest within its assessment and triaging processes. The audit highlighted this as a governance risk and specifically highlighted the need to embed conflict-of-interest management into triage and assessment activities, strengthen reporting and monitoring mechanisms, and capture conflict declarations to support oversight, transparency, and continuous improvement. The audit concluded that improvements were required to ensure conflicts of interest were systematically managed and appropriately incorporated into decision-making and governance arrangements.

92. Hence, I considered the reform of the triaging process was a major issued to be resolved for OIR to effect the broader cultural reform.

93. On 10 October 2022, I spoke with Mr Pauls in person at an OIR Work Safe Month breakfast event. I reiterated the invite to the meeting regarding the triaging process and the HSR strategy.

94. Later in October 2022, OIR inspectors took Protected Industrial Action (**PIA**), which was approved by the Queensland Industrial Relations Commission.

95. On 19 October 2022, I received a letter from the Together Union notifying the OIR that PIA would commence on 25 October 2022.

Annexed and marked **KSB-34** is a copy of this letter dated 19 October 2022.

96. On 25 October 2022, I responded to the PIA notification.

Annexed and marked **KSB-35** is a copy of this letter dated 25 October 2022.

97. The commencement of PIA meant that immediate changes were necessary for triaging calls and complaints. The process was temporarily changed to direct all complaints to the Assessment Services Unit. The PIA reflected the ongoing frustration on behalf of some of the inspectors at the perceived lack of action in addressing the systemic issues within the Inspectorate. The fact that it had escalated to PIA was indicative of the impact of the regulatory capture on the Inspectorate.

98. On 27 October 2022, I met in person with Mr Ravbar along with DG De'Ath at 1 William Street. During this meeting, I advised Mr Ravbar about the PIA and that the OIR would be reviewing the triaging process in the future and invited input into the process by the unions.

99. Following this meeting, on 2 November 2022, DG De'Ath sent an email to Mr Ravbar requesting engagement with the OIR during consultation on the triaging process.

Annexed and marked **KSB-36** is a copy of DG De'Ath's email to Mr Ravbar dated 2 November 2022, to which I was copied.

100. In November 2022, I started discussing with Mr Harris and Ms Sutherland the possible ways of reforming the triaging system permanently to require the CFMEU to send their notifications through Assessment Services, as did every other stakeholder. Ms Sutherland had done a lot of work on this issue previously and proposed a number of options, which were set out in an email that she sent to me on 26 November 2022.

Annexed and marked **KSB-37** is a copy of email chain with Mr Harris and Ms Sutherland dated 26 November 2022 with the subject *"RE: Triaging Discussion".*

101. At some stage in or around December 2022, I had a phone conversation with Mr Pauls. During this conversation, I reiterated the request to meet regarding the triaging process and HSR strategy. He appeared to understand the rationale behind changing the triage process, and then seemed to shut down and said, "*That is not the way we do business Kym*", and the phone call ended not long after.

102. On 13 December 2022, I had a meeting with a representative from the ETU. I told him that there were changes on the horizon in relation to the triaging process and I would appreciate the Building Trade Group's (**BTG**) input. During the course of this meeting, the representative told me that the BTG had made a decision not to speak with me. He also suggested that I reappoint Mr Dennett as ED.

103. On 22 December 2022, a successful vote was held in relation to enterprise bargaining and the PIA ceased.

Annexed and marked **KSB-38** is a copy of the announcement of the cessation of the PIA on 23 December 2022.

104. In about ~~January~~ April 2023 I received a phone call from DG De'Ath stating that Minister Grace had made a call in relation to the triaging system. A significant amount of work had taken place on changing the triaging and we were nearing completion and making the changes permanent. I can't recall how that issue was elevated to the Minister.

105. During this call, DG De'Ath said words to the effect that the triaging system was not going ahead. When I expressed surprise, DG De'Ath stated words to the effect that Minister Grace was good at managing stakeholders and that the decision on the triage system would be deferred until the new ED of WHS Compliance and Field Services was appointed.

106. I remember thinking that Minister Grace had avoided making a decision in the best interests of WHSQ. I perceived this to be simply kicking the can down the road.

107. After being told this by DG De'Ath, I then resorted to 'Plan B' for triaging, which was to direct CFMEU calls to the Regional Directors.

108. From mid-January 2023, I started to receive calls directly to my work mobile from CFMEU officials reporting issues on sites. I recall the first time this occurred. Early one morning in mid-January 2023, I was at the gym at 5:30am or 6:00am. My work mobile phone started ringing. I cannot recall the name of the man who called, but he was from the CFMEU. He said words to the effect of: "*Kym, we've had an incident here*". I replied with words to the effect of "*Why are you calling me*?" and he said "*Well, we are calling to report it and all calls from now on will be coming to you*".

109. After that, I frequently received calls from members of the CFMEU, to the point where it was getting ridiculous. Initially, I was getting multiple calls every day. Later, it eased off, especially after I put in place a process where Natasha Carstens, who worked in my office, would check the voicemails and refer it appropriately to Assessment Services.

110. During these calls, I would say to them words to the effect that they should not be calling me and that there was a process to be followed. The callers responded with words to the effect of "*No, we are going to call you, Kym, from now on*".

111. At the time, I felt it was deeply inappropriate for this to happen, especially when we had sought to consult with the CFMEU, and they had not engaged or participated in the process.

112. At the same time, when I was receiving these calls, I felt a sense of responsibility or obligation to make sure the call was responded to in some way in case something happened on site or there was a fatality. There was always a sense of urgency that was imposed. In short, I had the sense that the calls were aimed at placing pressure on me and manipulating me into not proceeding with the triaging process.

113. At around the same time, I also started to directly receive email requests from CFMEU officials requesting assistance. An example of this is an email I received from Dean Rielly on 11 January 2023, copying Mr Pauls.

Annexed and marked **KSB-39** is a copy of from Mr Rielly directly requesting assistance dated 11 January 2023.

114. Later on 11 January 2023, Mr Pauls sent an email to me about the triaging process, in which he complained about my supposed lack of consultation, accountability and transparency with stakeholders about the triaging process. He said that, as previously advised, the CFMEU did not support the implementation of changes to the triaging system. He also informed me that the CFMEU had taken the position that assistance for all health and safety matters would be directed to me as DDG. He said that the Inspectorate was a laughingstock and the CFMEU expected the calls would be taken seriously due to my direct involvement.

Annexed and marked **KSB-40** is a copy of the email from Mr Pauls dated 11 January 2023.

115. Given Mr Pauls had raised complaints about the current process resulting in poor service delivery such as inspectors not turning up to major incidents until hours later or only after having spoken to Assessment Services, I shared his email with the Regional Directors who were the new points of contact under the temporary triage process in place to ensure we were monitoring the service delivery provided to stakeholders.

Annexed and marked **KSB-41** is a copy of the email dated 12 January 2023 I sent to the Regional Directors forwarding Mr Pauls' email dated 11 January 2023.

116. On 12 January 2023, I sent an email to Mr Ravbar, copying a number of others from the CFMEU and the OIR, providing an update on the temporary OIR triaging process. I outlined that the old process whereby incoming complaints from trade unions were lodged with Ms Burgess was changed due to the PIA in late 2022. I informed them that the temporary process which would be in place going forward was that the three Regional Directors, Mr Smith, Robert Wicks and Kym Tollenaere, would be the initial point of contact for trade unions. I reiterated my previous invitations to meet to get their input into a permanent triaging process.

Annexed and marked **KSB-42** is a copy of the email I sent to Mr Ravbar dated 12 January 2023.

117. On 13 January 2023, I wrote to Mr Pauls to let him know that the OIR was implementing a temporary triaging process and requested he let me know if they had concerns about the quality of service and response times. I asked again for him to arrange a time to meet because the OIR was committed to ensuring that building trade unions had input into a permanent process.

118. On the same day, Mr Pauls responded saying that the CFMEU's position had not changed from their email dated 11 January 2023. He stated he remained extremely disappointed and frustrated that changes were implemented without any consultation. He stated that since I was in my role, I had not consulted with the relevant trade unions prior to implementing the triage process.

Annexed and marked **KSB-43** is a copy of the email exchange between Mr Pauls and me dated 13 January 2023.

119. On 1 February 2023, I emailed Mr Pauls, Mr Ravbar, Mr Ingham, Kane Lowth and Mick Robinson to attend a meeting that week with DG De'Ath and I about the temporary assessment process in place for triaging health and safety matters. I had also extended an invite to the ETU and the Plumbers' Union.

120. On the same day, I received a response from Mr Pauls saying that the CFMEU's position remained the same as their position on 13 January 2023, which was that the triage system was implemented without any consultation with the CFMEU, ETU and the Plumbers' Union. Mr Pauls went onto say:

> *The CFMEU's position is that this process remains Status Quo as it was prior to your changes and we will continue to direct all our health and safety concerns to yourself.*
>
> *So at the [sic] this point in time we decline your invitation to this matter.*

121. On 2 February 2023, I replied to Mr Pauls. I refuted that the triaging process was implemented without consultation and set out the occasions on which I had invited the CFMEU to consult about the changes. In my view, the OIR had requested meetings with the CFMEU about the changes being made, but the CFMEU had no appetite to truly collaborate, rather they were trying to dictate the system they wanted in place. During my tenure, this issue took up so much time and resourcing. No other external stakeholder was treated in the same way.

Annexed and marked **KSB-44** is a copy of the email exchange between Mr Pauls and I on 1 February 2023 and 2 February 2023.

122. On 28 March 2023, as mentioned earlier, DG De'Ath and I met in person with Mr Ravbar, Mr Pauls and Ms Collie and the triaging system was discussed again. I have earlier annexed a copy of the file note of this meeting.

123. Following this meeting, on 5 April 2023, I received correspondence from the CFMEU in relation to the triaging system.

Annexed and marked **KSB-45** is a copy of the email (and the attached letter) that I received from Ms Collie on behalf of the CFMEU dated 5 April 2023.

124. On 17 ~~April~~ March 2023, I sent a number of letters to union representatives from the CFMEU, ETU, the Plumbers' Union, the Australian Workers Union and the Australian Manufacturing Workers Union about the triaging process in an attempt to put in place a permanent triaging process whereby calls were directed to dedicated phone line operated by Assessment Services. I indicated that they would have 14 days to provide feedback to OIR in relation to the proposed changes. Annexed and marked **KSB-46** is a copy of the bundle of the letters sent the union representatives, including the enclosures to the letters, on 17 April 2023.

125. ~~My employment with the OIR ended during the 14-day consultation period provided to the union representatives to respond~~.

H Exiting the OIR

126. On 20 April 2023, I received a call from DG De'Ath's executive assistant asking me to come into the office for a catch-up with DG De'Ath that afternoon. I later received a meeting request from DG De'Ath's executive assistant for this catch up.

Annexed and marked **KSB-47** is a copy of meeting invite. I met with DG De'Ath that afternoon. This was a relatively short meeting, where DG De'Ath said my employment contract with the OIR had to end.

127. Under contracts for Senior Executive Service positions, you do not need to be provided with a reason for termination, but I asked DG De'Ath why my employment was being terminated. He told me that there is a union group that's not happy with me.

128. DG De'Ath then proceeded to offer me an alternative role managing the health and safety of the Department of Education, on the same renumeration I was on at as DDG.

129. The following day I phoned DG De'Ath and informed him that I would be declining the reassignment to the alternative role. A short time later, at 3:15pm, an email was sent to all OIR employees announcing my departure.

Annexed and marked **KSB-48** is a copy of the email sent to OIR employees on 21 April 2023.

I Procurement processes in relation to the QUT Discovery Project

130. During my tenure as DDG, DG De'Ath spoke to me about needing to be mindful of procurement processes and potential conflicts of interest in relation to the QUT Discovery Project as I had previously worked, and started a business with, one of the researchers at QUT. This was not raised with me as part of the reasons for ending my role as DDG. In any event, I do not think this affects the validity of the findings from the QUT Discovery Project.

This declaration was made, signed and witnessed under part 6A of the *Oaths Act 1867*

SWORN at Gold Coast on 4 June 2026

Kym Susanne Bancroft

Kym Susanne Bancroft

.....

Signature of deponent

BEFORE ME:

Jack Dominic Kerin

Jack Dominic Kerin

Solicitor

.....

Signature of witness

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-1 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

KYM BANCROFT

PROFILE SUMMARY

HEALTH, SAFETY & WELLBEING EXECUTIVE

EDUCATION/ CERTIFICATIONS

Masters of Safety Leadership
Lead Auditor ISO45001
Certificate IV in Workplace Health and Safety
Masters of Applied Psychology (Organisational)
Graduate Certificate in Human Resources and OH&S

PROFESSIONAL WORK EXPERIENCE

New View Safety (2023 – Present)
DIRECTOR

Office of Industrial Relations **(Aug 2022 – April 2023)**
DEPUTY DIRECTOR-GENERAL
The Office of Industrial Relations is the Queensland Government agency for Workplace Health & Safety; Electrical Safety; Workers Compensation and Industrial Relations that seeks to improve safety, productivity and fairness in Queensland workplaces.

Serco Asia Pacific **(2021 – July 2022)**
HEAD OF SAFETY, ENVIRONMENT AND WELLBEING (ASPAC)
Serco supports governments around the world in the delivery of essential public services. We provide innovative solutions to some of the most complex challenges facing governments, bringing our expertise and capability to transform citizen outcomes.

Urban Utilities **(2017 – 2021)**
HEAD OF HEALTH, SAFETY AND WELLBEING
Urban Utilities is one of the largest water distributor-retailers in Australia, supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million in South East Queensland.

Sentis, Brisbane **(June 2004 – Mar 2017)**
SENIOR HEALTH & SAFETY MANAGER
Sentis partners with organisations to enhance H&S performance through the application of psychology and neuroscience. Skilled facilitator in communicating complex content to frontline to board audiences.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-2 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Office of Industrial Relations

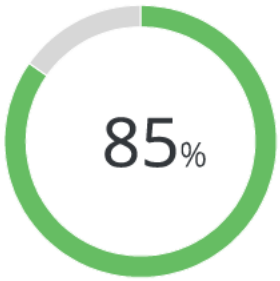
Working for Queensland Survey 2020

Working for Queensland summary

This page presents a summary of key results from the 2020 Working for Queensland survey, which was conducted from 2 September to 28 September 2020.

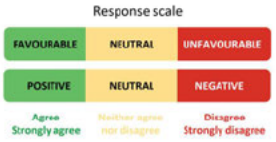
When exploring your results the first place to look is at *agency engagement*. Engaged staff are committed to their work and have a desire to perform at high levels and go the extra mile; they remain with their organisation and recommend it to others as a great place to work.

Your agency engagement score is made up of 5 questions that ask employees about how motivated, inspired and proud they are of their organisation and how likely they would be to recommend it as a great place to work.

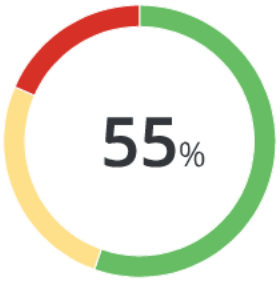


Responses

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Agency engagement



vs 2019	vs QLD public sector
▲ 3	▼ 4

Agency engagement questions

Name	Distribution	vs 2019	vs QLD public sector
Agency engagement	55% 26% 18%	+3	-4
Q33a. I would recommend my organisation as a great place to work	57% 24% 19%	+5	-6
Q33b. I am proud to tell others I work for my organisation	61% 24% 14%	+2	-7
Q33c. I feel strong personal attachment to my organisation	56% 26% 18%	+2	-4
Q33d. My organisation motivates me to help it achieve its objectives	52% 28% 20%	+3	-2
Q33e. My organisation inspires me to do the best in my job	52% 27% 21%	+4	-3

Drivers of agency engagement

A driver is a question that is likely to have an ***impact*** on engagement. Think of these like levers you can pull to create the most change in your organisation.
It is common to see perceptions of leadership as a strong driver of agency engagement.

Top Drivers of Agency engagement

Impact	Question	Distribution	vs 2019
	Q31a. In my organisation, the leadership is of high quality	50% 25% 25%	+6
	Q31d. In my organisation, the leadership operates with a high level of integrity	50% 27% 23%	+4
	Q35. All things considered, how satisfied are you with your current job?	70% 14% 17%	+3
	Q31f. My organisation is well managed	46% 27% 27%	+4
	Q31b. My organisation is committed to developing its employees	50% 26% 24%	+7

Changes since 2019

Next you should consider which questions have increased or decreased the most since last year. Think about what has happened for you this past year and how these results may confirm or contradict your experience.

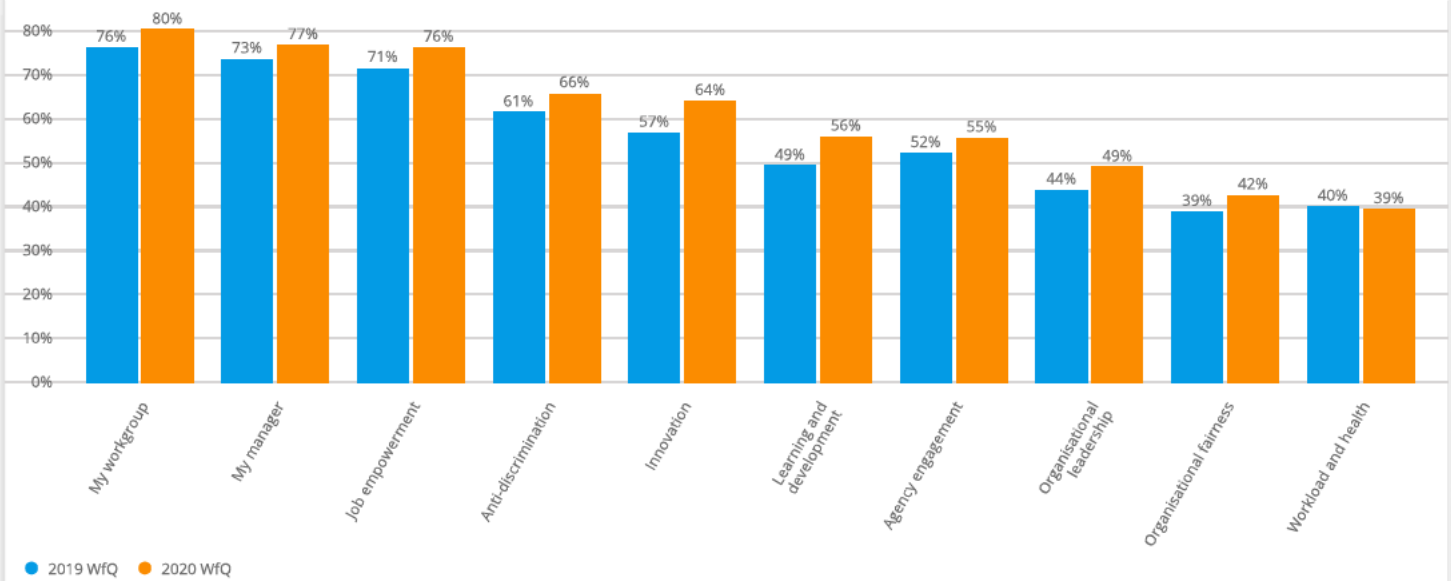
Most changed since 2019 - top and bottom 5

Question	Distribution	vs 2019
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	70% 17% 13%	+14
Q31h. The wellbeing of employees is a priority for my organisation	54% 24% 21%	+12
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	55% 23% 22%	+11
Q27b. I am encouraged to make suggestions about improving work processes and/or services	74% 14% 13%	+9
Q34g. Satisfaction with your ability to access and use flexible work arrangements	81% 11% 8%	+9
Bottom 5 least improved		
Q29f. My manager demonstrates honesty and integrity	79% 12% 9%	+1
Q25f. Performance is assessed and rewarded fairly in my workplace	36% 33% 31%	+1
Q30a. My senior manager demonstrates honesty and integrity	67% 19% 14%	-1
Q23a. I am overloaded with work*	27% 39% 34%	-2
Q23b. I feel burned out by my work*	41% 30% 29%	-3

Factors

While agency engagement is at the centre of strong organisations, there are other factors that contribute to an employees experience of their work. The 10 factors below group together questions that are strongly correlated, and touch on a wide range of the employee experience including perceptions of my leadership, my job and my teammates.

Factors



Areas to celebrate and areas for improvement

Below are top 10 most and least favourable questions. These questions can highlight strengths and things you are doing well, as well as areas that could be the focus for conversations to drive positive workplace improvements.

Key areas to celebrate - most favourable responses

Question	Distribution
Q24e. People in my workgroup treat customers with respect	89% 9%
Q24b. I receive help and support from other people in my workgroup	88% 7%
Q21b. I understand how my work contributes to my organisation's objectives	88%
Q21a. I understand what is expected of me to do well in my job	85% 7% 7%
Q24h. People in my workgroup are committed to workplace safety	85% 12%
Q24f. People in my workgroup are committed to delivering excellent service to customers	84% 13%
Q34b. Satisfaction with your ability to work on your own initiative	83% 9% 7%
Q29a. My manager treats employees with dignity and respect	83% 8% 9%
Q29b. My manager listens to what I have to say	82% 9% 9%
Q34g. Satisfaction with your ability to access and use flexible work arrangements	81% 11% 8%

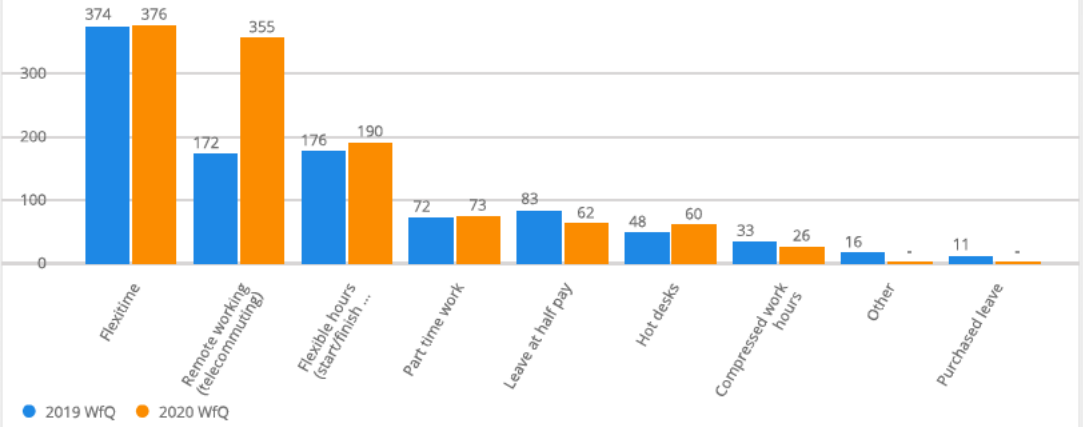
Key areas for improvement

Question	Distribution
Q23f. My work contributes positively to my quality of life	47% 33% 20%
Q28d. I am supported to pursue developmental opportunities in other workplaces	47% 31% 23%
Q31f. My organisation is well managed	46% 27% 27%
Q23b. I feel burned out by my work*	41% 30% 29%
Q31e. Recruitment and promotion decisions in this organisation are fair	39% 31% 30%
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 29% 35%
Q25f. Performance is assessed and rewarded fairly in my workplace	36% 33% 31%
Q23a. I am overloaded with work*	27% 39% 34%
Q25d. Approval processes at my workplace are excessive*	27% 36% 38%
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	22% 33% 45%

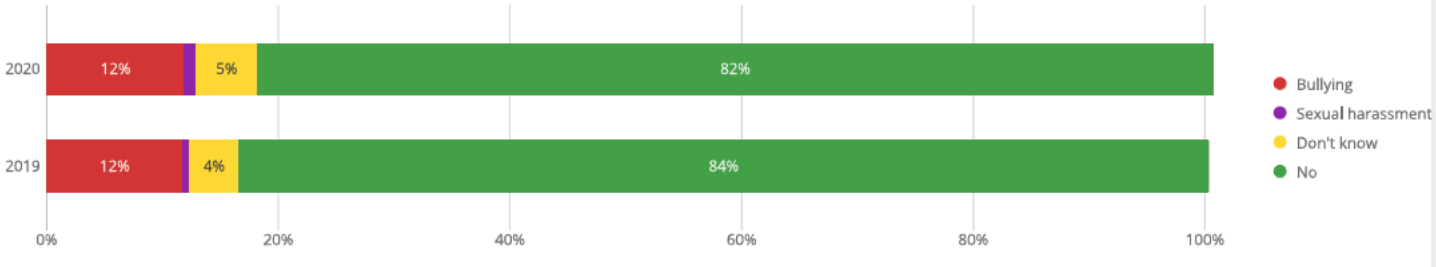
Overall use of flexible work - compared to 2019

Flexible work	2020	2019
Used a flexible work option	80%	74%
Did not use a flexible work option	20%	26%

Which of the following flexible work arrangements do you use?



During the last 12 months have you been subjected to bullying or sexual harassment in your workplace?



Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.
**Please note: This question is negatively worded and has been reversed for reporting. The % positive score are those that disagree with the statement.*

Question	Distribution	vs 2019
OIR n. My manager does a good job of sharing information	75% 13% 12%	+7
OIR a. I understand the strategic direction of the organisation	64% 20% 16%	+2
OIR h. I am satisfied with information I receive in the organisation	56% 26% 18%	+11
OIR g. Managers and leaders keep me informed about changes happening across the organisation	58% 24% 18%	+8
OIR c. I am satisfied with the way changes have been implemented	43% 32% 25%	+9
OIR o. I feel safe to speak up at work without fear of negative consequences	60% 19% 22%	+7
OIR m. Employees are encouraged to communicate within and across teams	64% 23% 13%	+6
OIR f. Managers and leaders in OIR encourage us to embrace change	62% 27% 12%	+6
OIR d. I receive sufficient information about workplace changes	52% 25% 23%	+6
OIR l. I know where to go to find information when I need it	63% 25% 12%	+8
OIR k. The information delivered by senior managers is clear and consistent	52% 24% 25%	+8
OIR j. Information is communicated in a timely manner	51% 29% 20%	+10
OIR i. Information is communicated through the right channels	59% 25% 16%	+12
OIR e. I generally feel uncertain about changes happening in the workplace*	40% 33% 27%	+3
OIR b. I understand the reasons for changes in the workplace	63% 20% 16%	+3
OIR r. I feel that the organisational will support me if I report work-related violence and aggression	66% 21% 13%	+5
OIR p. People are prepared to listen to suggestions from others	64% 23% 13%	+8
OIR q. The organisation is taking reasonable steps to manage work-related violence and aggression	58% 32% 10%	+3

Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?

.	2020	2019
No	45%	59%
No, but I have not worked long in my organisation	11%	14%
Yes	44%	27%

How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

63 %

63% 29% 8%

vs 2019
▲ 10



I intend to stay at my organisation in the next 12 months

64 %



vs 2019

▲ 7

Reasons to leave your organisation

OIR s. Reasons to leave your organisation	2020 ▲	2019
The workplace culture	48%	44%
Career or job opportunities	45%	52%
Stress/Health	39%	35%
Professional/personal development	34%	35%
Your relationship with your manager	26%	21%
Pay and conditions	24%	27%
The location of your workplace or the time spent commuting	15%	23%
Job security	15%	14%
Balancing work and life commitments	13%	15%
Other	11%	14%
Work hours	11%	8%
Your relationship with your colleagues	10%	6%
Retirement	10%	7%
Fit between work and your interests	8%	11%
Contract expiring	6%	8%
Family/carer responsibilities	6%	8%
Travel plans	2%	3%

Over the past 6 months, how often have you experienced the following from external stakeholders?

Threats

.	2020	2019
Daily	0%	1%
Monthly	2%	4%
Never	80%	79%
Rarely	17%	16%
Weekly	1%	1%

Intimidation

.	2020 ▲	2019
Never	71%	70%
Rarely	21%	20%
Monthly	5%	7%
Weekly	2%	2%
Daily	0%	1%

Assault

.	2020 ▲	2019
Never	98%	97%
Rarely	2%	3%
Weekly	0%	-
Daily	0%	0%

Inappropriate remarks made on social media

.	2020 ▲	2019
Never	90%	88%
Rarely	6%	7%
Monthly	2%	3%
Weekly	1%	1%
Daily	1%	1%

Working *for* Queensland *survey*

Highlights Report

Purpose

This Highlights report presents key results from the **2020 Working for Queensland survey**, which was conducted from 2 September to 28 September 2020. Results reflect the views of respondents from your agency.

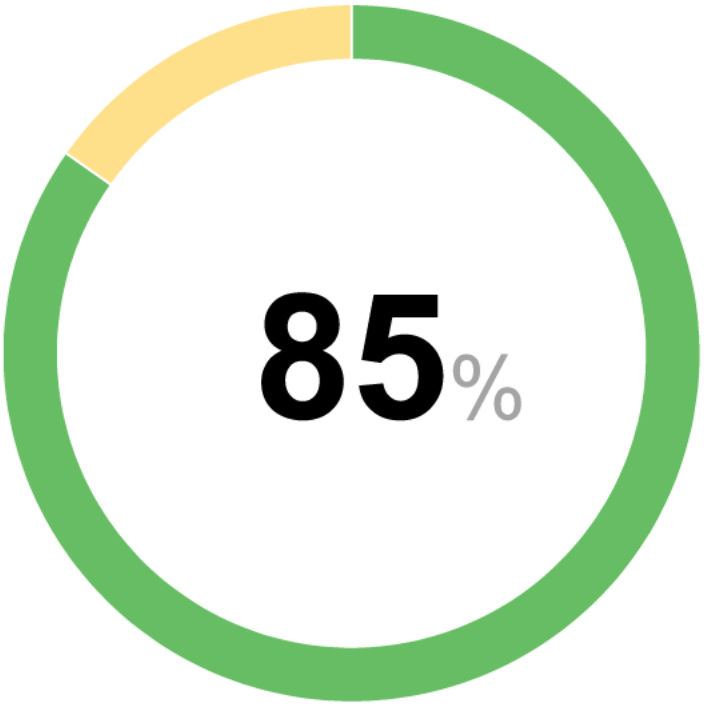
Reporting framework

This report represents scores across two different types of metrics, **factors** and **indices.**
Factors in the survey combine data from multiple questions that correlate highly with the overall factor.

Workplace climate indices by contrast, simply group all climate questions within topics to which they generally relate.

Content

01. Factors
02. Factors by question
03. Workplace climate
04. Workplace climate by question
05. Most changed since 2019, by question
06. Flexible work options
07. Domestic and family violence
08. Bullying and sexual harassment
09. Civility
10. How to interpret this report



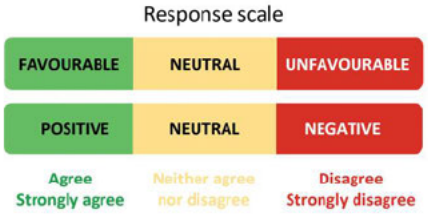
Responses
755 of 891

Queensland Government

1. Factors

Purpose

This section provides an overview of the 2020 factor results. The % positive score is benchmarked against the Queensland public sector and the 2019 score.

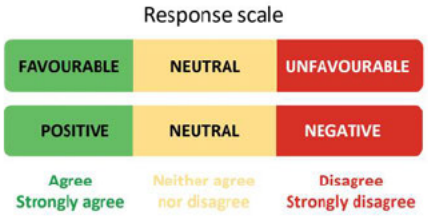


Name	Distribution	vs 2019	vs QLD public sector
Agency engagement	55% 26% 18%	+3	-4
Job empowerment	76% 14% 10%	+5	+3
Workload and health*	39% 31% 29%	-1	0
Learning and development	56% 24% 20%	+6	0
My workgroup	80% 13% 7%	+4	+4
My manager	77% 12% 11%	+3	+3
Organisational leadership	49% 26% 25%	+5	-3
Organisational fairness	42% 29% 28%	+4	-1
Anti-discrimination	66% 25% 10%	+4	-1
Innovation	64% 22% 15%	+7	+3

2. Factors by question

Purpose

This section provides an overview of the 2020 factor results, by question. The % positive score is benchmarked against the Queensland public sector and the 2019 score.



Agency engagement

Question	Distribution	vs 2019	vs QLD public sector
Q33a. I would recommend my organisation as a great place to work	57% 24% 19%	+5	-6
Q33b. I am proud to tell others I work for my organisation	61% 24% 14%	+2	-7
Q33c. I feel strong personal attachment to my organisation	56% 26% 18%	+2	-4
Q33e. My organisation inspires me to do the best in my job	52% 27% 21%	+4	-3
Q33d. My organisation motivates me to help it achieve its objectives	52% 28% 20%	+3	-2

Job empowerment

Question	Distribution	vs 2019	vs QLD public sector
Q22a. I have a choice in deciding how I do my work	76% 14% 11%	+6	+8
Q22b. I have the tools I need to do my job effectively	76% 13% 11%	+8	+3
Q22d. I have the authority necessary to do my job effectively	73% 16% 11%	+2	+2
Q22e. My job gives me opportunities to utilise my skills	78% 12% 10%	+6	+2
Q22c. I get the information I need to do my job well	71% 18% 11%	+4	+1
Q34b. Satisfaction with your ability to work on your own initiative	83% 9% 7%	+3	0

Workload and health*

**These questions have been reversed. The % positive indicates those who have limited to no issues with workload and health.*

Question	Distribution	vs 2019	vs QLD public sector
Q23a. I am overloaded with work*	27% / 39% / 34%	-2	-4
Q23b. I feel burned out by my work*	41% / 30% / 29%	-3	+1
Q23e. My work has a negative impact on my health*	50% / 26% / 25%	+2	+5

Learning and development

Question	Distribution	vs 2019	vs QLD public sector
Q28g. I am satisfied with the opportunities available for career development	48% / 25% / 27%	+7	+2
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	62% / 19% / 19%	+7	+1
Q28e. I am able to access relevant learning and development opportunities	58% / 26% / 15%	+8	-1
Q31b. My organisation is committed to developing its employees	50% / 26% / 24%	+7	-1
Q28f. L&D activities I have completed in the past 12 months have helped to improve my performance	60% / 26% / 14%	+3	-2

My workgroup

Question	Distribution	vs 2019	vs QLD public sector
Q24b. I receive help and support from other people in my workgroup	88% 7%	+2	+4
Q24f. People in my workgroup are committed to delivering excellent service to customers	84% 13%	+4	+1
Q24a. People in my workgroup treat each other with respect	79% 11% 10%	+3	+3
Q24e. People in my workgroup treat customers with respect	89% 9%	+3	+3
Q24g. People in my workgroup do their jobs effectively	77% 16% 7%	+4	+2
Q24c. People in my workgroup are honest, open and transparent in their dealings	75% 14% 11%	+7	+7
Q24d. People in my workgroup use their time and resources efficiently	70% 20% 10%	+6	+4

My manager

Question	Distribution	vs 2019	vs QLD public sector
Q29c. My manager keeps me informed about what's going on	76% 11% 13%	+6	+4
Q29d. My manager understands my work	78% 10% 12%	+2	+3
Q29e. My manager creates a shared sense of purpose	74% 13% 13%	+5	+4
Q29a. My manager treats employees with dignity and respect	83% 8% 9%	+2	+3
Q29b. My manager listens to what I have to say	82% 9% 9%	+2	+3
Q29f. My manager demonstrates honesty and integrity	79% 12% 9%	+1	+1
Q29g. My manager draws the best out of me	64% 20% 16%	+5	+4

Organisational leadership

Question	Distribution	vs 2019	vs QLD public sector
Q31c. Management model the behaviours expected of all employees	49% 25% 26%	+8	-3
Q31d. In my organisation, the leadership operates with a high level of integrity	50% 27% 23%	+4	-5
Q31a. In my organisation, the leadership is of high quality	50% 25% 25%	+6	-3
Q31f. My organisation is well managed	46% 27% 27%	+4	-3

Organisational fairness

Question	Distribution	vs 2019	vs QLD public sector
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 29% 35%	+4	-2
Q25i. People take responsibility for their decisions and actions in my workplace	52% 27% 21%	+4	0
Q25f. Performance is assessed and rewarded fairly in my workplace	36% 33% 31%	+1	-1
Q25h. People are treated fairly and consistently in my workplace	50% 26% 24%	+4	-2
Q31e. Recruitment and promotion decisions in this organisation are fair	39% 31% 30%	+6	+2

Anti-discrimination

Question	Distribution	vs 2019	vs QLD public sector
Q32a. Age is not a barrier to success in my organisation	65% 20% 15%	+5	0
Q32b. Gender is not a barrier to success in my organisation	70% 18% 13%	+5	0
Q32c. Disability is not a barrier to success in my organisation	61% 32% 7%	+5	+3
Q32d. Cultural background is not a barrier to success in my organisation	65% 27% 8%	+4	-3
Q32e. Sexual orientation is not a barrier to success in my organisation	68% 27%	+2	-3

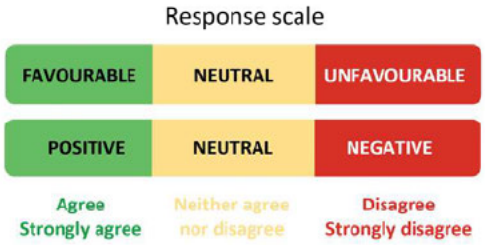
Innovation

Question	Distribution	vs 2019	vs QLD public sector
Q27b. I am encouraged to make suggestions about improving work processes and/or services	74% 14% 13%	+9	+5
Q27a. I get the opportunity to develop new and better ways of doing my job	62% 21% 17%	+8	+4
Q27c. Management is willing to act on suggestions to improve how things are done	58% 23% 19%	+6	+3
Q27d. My workgroup uses research and expertise to identify better practice	62% 24% 14%	+8	+5
Q27e. My workgroup always tries to improve its performance	73% 19% 7%	+5	+4
Q27f. My organisation is open to new ideas	55% 29% 16%	+7	-1

3. Workplace climate

Purpose

This section provides an overview of the 2020 workplace climate index results. The % positive score is benchmarked against the Queensland public sector and the 2019 score.

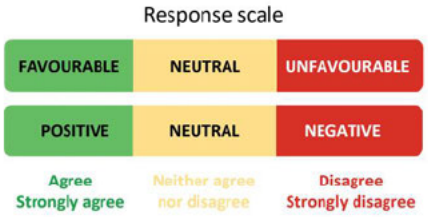


Name	Distribution	vs 2019	vs QLD public sector
Safety, health and wellness	62% 22% 17%	+5	+5
Effectiveness and innovation	61% 22% 17%	+5	+3
Fairness and trust	59% 24% 17%	+4	0
People and relationships	80% 13% 7%	+4	+3
Performance and development	57% 23% 19%	+6	+1
Leadership and engagement	63% 20% 17%	+4	-1
My job	78% 12% 11%	+4	0

4. Workplace climate by question

Purpose

This section provides an overview of the 2020 workplace climate index results, by question. The % positive score is benchmarked against the Queensland public sector and the 2019 score.



People and relationships

Question	Distribution	vs 2019	vs QLD public sector
Q24b. I receive help and support from other people in my workgroup	88% 7%	+2	+4
Q24f. People in my workgroup are committed to delivering excellent service to customers	84% 13%	+4	+1
Q24a. People in my workgroup treat each other with respect	79% 11% 10%	+3	+3
Q24e. People in my workgroup treat customers with respect	89% 9%	+3	+3
Q24g. People in my workgroup do their jobs effectively	77% 16% 7%	+4	+2
Q24c. People in my workgroup are honest, open and transparent in their dealings	75% 14% 11%	+7	+7
Q24d. People in my workgroup use their time and resources efficiently	70% 20% 10%	+6	+4
Q24i. People in my workgroup work effectively with others in my org to deliver services to customers	79% 13% 7%	+4	+1

Safety, health and wellness

**indicates a negatively worded question that has been reversed*

Question	Distribution	vs 2019	vs QLD public sector
Q23a. I am overloaded with work*	27% 39% 34%	-2	-4
Q23b. I feel burned out by my work*	41% 30% 29%	-3	+1
Q23f. My work contributes positively to my quality of life	47% 33% 20%	+3	0
Q23e. My work has a negative impact on my health*	50% 26% 25%	+2	+5
Q24h. People in my workgroup are committed to workplace safety	85% 12%	+3	+3
Q24j. People in my workgroup work together so flexible working meets individual & business needs	77% 16% 8%	+6	+8
Q25b. My workplace culture supports people to achieve a good work/life balance	72% 16% 12%	+5	+8
Q25c. There is adequate focus on workplace safety at my workplace	72% 15% 13%	+4	-5
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	70% 17% 13%	+14	+12
Q34g. Satisfaction with your ability to access and use flexible work arrangements	81% 11% 8%	+9	+20
Q31h. The wellbeing of employees is a priority for my organisation	54% 24% 21%	+12	+2
Q34e. Satisfaction with your work-life balance	74% 16% 10%	+3	+6
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	55% 23% 22%	+11	+1
Q31j. My commitment to this organisation would be questioned if I chose to work flexibly*	63% 25% 12%	+3	+14

Effectiveness and innovation

**indicates a negatively worded question that has been reversed*

Question	Distribution	vs 2019	vs QLD public sector
Q22b. I have the tools I need to do my job effectively	76% 13% 11%	+8	+3
Q22d. I have the authority necessary to do my job effectively	73% 16% 11%	+2	+2
Q23c. I feel my job is secure	61% 19% 20%	+3	-3
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	22% 33% 45%	+3	+3
Q22c. I get the information I need to do my job well	71% 18% 11%	+4	+1
Q24k. People in my workgroup share diverse ideas to develop innovative solutions	72% 18% 10%	+6	+5
Q25d. Approval processes at my workplace are excessive*	27% 36% 38%	+2	+7
Q26a. My workplace has undergone significant change in the past 12 months	59% 24% 17%	+2	+5
Q27b. I am encouraged to make suggestions about improving work processes and/or services	74% 14% 13%	+9	+5
Q27a. I get the opportunity to develop new and better ways of doing my job	62% 21% 17%	+8	+4
Q27c. Management is willing to act on suggestions to improve how things are done	58% 23% 19%	+6	+3
Q27d. My workgroup uses research and expertise to identify better practice	62% 24% 14%	+8	+5
Q27e. My workgroup always tries to improve its performance	73% 19% 7%	+5	+4
Q27f. My organisation is open to new ideas	55% 29% 16%	+7	-1
Q34f. Satisfaction with your ability to 'make a difference' to the community	65% 23% 12%	+5	0

Fairness and trust

Question	Distribution	vs 2019	vs QLD public sector
Q25a. My workplace has an inclusive culture where diversity is valued and respected	69% 21% 10%	+2	-4
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 29% 35%	+4	-2
Q25j. I am able to speak up and share a different view to my colleagues and manager	74% 13% 13%	+4	+2
Q25i. People take responsibility for their decisions and actions in my workplace	52% 27% 21%	+4	0
Q25f. Performance is assessed and rewarded fairly in my workplace	36% 33% 31%	+1	-1
Q25h. People are treated fairly and consistently in my workplace	50% 26% 24%	+4	-2
Q30a. My senior manager demonstrates honesty and integrity	67% 19% 14%	-1	-5
Q31e. Recruitment and promotion decisions in this organisation are fair	39% 31% 30%	+6	+2
Q32f. If I raised a complaint, I feel confident that it would be taken seriously	58% 20% 23%	+5	+1
Q31i. My responsibilities outside of work restrict my opportunities for promotion*	66% 23% 11%	+5	+7
Q32a. Age is not a barrier to success in my organisation	65% 20% 15%	+5	0
Q32b. Gender is not a barrier to success in my organisation	70% 18% 13%	+5	0
Q32c. Disability is not a barrier to success in my organisation	61% 32% 7%	+5	+3
Q32d. Cultural background is not a barrier to success in my organisation	65% 27% 8%	+4	-3
Q32e. Sexual orientation is not a barrier to success in my organisation	68% 27%	+2	-3
Q32g. Women and men have equal access to work experiences that support career progression	66% 23% 10%	+4	-1

Performance and development

Question	Distribution	vs 2019	vs QLD public sector
Q28a. I receive useful feedback on my performance	61% 21% 18%	+3	+4
Q28b. My performance is assessed against clear criteria	50% 27% 23%	+7	-1
Q28d. I am supported to pursue developmental opportunities in other workplaces	47% 31% 23%	+6	+2
Q28g. I am satisfied with the opportunities available for career development	48% 25% 27%	+7	+2
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	63% 18% 19%	+7	+5
Q28i. I develop new knowledge and skills through undertaking tasks at work	74% 15% 11%	+6	+3
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	62% 19% 19%	+7	+1
Q28e. I am able to access relevant learning and development opportunities	58% 26% 15%	+8	-1
Q31b. My organisation is committed to developing its employees	50% 26% 24%	+7	-1
Q28f. L&D activities I have completed in the past 12 months have helped to improve my performance	60% 26% 14%	+3	-2

Leadership and engagement

Question	Distribution	vs 2019	vs QLD public sector
Q29c. My manager keeps me informed about what's going on	76% 11% 13%	+6	+4
Q29d. My manager understands my work	78% 10% 12%	+2	+3
Q29e. My manager creates a shared sense of purpose	74% 13% 13%	+5	+4
Q29a. My manager treats employees with dignity and respect	83% 8% 9%	+2	+3
Q29b. My manager listens to what I have to say	82% 9% 9%	+2	+3
Q29f. My manager demonstrates honesty and integrity	79% 12% 9%	+1	+1
Q29g. My manager draws the best out of me	64% 20% 16%	+5	+4
Q31c. Management model the behaviours expected of all employees	49% 25% 26%	+8	-3
Q31d. In my organisation, the leadership operates with a high level of integrity	50% 27% 23%	+4	-5
Q31a. In my organisation, the leadership is of high quality	50% 25% 25%	+6	-3
Q31f. My organisation is well managed	46% 27% 27%	+4	-3
Q33a. I would recommend my organisation as a great place to work	57% 24% 19%	+5	-6
Q33b. I am proud to tell others I work for my organisation	61% 24% 14%	+2	-7
Q33c. I feel strong personal attachment to my organisation	56% 26% 18%	+2	-4
Q33e. My organisation inspires me to do the best in my job	52% 27% 21%	+4	-3
Q33d. My organisation motivates me to help it achieve its objectives	52% 28% 20%	+3	-2

My job

Question	Distribution	vs 2019	vs QLD public sector
Q21a. I understand what is expected of me to do well in my job	85% 7% 7%	+3	-5
Q22a. I have a choice in deciding how I do my work	76% 14% 11%	+6	+8
Q22g. My job gives me a feeling of personal accomplishment	68% 16% 16%	+4	-1
Q22e. My job gives me opportunities to utilise my skills	78% 12% 10%	+6	+2
Q22f. I enjoy the work in my current job	73% 15% 11%	+4	-2
Q21b. I understand how my work contributes to my organisation's objectives	88% 6% 6%	+2	-4
Q34b. Satisfaction with your ability to work on your own initiative	83% 9% 7%	+3	0
Q35. All things considered, how satisfied are you with your current job?	70% 14% 17%	+3	-2

5. Most changed since 2019, by question

Purpose

This section identifies areas of improvement and strength, while also identifying areas that may need attention.

NOTE: *Survey questions in scope for this section were single response non-demographic questions that were asked of all respondents in 2020 as well as in 2019. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.*

Survey questions with the most positive change

Question	Distribution	vs 2019	vs QLD public sector
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	70% 17% 13%	+14	+12
Q31h. The wellbeing of employees is a priority for my organisation	54% 24% 21%	+12	+2
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	55% 23% 22%	+11	+1
Q27b. I am encouraged to make suggestions about improving work processes and/or services	74% 14% 13%	+9	+5
Q34g. Satisfaction with your ability to access and use flexible work arrangements	81% 11% 8%	+9	+20
Survey questions with the most negative change			
Q29f. My manager demonstrates honesty and integrity	79% 12% 9%	+1	+1
Q25f. Performance is assessed and rewarded fairly in my workplace	36% 33% 31%	+1	-1
Q30a. My senior manager demonstrates honesty and integrity	67% 19% 14%	-1	-5
Q23a. I am overloaded with work*	27% 39% 34%	-2	-4
Q23b. I feel burned out by my work*	41% 30% 29%	-3	+1

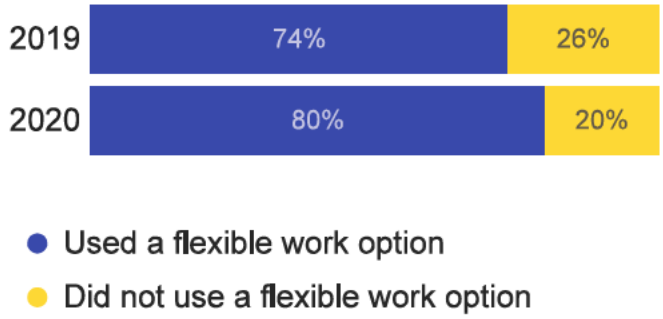
6. Flexible work

Purpose

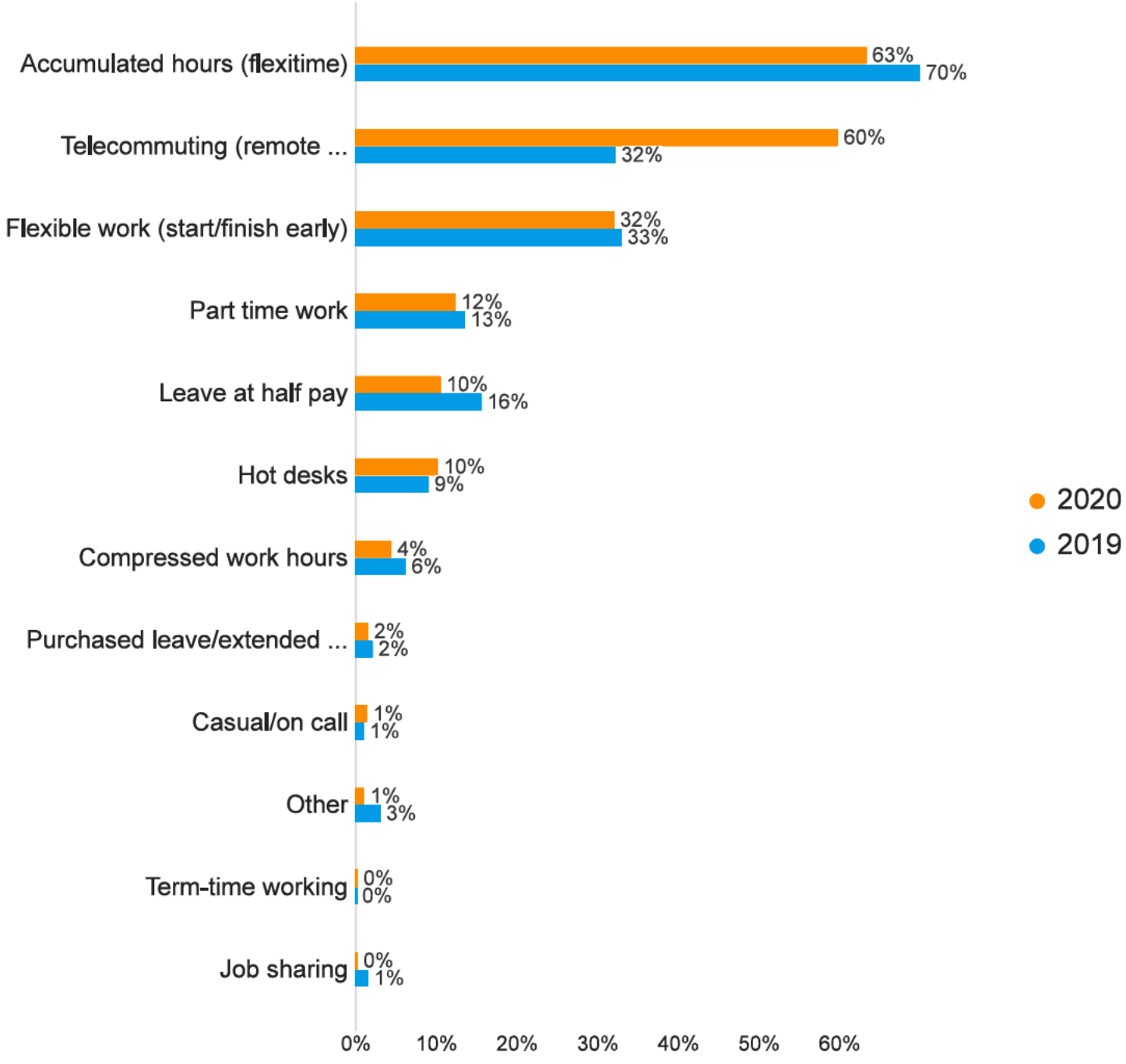
This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100%.

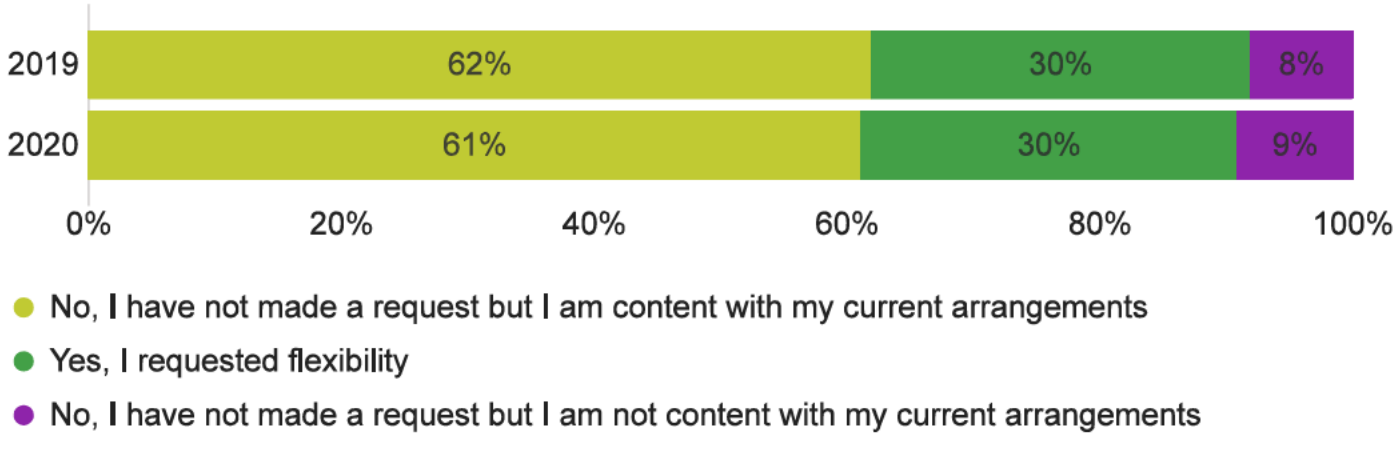
Do you currently use any flexible work options?



If yes to using a flexible work option, which of the following do you use?

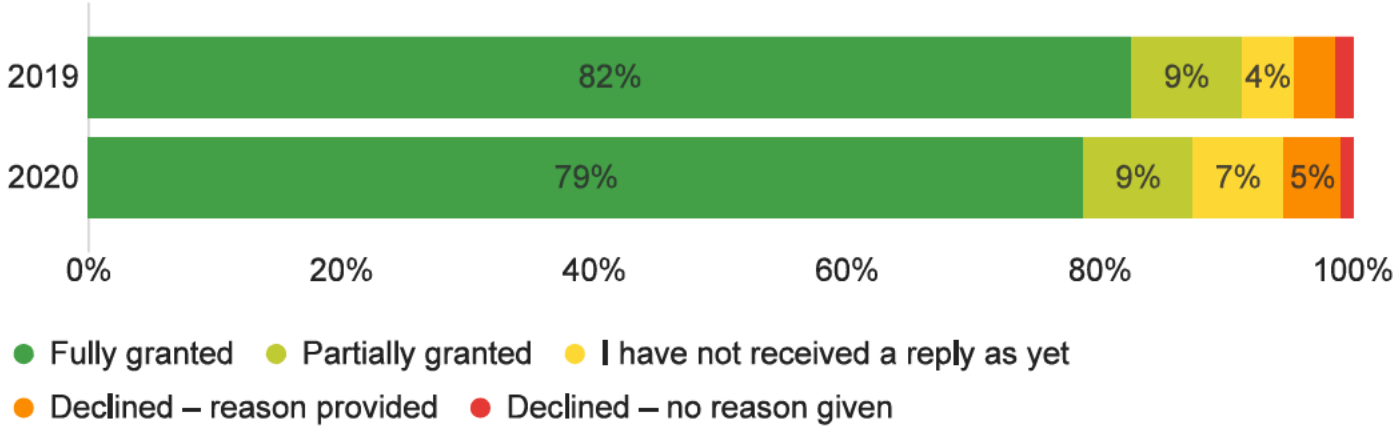


Have you made a request regarding flexible work arrangements in the last 12 months?



Was your request for flexible work arrangements granted or declined?

438 Responses



Why haven't you made a request to change your work arrangements?

67 Responses

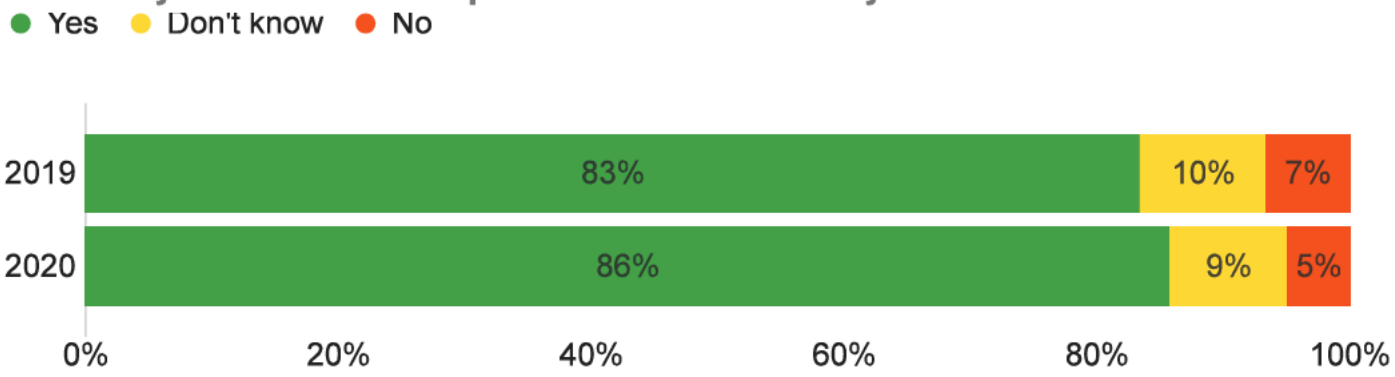
None of the above	36%
Flexible working is frowned upon/not supported by my workplace culture	24%
I didn't feel confident presenting my case or negotiating arrangements with my manager	22%
I feel flexibility is not possible in my current job	15%
I was concerned that it may negatively impact my team	25%
I felt it would limit my career	18%
I didn't feel I had the right to	13%
I don't feel confident in my manager's ability to manage staff working flexibly	4%
I felt it would limit my access to training and development	6%
I feel the technology I currently have access to does not support flexible working	4%

7. Domestic and family violence

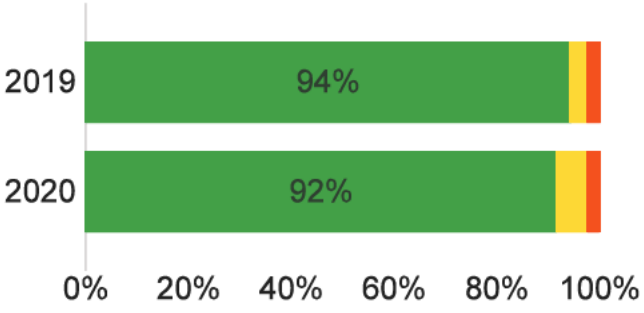
Purpose

This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence (DFV) in the workplace.

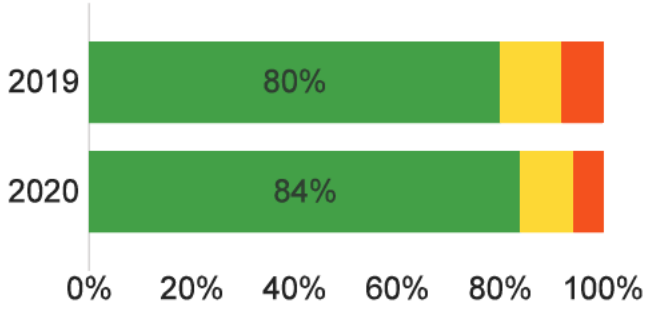
Are you aware of any policies, in your workplace, designed to support employees affected by DFV in the workplace or the community?



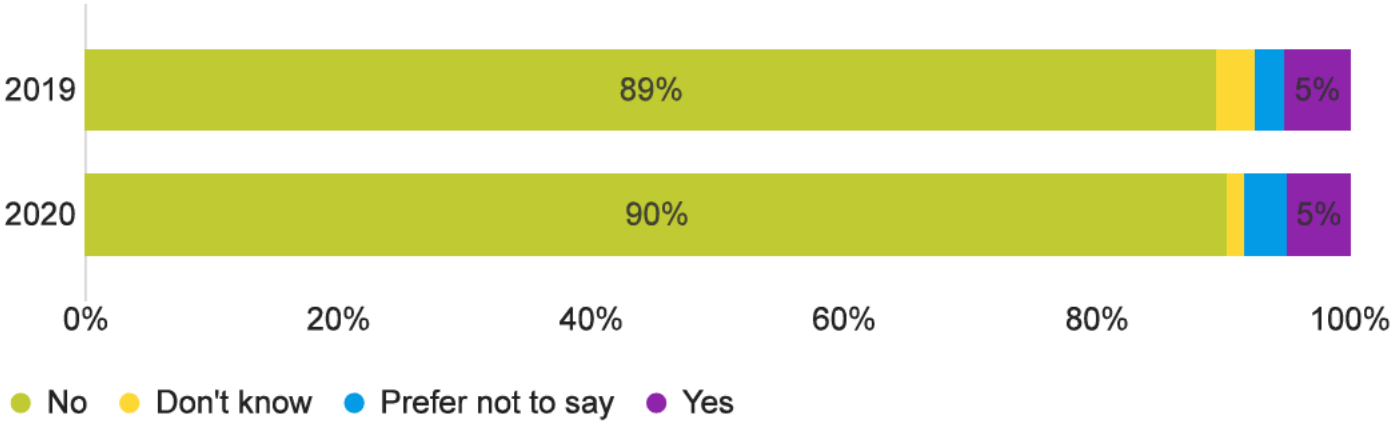
Managers

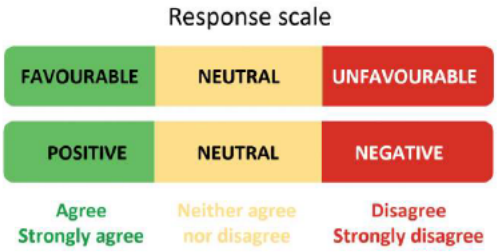


Non-managers



In the past 12 months, have you been in a situation where you have responded to an employee or colleague affected by DFV?





Managers

Question	Distribution	vs 2019	vs QLD public sector
Q36ab. If I was approached by an employee affected by DFV, I am confident in my ability to support	82% 13% 5%	-5	-4
Q36aa. I am confident that I could sensitively communicate with employees affected by DFV	81% 13% 5%	-7	-5
Q36ac. If I was made aware that DFV was affecting an employee, I am confident I could respond approp	81% 15%	-4	-6

Non-managers

Question	Distribution	vs 2019	vs QLD public sector
Q36ba. I am confident I could sensitively communicate with colleagues affected by DFV (non-manager)	68% 24% 8%	0	-7
Q36bb. I could effectively refera colleague affected by DFV to appropriate support (non-manager)	67% 25% 7%	+2	-8

8. Bullying and sexual harassment

Purpose

This section focuses on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences. The comparison columns show the score each question received in 2019.

NOTE: Multi-select questions may not add up to 100%.

During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

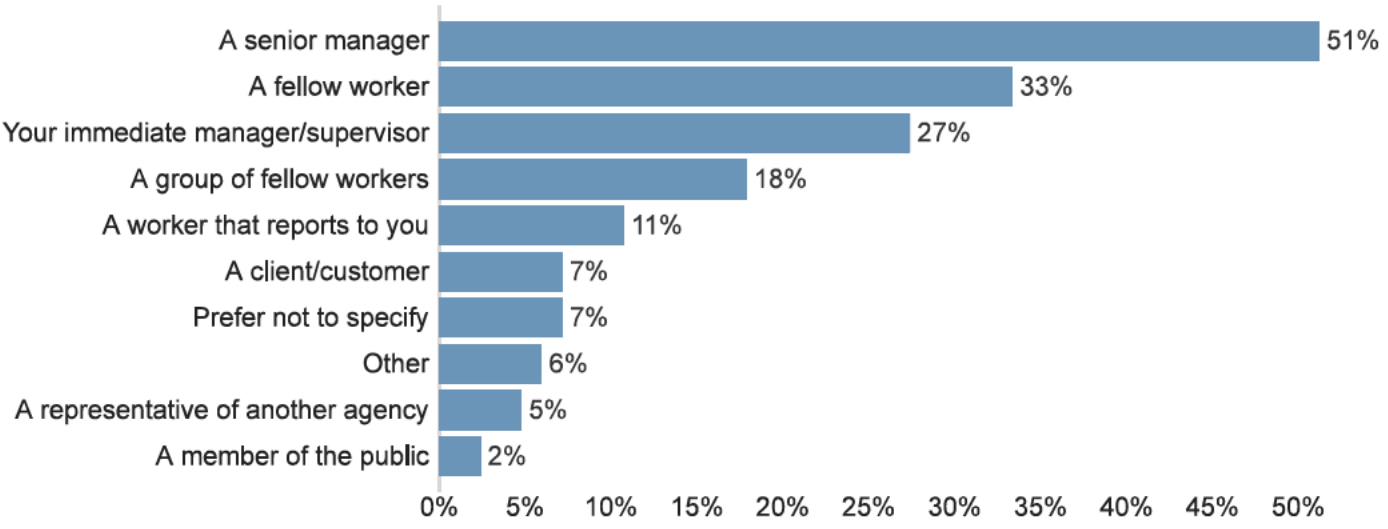
Year	Yes	Don't know	No
2019	22%	5%	73%
2020	21%	6%	72%

During the last 12 months have you been subjected to bullying or sexual harassment in your workplace?

Year	Bullying	Sexual harassment	Don't know	No
2019	12%	1%	4%	84%
2020	12%	1%	5%	82%

If you were subjected to bullying, who were you bullied by?

84 Responses



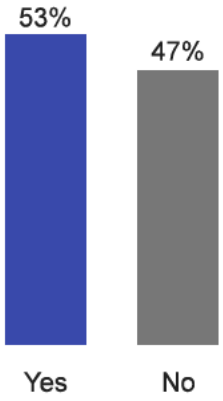
What type of bullying did you experience?

84 Responses

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	49%
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave)	60%
Other	33%
Physical behaviour (e.g. assault or aggressive body language)	4%
Interference with your personal property or work equipment	6%
Cyber bullying (e.g. by email)	17%
'Initiations' or pranks	4%

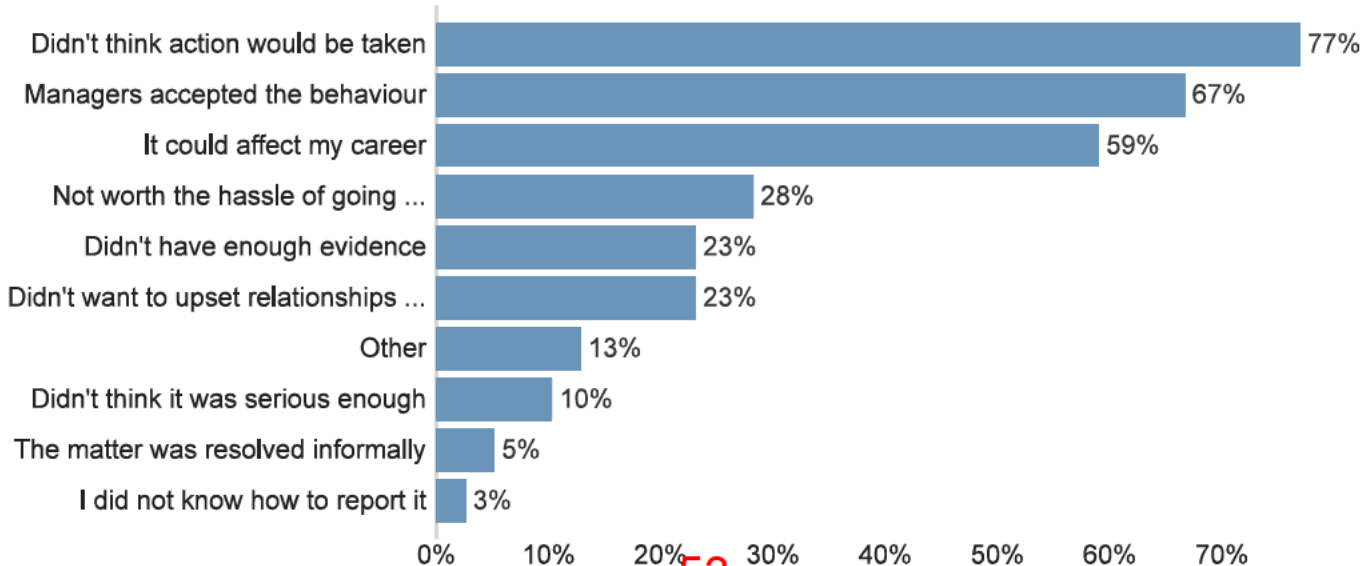
Did you report the bullying?

83 Responses



Why did you not report the bullying?

39 Responses



9. Civility

Purpose

This section is focused on exploring workplace behavior.
The % positive score is benchmarked against the Queensland public sector and the 2019 score.



Over the past month, how often have your coworkers behaved in the following ways?

Question	Distribution	vs 2019	vs QLD public sector
Q24_1a. Over the past month, how often have your coworkers showed appreciation of you and your work	75% / 25%	+7	+4
Q24_1b. Over the past month, how often have your coworkers made you feel included	85% / 15%	+2	0
Q24_1d. Over the past month, how often have your coworkers made you feel ignored*	92% / 8%	+4	+5
Q24_1e. How often have your coworkers behaved towards you in a manner you felt was inconsiderate*	92% / 8%	+3	+4
Q24_1f. How often have your coworkers behaved towards you in a manner that you felt was rude*	93% / 7%	+1	+3
Q24_1h. Coworkers acted in an aggressive or intimidating manner towards someone you work with*	94% / 6%	+1	+1
Q24_1g. How often have your coworkers acted in an aggressive or intimidating manner towards you*	95%	0	+1
Q24_1c. Over the past month, how often have your coworkers been polite and courteous with you	96%	+2	+2

Over the past month, how often has your manager/supervisor behaved in the following ways?

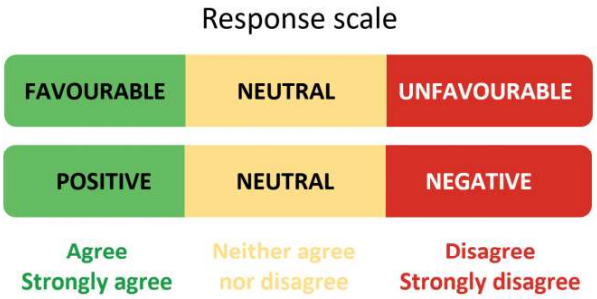
Question	Distribution	vs 2019	vs QLD public sector
Q29_1a. Over the past month, how often has your manager, showed appreciation of you and your work	75% 25%	+2	+4
Q29_1b. Over the past month, how often has your manager, made you feel included	85% 15%	+3	+3
Q29_1d. Over the past month, how often has your manager, made you feel ignored*	90% 10%	+1	+1
Q29_1e. How often has your manager, behaved towards you in a manner that you felt was inconsiderate*	92% 8%	0	0
Q29_1c. Over the past month, how often has your manager, been polite and courteous with you	94% 6%	0	0
Q29_1h. Manager acted in an aggressive or intimidating manner towards someone you work with*	94% 6%	0	0
Q29_1f. How often has your manager behaved towards you in a manner that you felt was rude*	95%	+1	+1
Q29_1g. How often has your manager acted in an aggressive or intimidating manner towards you*	95%	0	0

10. How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive,% neutral or % negative.

- **% positive** presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- **% neutral** presents the proportion of respondents who expressed a neutral opinion or assessment.
- **% negative** presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively worded questions

What are negatively worded questions?

Negatively worded questions are those phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?

When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?

The % positive score combines the negative responses as they are the "preferred" responses to this question.

Rounding

Results are rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores

Factor measures combine information from multiple survey questions that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

Workplace climate index scores

Workplace climate indices have been created by grouping together questions within topics to which they generally relate. The climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

Number of respondents

- The number of respondents for subpopulations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

% Change and division comparisons

Throughout this report, the % change figure and division comparisons are frequently reported. The % change score related to the differences between:

- the 2019 and 2020 & positive scores, or
- the 2020 agency and Qld public sector % scores.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Interpreting the six-point scale

Some questions ask respondents to indicate how regularly they experienced different workplace behaviours. Note that a number of these questions are negatively worded.



Definitions

The following definitions were used in the survey:

- ***Your workplace:*** the place where you work, such as a hospital or office location as well as the places you visit as part of your work, for some people this may include working remotely. Questions about your workplace concern the experiences you have in this environment.
- ***Your workgroup:*** the group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.
- ***Your immediate co-worker(s):*** the person(s) in your agency you spend the majority of your time with.
- ***Your organisation:*** The government department, Health Service or Public Service Office you currently work for (e.g. The Department of Transport and Main Roads for staff employed in RoadTek, the Public Trustee for staff working for the Public Trustee, the Hospital and Health Service (HHS) you work for or the Department of Health)
- ***Your manager/supervisor:*** the person you usually report to.
- ***Your senior manager:*** the person your manager usually reports to.
- ***Your customer(s):*** the person(s) you provide advice or service to, whether internal or external to the Queensland public sector (e.g. students, clients, customers, stakeholders, patients, members of the community).
- ***Your leader:*** The person who sets the strategic direction for your organisation
- ***Sexual harassment:*** an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal.
- ***Bullying:*** repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-3 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Office of Industrial Relations

Working for Queensland Survey 2020

Combined Report

WHS Compliance and Field Services

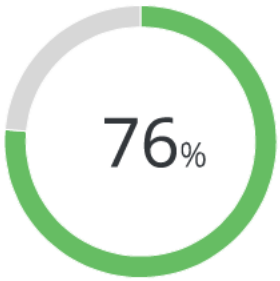
Results For: **2020 WfQ: WHS Compliance and Field Services**

Working for Queensland summary

This page presents a summary of key results from the 2020 Working for Queensland survey, which was conducted from 2 September to 28 September 2020.

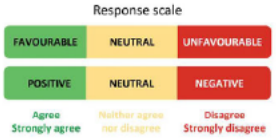
When exploring your results the first place to look is at *agency engagement*. Engaged staff are committed to their work and have a desire to perform at high levels and go the extra mile; they remain with their organisation and recommend it to others as a great place to work.

Your agency engagement score is made up of 5 questions that ask employees about how motivated, inspired and proud they are of their organisation and how likely they would be to recommend it as a great place to work.

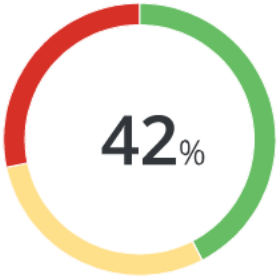


Responses

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Agency engagement



vs 2019	vs QLD public sector
▲ 1	▼ 17

Agency engagement questions

Name	Distribution	vs 2019	vs QLD public sector
Agency engagement	42% 29% 28%	+1	-17
Q33a. I would recommend my organisation as a great place to work	42% 29% 28%	+3	-20
Q33b. I am proud to tell others I work for my organisation	48% 29% 23%	-1	-20
Q33c. I feel strong personal attachment to my organisation	45% 28% 26%	-3	-14
Q33d. My organisation motivates me to help it achieve its objectives	38% 31% 31%	+2	-16
Q33e. My organisation inspires me to do the best in my job	38% 28% 33%	+3	-16

Drivers of agency engagement

A driver is a question that is likely to have an ***impact*** on engagement. Think of these like levers you can pull to create the most change in your organisation.
It is common to see perceptions of leadership as a strong driver of agency engagement.

Top Drivers of Agency engagement

Impact	Question	Distribution	vs 2019
	Q31a. In my organisation, the leadership is of high quality	36% 25% 39%	+6
	Q35. All things considered, how satisfied are you with your current job?	59% 17% 24%	+3
	Q31f. My organisation is well managed	31% 29% 41%	+5
	Q31d. In my organisation, the leadership operates with a high level of integrity	34% 26% 39%	+4
	Q31b. My organisation is committed to developing its employees	38% 25% 37%	+8

Changes since 2019

Next you should consider which questions have increased or decreased the most since last year. Think about what has happened for you this past year and how these results may confirm or contradict your experience.

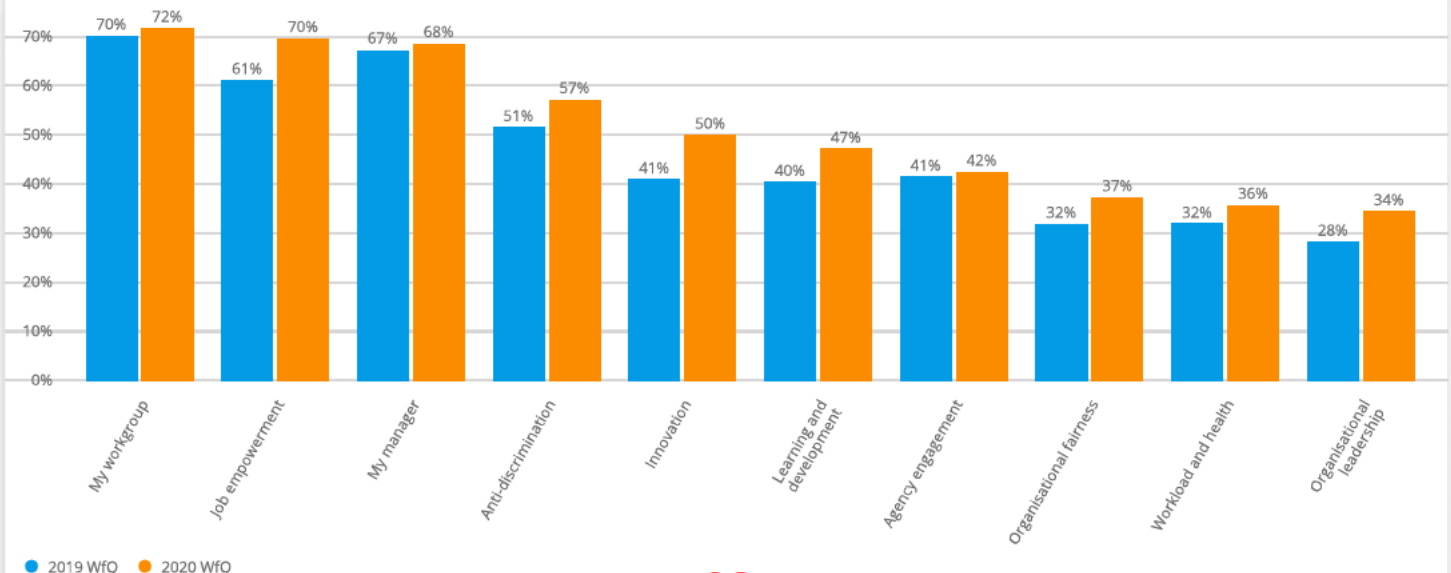
Most changed since 2019 - top and bottom 5

Question	Distribution	vs 2019
Q22b. I have the tools I need to do my job effectively	70% 16% 14%	+16
Q27c. Management is willing to act on suggestions to improve how things are done	47% 24% 29%	+13
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	39% 24% 37%	+13
Q31h. The wellbeing of employees is a priority for my organisation	38% 27% 34%	+13
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	57% 22% 21%	+11
Bottom 5 least improved		
Q24a. People in my workgroup treat each other with respect	68% 15% 17%	-2
Q29f. My manager demonstrates honesty and integrity	69% 17% 14%	-2
Q33c. I feel strong personal attachment to my organisation	45% 28% 26%	-3
Q29a. My manager treats employees with dignity and respect	74% 10% 16%	-3
Q25j. I am able to speak up and share a different view to my colleagues and manager	61% 16% 23%	-3

Factors

While agency engagement is at the centre of strong organisations, there are other factors that contribute to an employees experience of their work. The 10 factors below group together questions that are strongly correlated, and touch on a wide range of the employee experience including perceptions of my leadership, my job and my teammates.

Factors



Areas to celebrate and areas for improvement

Below are top 10 most and least favourable questions. These questions can highlight strengths and things you are doing well, as well as areas that could be the focus for conversations to drive positive workplace improvements.

Key areas to celebrate - most favourable responses

Question	Distribution
Q24e. People in my workgroup treat customers with respect	83% 12%
Q24b. I receive help and support from other people in my workgroup	83% 11%
Q24h. People in my workgroup are committed to workplace safety	82% 14%
Q21b. I understand how my work contributes to my organisation's objectives	81% 8% 11%
Q21a. I understand what is expected of me to do well in my job	81% 7% 12%
Q34b. Satisfaction with your ability to work on your own initiative	77% 12% 11%
Q24f. People in my workgroup are committed to delivering excellent service to customers	75% 21%
Q29b. My manager listens to what I have to say	75% 10% 15%
Q29a. My manager treats employees with dignity and respect	74% 10% 16%
Q22e. My job gives me opportunities to utilise my skills	74% 11% 15%

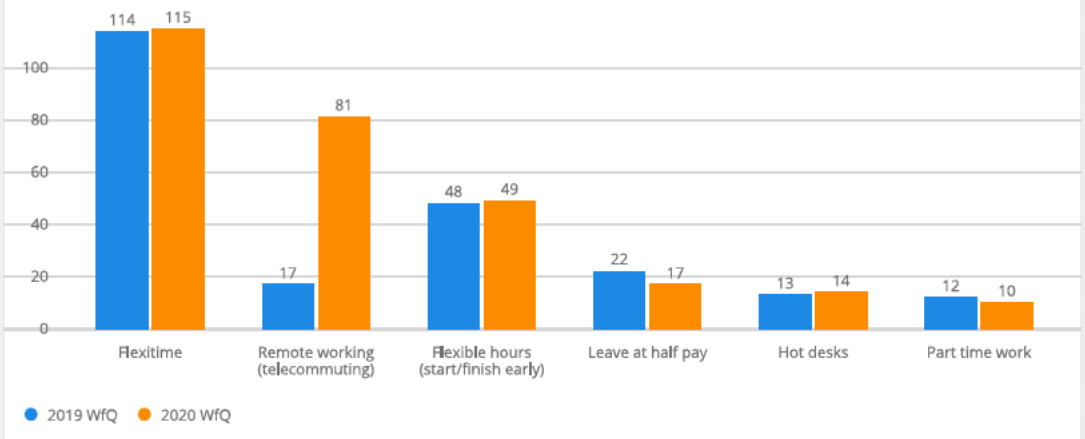
Key areas for improvement

Question	Distribution
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 25% 39%
Q31a. In my organisation, the leadership is of high quality	36% 25% 39%
Q25f. Performance is assessed and rewarded fairly in my workplace	35% 26% 39%
Q31d. In my organisation, the leadership operates with a high level of integrity	34% 26% 39%
Q28d. I am supported to pursue developmental opportunities in other workplaces	34% 34% 32%
Q31f. My organisation is well managed	31% 29% 41%
Q31e. Recruitment and promotion decisions in this organisation are fair	27% 31% 42%
Q23a. I am overloaded with work*	25% 48% 28%
Q25d. Approval processes at my workplace are excessive*	23% 35% 42%
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	16% 30% 54%

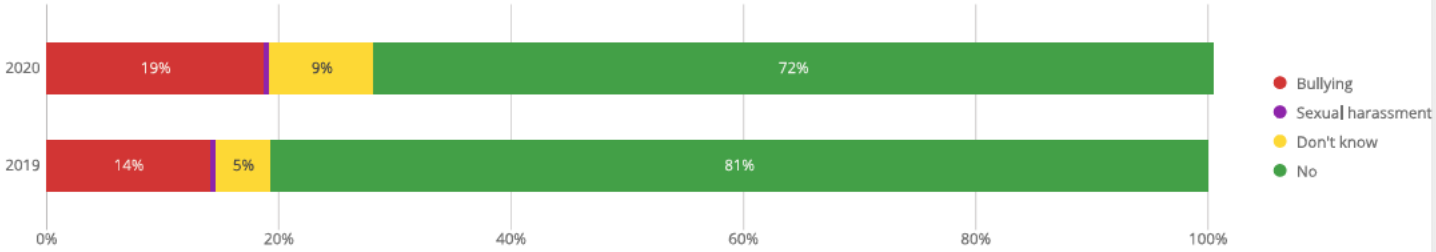
Overall use of flexible work - compared to 2019

Flexible work	2020	2019
Used a flexible work option	73%	65%
Did not use a flexible work option	27%	35%

Which of the following flexible work arrangements do you use?



During the last 12 months have you been subjected to bullying or sexual harassment in your workplace?



Results For: **2020 WfQ: WHS Compliance and Field Services**

Filters | Gender: All | Type of work: All | Managerial responsibility: All | Region: All | Salary: All | First Nations: All | Lives with disability?: All

Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

**Please note: This question is negatively worded and has been reversed for reporting. The % positive score are those that disagree with the statement.*

Question	Distribution	vs 2019
OIR o. I feel safe to speak up at work without fear of negative consequences	46% / 20% / 34%	+8
OIR n. My manager does a good job of sharing information	67% / 16% / 17%	+3
OIR j. Information is communicated in a timely manner	42% / 32% / 26%	+10
OIR g. Managers and leaders keep me informed about changes happening across the organisation	49% / 27% / 24%	+1
OIR d. I receive sufficient information about workplace changes	48% / 25% / 27%	+10
OIR c. I am satisfied with the way changes have been implemented	36% / 30% / 34%	+16
OIR a. I understand the strategic direction of the organisation	58% / 21% / 21%	+4
OIR r. I feel that the organisational will support me if I report work-related violence and aggression	51% / 26% / 23%	+5
OIR m. Employees are encouraged to communicate within and across teams	53% / 29% / 17%	+1
OIR l. I know where to go to find information when I need it	60% / 27% / 13%	+9
OIR k. The information delivered by senior managers is clear and consistent	41% / 24% / 34%	+8
OIR h. I am satisfied with information I receive in the organisation	49% / 27% / 25%	+13
OIR f. Managers and leaders in OIR encourage us to embrace change	53% / 29% / 18%	+3
OIR b. I understand the reasons for changes in the workplace	58% / 20% / 22%	+7
OIR e. I generally feel uncertain about changes happening in the workplace*	35% / 36% / 29%	+6
OIR p. People are prepared to listen to suggestions from others	48% / 31% / 21%	+8
OIR i. Information is communicated through the right channels	50% / 29% / 21%	+10
OIR q. The organisation is taking reasonable steps to manage work-related violence and aggression	47% / 33% / 20%	+8

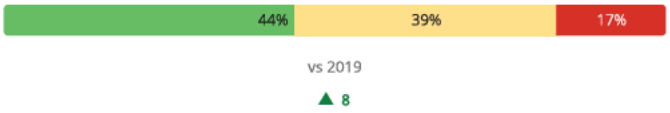
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?

.	2020	2019
No	48%	68%

How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

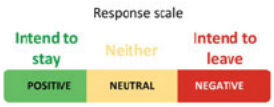
44 %

No, but I have not worked long in my organisation	8%	16%
Yes	44%	17%



vs 2019

▲ 8



I intend to stay at my organisation in the next 12 months

60 %



vs 2019

▲ 2

Reasons to leave your organisation

OIR s. Reasons to leave your organisation	2020 ▲	2019
The workplace culture	60%	49%
Stress/Health	47%	43%
Career or job opportunities	35%	40%
Your relationship with your manager	32%	19%
Professional/personal development	27%	34%
Pay and conditions	23%	31%
Other	13%	25%
Balancing work and life commitments	12%	12%
Your relationship with your colleagues	11%	3%
Job security	10%	14%
The location of your workplace or the time spent commuting	9%	16%
Retirement	9%	9%
Fit between work and your interests	7%	7%
Family/carer responsibilities	5%	5%
Work hours	4%	8%
Travel plans	2%	4%
Contract expiring	1%	2%

Over the past 6 months, how often have you experienced the following from external stakeholders?

Threats

.	2020	2019
Monthly	5%	6%
Never	67%	66%
Rarely	26%	26%
Weekly	2%	2%

Intimidation

.	2020 ▲	2019
Never	55%	54%
Rarely	31%	29%
Monthly	9%	10%
Weekly	4%	6%
Daily	0%	1%

Assault

.	2020 ▲	2019
Never	96%	95%
Rarely	4%	5%

Inappropriate remarks made on social media

.	2020 ▲	2019
Never	85%	82%
Rarely	9%	11%
Monthly	4%	5%
Weekly	2%	1%
Daily	-	0%

Working *for* Queensland *survey*

Highlights Report

Purpose

This Highlights report presents key results from the **2020 Working for Queensland survey**, which was conducted from 2 September to 28 September 2020. Results reflect the views of respondents from your agency.

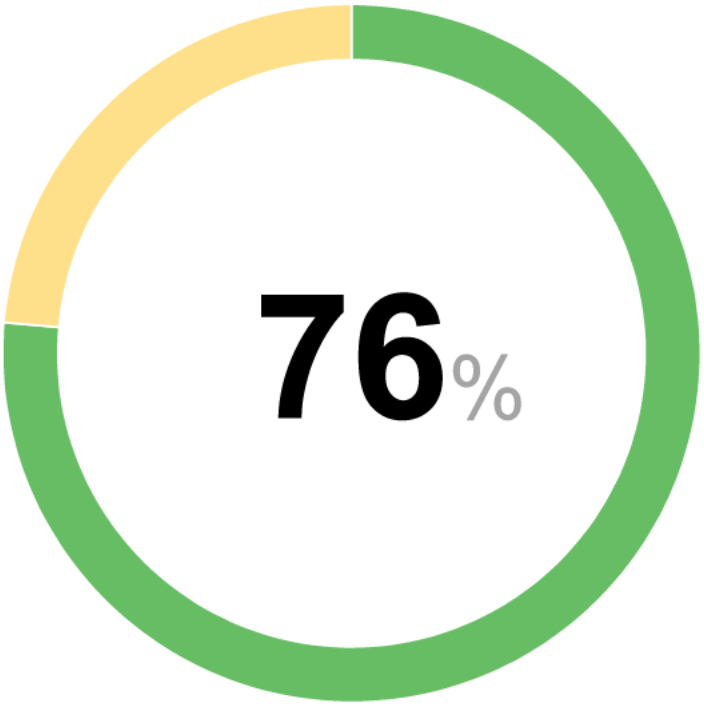
Reporting framework

This report represents scores across two different types of metrics, **factors** and **indices.**
Factors in the survey combine data from multiple questions that correlate highly with the overall factor.

Workplace climate indices by contrast, simply group all climate questions within topics to which they generally relate.

Content

01. Factors
02. Factors by question
03. Workplace climate
04. Workplace climate by question
05. Most changed since 2019, by question
06. Flexible work options
07. Domestic and family violence
08. Bullying and sexual harassment
09. Civility
10. How to interpret this report



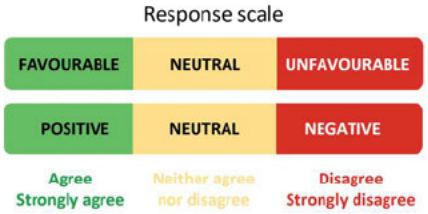
Responses
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Queensland Government

1. Factors

Purpose

This section provides an overview of the 2020 factor results. The % positive score is benchmarked against the Queensland public sector and the 2019 score.

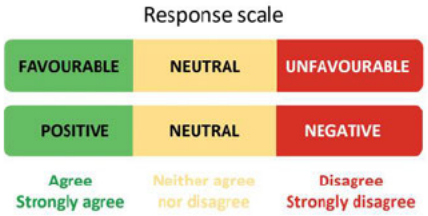


Name	Distribution	vs 2019	vs QLD public sector
Agency engagement	42% 29% 28%	+1	-17
Job empowerment	70% 16% 14%	+8	-4
Workload and health*	36% 35% 29%	+4	-3
Learning and development	47% 24% 29%	+7	-9
My workgroup	72% 18% 11%	+2	-5
My manager	68% 14% 17%	+1	-5
Organisational leadership	34% 26% 40%	+6	-18
Organisational fairness	37% 26% 36%	+6	-6
Anti-discrimination	57% 29% 14%	+6	-9
Innovation	50% 27% 23%	+9	-10

2. Factors by question

Purpose

This section provides an overview of the 2020 factor results, by question. The % positive score is benchmarked against the Queensland public sector and the 2019 score.



Agency engagement

Question	Distribution	vs 2019	vs QLD public sector
Q33a. I would recommend my organisation as a great place to work	42% 29% 28%	+3	-20
Q33b. I am proud to tell others I work for my organisation	48% 29% 23%	-1	-20
Q33c. I feel strong personal attachment to my organisation	45% 28% 26%	-3	-14
Q33d. My organisation motivates me to help it achieve its objectives	38% 31% 31%	+2	-16
Q33e. My organisation inspires me to do the best in my job	38% 28% 33%	+3	-16

Job empowerment

Question	Distribution	vs 2019	vs QLD public sector
Q22a. I have a choice in deciding how I do my work	61% 19% 19%	+10	-7
Q22b. I have the tools I need to do my job effectively	70% 16% 14%	+16	-3
Q22c. I get the information I need to do my job well	66% 21% 13%	+11	-4
Q22d. I have the authority necessary to do my job effectively	69% 17% 14%	+4	-2
Q22e. My job gives me opportunities to utilise my skills	74% 11% 15%	+8	-2
Q34b. Satisfaction with your ability to work on your own initiative	77% 12% 11%	+1	-6

Workload and health*

**These questions have been reversed. The % positive indicates those who have limited to no issues with workload and health.*

Question	Distribution	vs 2019	vs QLD public sector
Q23a. I am overloaded with work*	25% 48% 28%	0	-7
Q23b. I feel burned out by my work*	40% 30% 30%	+3	-1
Q23e. My work has a negative impact on my health*	42% 28% 29%	+8	-3

Learning and development

Question	Distribution	vs 2019	vs QLD public sector
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	54% 18% 28%	+9	-7
Q28e. I am able to access relevant learning and development opportunities	51% 25% 24%	+10	-9
Q28g. I am satisfied with the opportunities available for career development	42% 24% 35%	+5	-5
Q31b. My organisation is committed to developing its employees	38% 25% 37%	+8	-13
Q28f. L&D activities I have completed in the past 12 months have helped to improve my performance	52% 29% 19%	+1	-10

My workgroup

Question	Distribution	vs 2019	vs QLD public sector
Q24a. People in my workgroup treat each other with respect	68% 15% 17%	-2	-7
Q24b. I receive help and support from other people in my workgroup	83% 11% 6%	+1	-1
Q24e. People in my workgroup treat customers with respect	83% 12%	+3	-2
Q24f. People in my workgroup are committed to delivering excellent service to customers	75% 21%	+2	-7
Q24c. People in my workgroup are honest, open and transparent in their dealings	66% 17% 18%	+6	-3
Q24d. People in my workgroup use their time and resources efficiently	60% 25% 15%	+3	-6
Q24g. People in my workgroup do their jobs effectively	68% 23% 10%	-1	-8

My manager

Question	Distribution	vs 2019	vs QLD public sector
Q29a. My manager treats employees with dignity and respect	74% 10% 16%	-3	-6
Q29b. My manager listens to what I have to say	75% 10% 15%	0	-4
Q29c. My manager keeps me informed about what's going on	68% 12% 20%	+6	-3
Q29d. My manager understands my work	73% 13% 14%	+2	-2
Q29e. My manager creates a shared sense of purpose	64% 17% 19%	+4	-6
Q29f. My manager demonstrates honesty and integrity	69% 17% 14%	-2	-9
Q29g. My manager draws the best out of me	56% 21% 23%	+3	-4

Organisational leadership

Question	Distribution	vs 2019	vs QLD public sector
Q31c. Management model the behaviours expected of all employees	37% 24% 40%	+9	-15
Q31a. In my organisation, the leadership is of high quality	36% 25% 39%	+6	-18
Q31d. In my organisation, the leadership operates with a high level of integrity	34% 26% 39%	+4	-21
Q31f. My organisation is well managed	31% 29% 41%	+5	-18

Organisational fairness

Question	Distribution	vs 2019	vs QLD public sector
Q25f. Performance is assessed and rewarded fairly in my workplace	35% 26% 39%	+3	-1
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 25% 39%	+7	-2
Q25i. People take responsibility for their decisions and actions in my workplace	48% 23% 29%	+11	-5
Q25h. People are treated fairly and consistently in my workplace	41% 26% 33%	+2	-12
Q31e. Recruitment and promotion decisions in this organisation are fair	27% 31% 42%	+4	-10

Anti-discrimination

Question	Distribution	vs 2019	vs QLD public sector
Q32a. Age is not a barrier to success in my organisation	57% 23% 20%	+7	-8
Q32b. Gender is not a barrier to success in my organisation	56% 22% 22%	+5	-14
Q32c. Disability is not a barrier to success in my organisation	54% 34% 12%	+6	-4
Q32d. Cultural background is not a barrier to success in my organisation	58% 31% 11%	+5	-10
Q32e. Sexual orientation is not a barrier to success in my organisation	61% 33% 6%	+6	-10

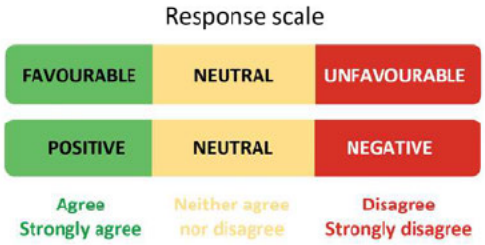
Innovation

Question	Distribution	vs 2019	vs QLD public sector
Q27b. I am encouraged to make suggestions about improving work processes and/or services	57% 20% 23%	+9	-11
Q27c. Management is willing to act on suggestions to improve how things are done	47% 24% 29%	+13	-7
Q27d. My workgroup uses research and expertise to identify better practice	49% 29% 22%	+11	-8
Q27e. My workgroup always tries to improve its performance	62% 25% 13%	+5	-8
Q27a. I get the opportunity to develop new and better ways of doing my job	46% 27% 27%	+6	-12
Q27f. My organisation is open to new ideas	39% 34% 27%	+10	-16

3. Workplace climate

Purpose

This section provides an overview of the 2020 workplace climate index results. The % positive score is benchmarked against the Queensland public sector and the 2019 score.

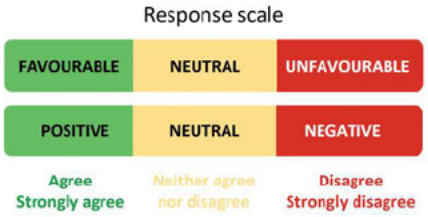


Name	Distribution	vs 2019	vs QLD public sector
Safety, health and wellness	53% 25% 21%	+6	-3
Effectiveness and innovation	52% 25% 23%	+7	-6
Fairness and trust	51% 25% 23%	+5	-8
People and relationships	72% 17% 11%	+2	-5
Performance and development	51% 23% 26%	+6	-5
Leadership and engagement	52% 22% 26%	+3	-12
My job	70% 13% 17%	+6	-8

4. Workplace climate by question

Purpose

This section provides an overview of the 2020 workplace climate index results, by question. The % positive score is benchmarked against the Queensland public sector and the 2019 score.

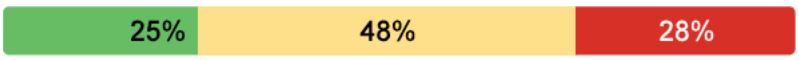
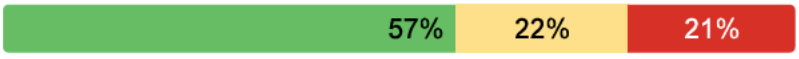
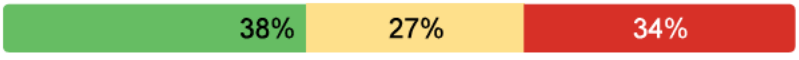
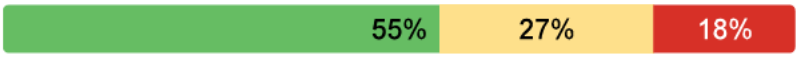


People and relationships

Question	Distribution	vs 2019	vs QLD public sector
Q24a. People in my workgroup treat each other with respect	68% 15% 17%	-2	-7
Q24b. I receive help and support from other people in my workgroup	83% 11% 6%	+1	-1
Q24e. People in my workgroup treat customers with respect	83% 12%	+3	-2
Q24f. People in my workgroup are committed to delivering excellent service to customers	75% 21%	+2	-7
Q24c. People in my workgroup are honest, open and transparent in their dealings	66% 17% 18%	+6	-3
Q24d. People in my workgroup use their time and resources efficiently	60% 25% 15%	+3	-6
Q24g. People in my workgroup do their jobs effectively	68% 23% 10%	-1	-8
Q24i. People in my workgroup work effectively with others in my org to deliver services to customers	70% 17% 13%	+4	-8

Safety, health and wellness

**indicates a negatively worded question that has been reversed*

Question	Distribution	vs 2019	vs QLD public sector
Q23a. I am overloaded with work*		0	-7
Q23b. I feel burned out by my work*		+3	-1
Q23e. My work has a negative impact on my health*		+8	-3
Q23f. My work contributes positively to my quality of life		+8	-9
Q24h. People in my workgroup are committed to workplace safety		-1	-1
Q24j. People in my workgroup work together so flexible working meets individual & business needs		+4	-4
Q25b. My workplace culture supports people to achieve a good work/life balance		+4	-3
Q25c. There is adequate focus on workplace safety at my workplace		0	-15
Q29h. My manager proactively discusses flexible work arrangements with my workgroup		+11	-1
Q31h. The wellbeing of employees is a priority for my organisation		+13	-14
Q31j. My commitment to this organisation would be questioned if I chose to work flexibly*		+6	+6
Q34e. Satisfaction with your work-life balance		+4	+5
Q34g. Satisfaction with your ability to access and use flexible work arrangements		+6	+11
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important		+13	-14

Effectiveness and innovation

**indicates a negatively worded question that has been reversed*

Question	Distribution	vs 2019	vs QLD public sector
Q22b. I have the tools I need to do my job effectively	70% 16% 14%	+16	-3
Q22c. I get the information I need to do my job well	66% 21% 13%	+11	-4
Q22d. I have the authority necessary to do my job effectively	69% 17% 14%	+4	-2
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	16% 30% 54%	+6	-3
Q23c. I feel my job is secure	60% 20% 20%	+6	-4
Q24k. People in my workgroup share diverse ideas to develop innovative solutions	63% 20% 17%	+3	-5
Q26a. My workplace has undergone significant change in the past 12 months	54% 29% 17%	-4	0
Q25d. Approval processes at my workplace are excessive*	23% 35% 42%	+5	+3
Q27b. I am encouraged to make suggestions about improving work processes and/or services	57% 20% 23%	+9	-11
Q27c. Management is willing to act on suggestions to improve how things are done	47% 24% 29%	+13	-7
Q27d. My workgroup uses research and expertise to identify better practice	49% 29% 22%	+11	-8
Q27e. My workgroup always tries to improve its performance	62% 25% 13%	+5	-8
Q27a. I get the opportunity to develop new and better ways of doing my job	46% 27% 27%	+6	-12
Q27f. My organisation is open to new ideas	39% 34% 27%	+10	-16
Q34f. Satisfaction with your ability to 'make a difference' to the community	60% 26% 14%	+5	-6

Fairness and trust

Question	Distribution	vs 2019	vs QLD public sector
Q25a. My workplace has an inclusive culture where diversity is valued and respected	59% 27% 15%	-2	-14
Q25f. Performance is assessed and rewarded fairly in my workplace	35% 26% 39%	+3	-1
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	36% 25% 39%	+7	-2
Q25i. People take responsibility for their decisions and actions in my workplace	48% 23% 29%	+11	-5
Q25j. I am able to speak up and share a different view to my colleagues and manager	61% 16% 23%	-3	-12
Q25h. People are treated fairly and consistently in my workplace	41% 26% 33%	+2	-12
Q30a. My senior manager demonstrates honesty and integrity	58% 22% 21%	+2	-15
Q31i. My responsibilities outside of work restrict my opportunities for promotion*	68% 24% 8%	+7	+9
Q31e. Recruitment and promotion decisions in this organisation are fair	27% 31% 42%	+4	-10
Q32a. Age is not a barrier to success in my organisation	57% 23% 20%	+7	-8
Q32b. Gender is not a barrier to success in my organisation	56% 22% 22%	+5	-14
Q32c. Disability is not a barrier to success in my organisation	54% 34% 12%	+6	-4
Q32d. Cultural background is not a barrier to success in my organisation	58% 31% 11%	+5	-10
Q32e. Sexual orientation is not a barrier to success in my organisation	61% 33% 6%	+6	-10
Q32f. If I raised a complaint, I feel confident that it would be taken seriously	48% 19% 33%	+9	-8
Q32g. Women and men have equal access to work experiences that support career progression	57% 24% 19%	+7	-10

Performance and development

Question	Distribution	vs 2019	vs QLD public sector
Q28a. I receive useful feedback on my performance	57% 22% 21%	+1	0
Q28b. My performance is assessed against clear criteria	54% 21% 24%	+9	+3
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	54% 18% 28%	+9	-7
Q28d. I am supported to pursue developmental opportunities in other workplaces	34% 34% 32%	+3	-11
Q28e. I am able to access relevant learning and development opportunities	51% 25% 24%	+10	-9
Q28g. I am satisfied with the opportunities available for career development	42% 24% 35%	+5	-5
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	63% 14% 22%	+7	+6
Q28i. I develop new knowledge and skills through undertaking tasks at work	67% 18% 16%	+7	-5
Q31b. My organisation is committed to developing its employees	38% 25% 37%	+8	-13
Q28f. L&D activities I have completed in the past 12 months have helped to improve my performance	52% 29% 19%	+1	-10

Leadership and engagement

Question	Distribution	vs 2019	vs QLD public sector
Q29a. My manager treats employees with dignity and respect	74% 10% 16%	-3	-6
Q29b. My manager listens to what I have to say	75% 10% 15%	0	-4
Q29c. My manager keeps me informed about what's going on	68% 12% 20%	+6	-3
Q29d. My manager understands my work	73% 13% 14%	+2	-2
Q29e. My manager creates a shared sense of purpose	64% 17% 19%	+4	-6
Q29f. My manager demonstrates honesty and integrity	69% 17% 14%	-2	-9
Q29g. My manager draws the best out of me	56% 21% 23%	+3	-4
Q31c. Management model the behaviours expected of all employees	37% 24% 40%	+9	-15
Q33a. I would recommend my organisation as a great place to work	42% 29% 28%	+3	-20
Q33b. I am proud to tell others I work for my organisation	48% 29% 23%	-1	-20
Q33c. I feel strong personal attachment to my organisation	45% 28% 26%	-3	-14
Q33d. My organisation motivates me to help it achieve its objectives	38% 31% 31%	+2	-16
Q33e. My organisation inspires me to do the best in my job	38% 28% 33%	+3	-16
Q31a. In my organisation, the leadership is of high quality	36% 25% 39%	+6	-18
Q31d. In my organisation, the leadership operates with a high level of integrity	34% 26% 39%	+4	-21
Q31f. My organisation is well managed	31% 29% 41%	+5	-18

My job

Question	Distribution	vs 2019	vs QLD public sector
Q21a. I understand what is expected of me to do well in my job	81% 7% 12%	+4	-9
Q22a. I have a choice in deciding how I do my work	61% 19% 19%	+10	-7
Q22f. I enjoy the work in my current job	69% 14% 16%	+9	-6
Q22g. My job gives me a feeling of personal accomplishment	59% 17% 24%	+7	-10
Q21b. I understand how my work contributes to my organisation's objectives	81% 8% 11%	+3	-10
Q22e. My job gives me opportunities to utilise my skills	74% 11% 15%	+8	-2
Q35. All things considered, how satisfied are you with your current job?	59% 17% 24%	+3	-13
Q34b. Satisfaction with your ability to work on your own initiative	77% 12% 11%	+1	-6

5. Most changed since 2019, by question

Purpose

This section identifies areas of improvement and strength, while also identifying areas that may need attention.

NOTE: *Survey questions in scope for this section were single response non-demographic questions that were asked of all respondents in 2020 as well as in 2019. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.*

Survey questions with the most positive change

Question	Distribution	vs 2019	vs QLD public sector
Q22b. I have the tools I need to do my job effectively	70% 16% 14%	+16	-3
Q27c. Management is willing to act on suggestions to improve how things are done	47% 24% 29%	+13	-7
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	39% 24% 37%	+13	-14
Q31h. The wellbeing of employees is a priority for my organisation	38% 27% 34%	+13	-14
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	57% 22% 21%	+11	-1

Survey questions with the most negative change

Q24a. People in my workgroup treat each other with respect	68% 15% 17%	-2	-7
Q29f. My manager demonstrates honesty and integrity	69% 17% 14%	-2	-9
Q33c. I feel strong personal attachment to my organisation	45% 28% 26%	-3	-14
Q29a. My manager treats employees with dignity and respect	74% 10% 16%	-3	-6
Q25j. I am able to speak up and share a different view to my colleagues and manager	61% 16% 23%	-3	-12

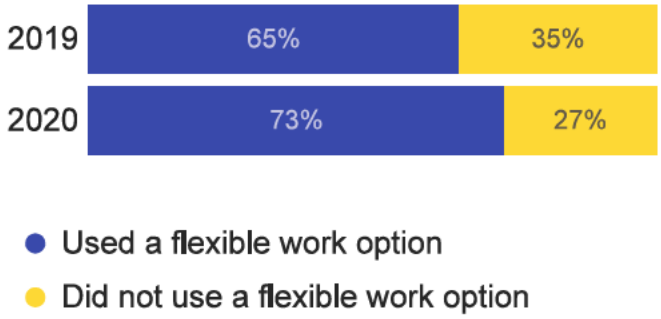
6. Flexible work

Purpose

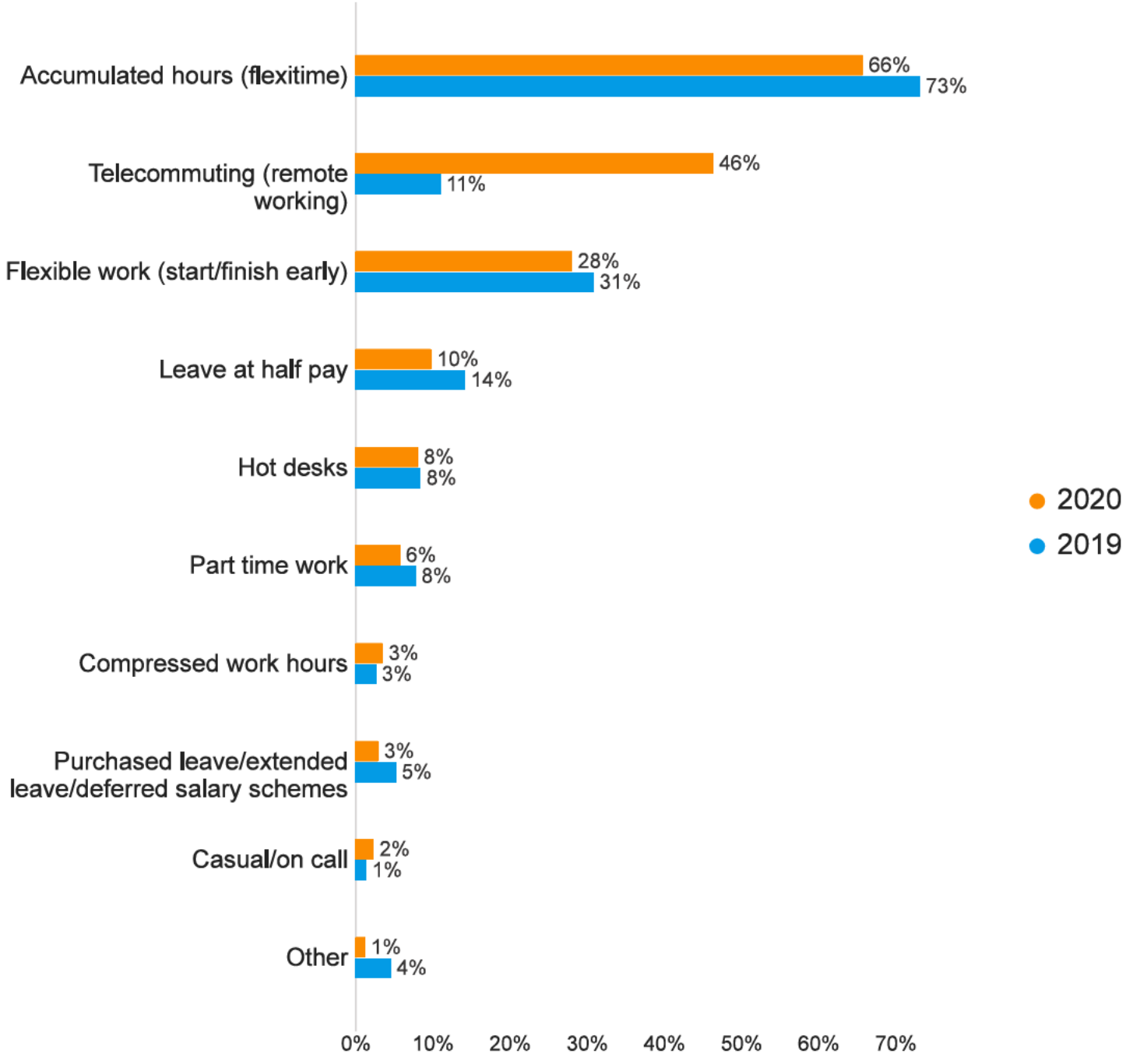
This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100%.

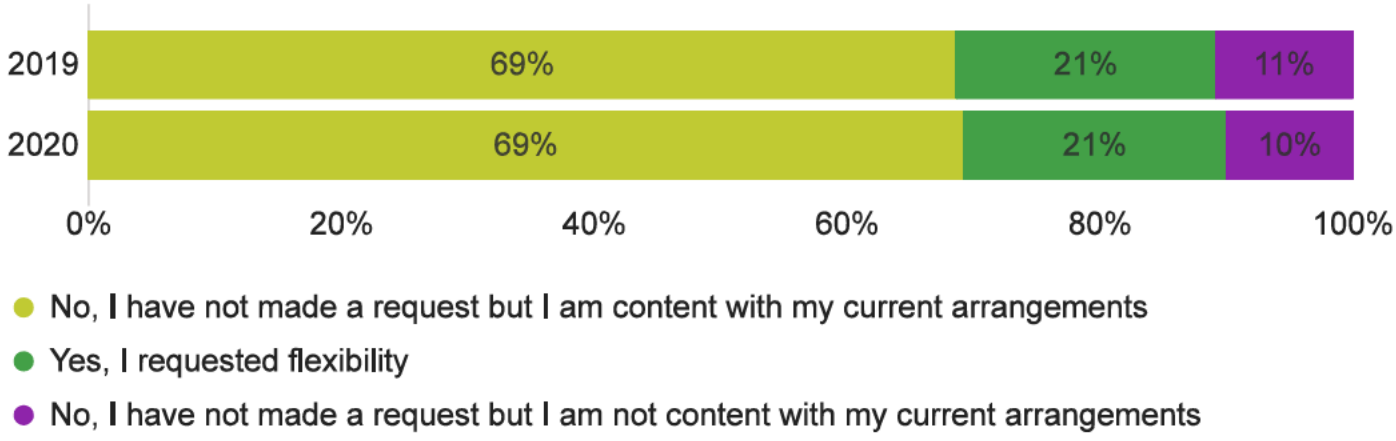
Do you currently use any flexible work options?



If yes to using a flexible work option, which of the following do you use?

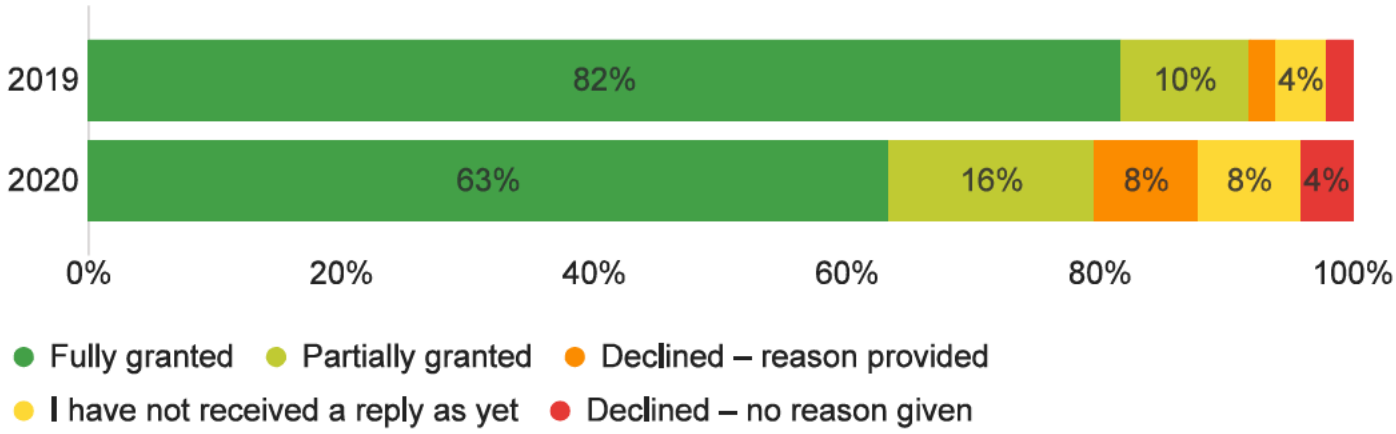


Have you made a request regarding flexible work arrangements in the last 12 months?



Was your request for flexible work arrangements granted or declined?

98 Responses



Why haven't you made a request to change your work arrangements?

24 Responses

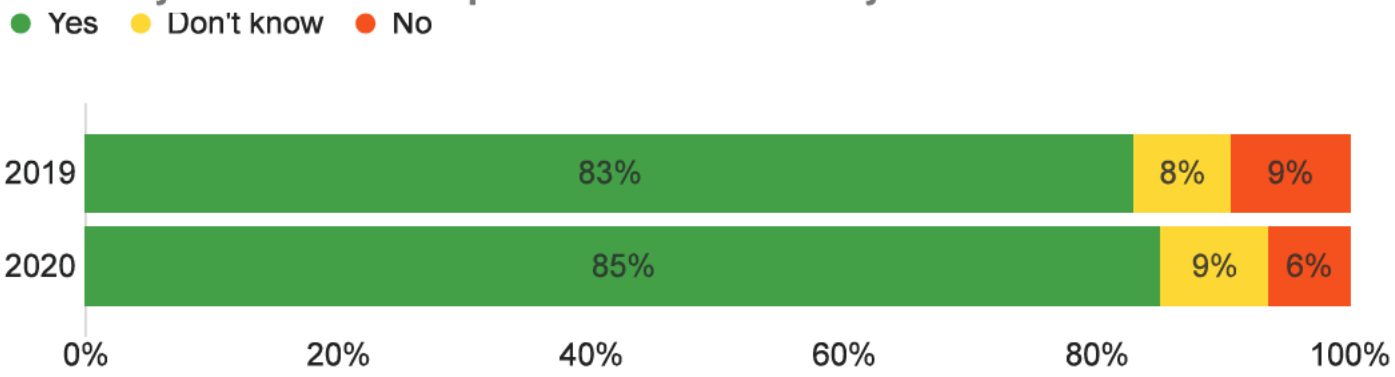
None of the above	17%
Flexible working is frowned upon/not supported by my workplace culture	42%
I didn't feel confident presenting my case or negotiating arrangements with my manager	13%
I feel flexibility is not possible in my current job	29%
I was concerned that it may negatively impact my team	29%
I felt it would limit my career	13%
I didn't feel I had the right to	13%
I don't feel confident in my manager's ability to manage staff working flexibly	4%
I felt it would limit my access to training and development	13%
I feel the technology I currently have access to does not support flexible working	4%

7. Domestic and family violence

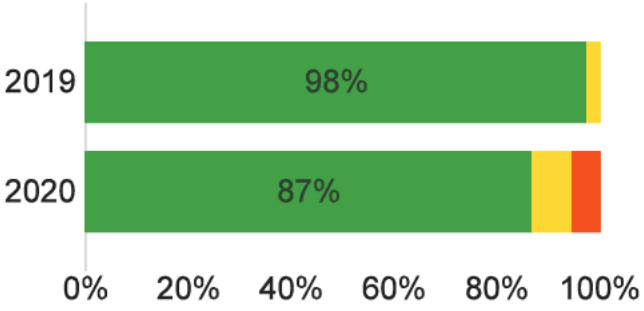
Purpose

This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence (DFV) in the workplace.

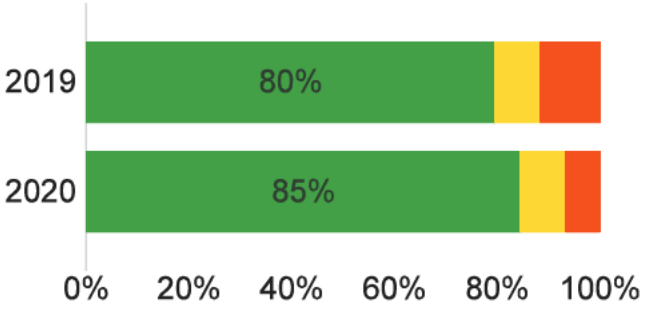
Are you aware of any policies, in your workplace, designed to support employees affected by DFV in the workplace or the community?



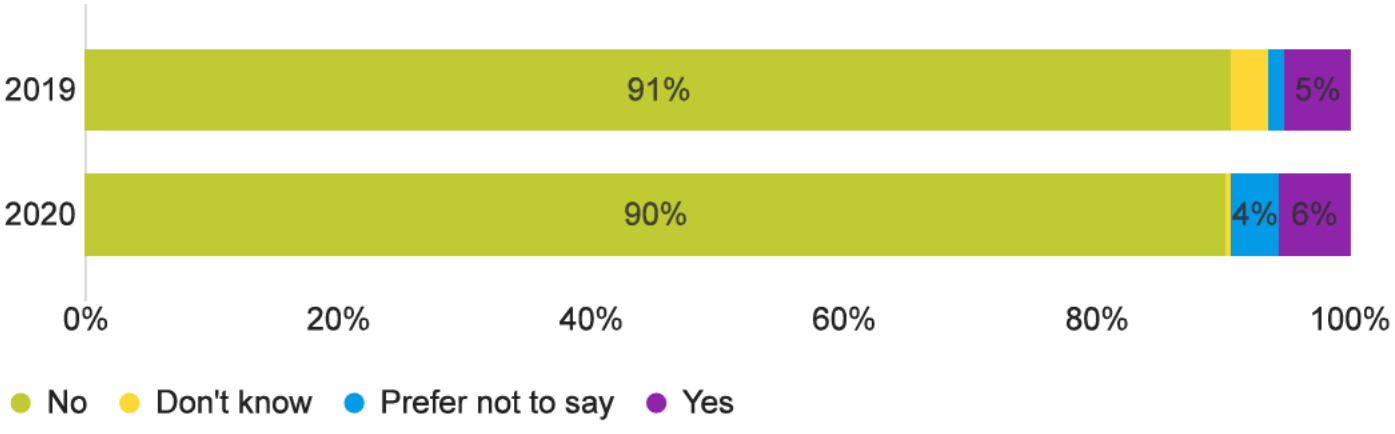
Managers

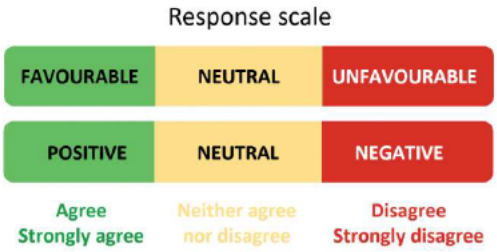


Non-managers



In the past 12 months, have you been in a situation where you have responded to an employee or colleague affected by DFV?





Managers

Question	Distribution	vs 2019	vs QLD public sector
Q36aa. I am confident that I could sensitively communicate with employees affected by DFV	76% 21%	-9	-10
Q36ab. If I was approached by an employee affected by DFV, I am confident in my ability to support	76% 21%	-14	-10
Q36ac. If I was made aware that DFV was affecting an employee, I am confident I could respond approp	71% 26%	-17	-15

Non-managers

Question	Distribution	vs 2019	vs QLD public sector
Q36ba. I am confident I could sensitively communicate with colleagues affected by DFV (non-manager)	66% 22% 12%	0	-9
Q36bb. I could effectively refera colleague affected by DFV to appropriate support (non-manager)	66% 25% 9%	+2	-9

8. Bullying and sexual harassment

Purpose

This section focuses on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences. The comparison columns show the score each question received in 2019.

NOTE: Multi-select questions may not add up to 100%.

During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

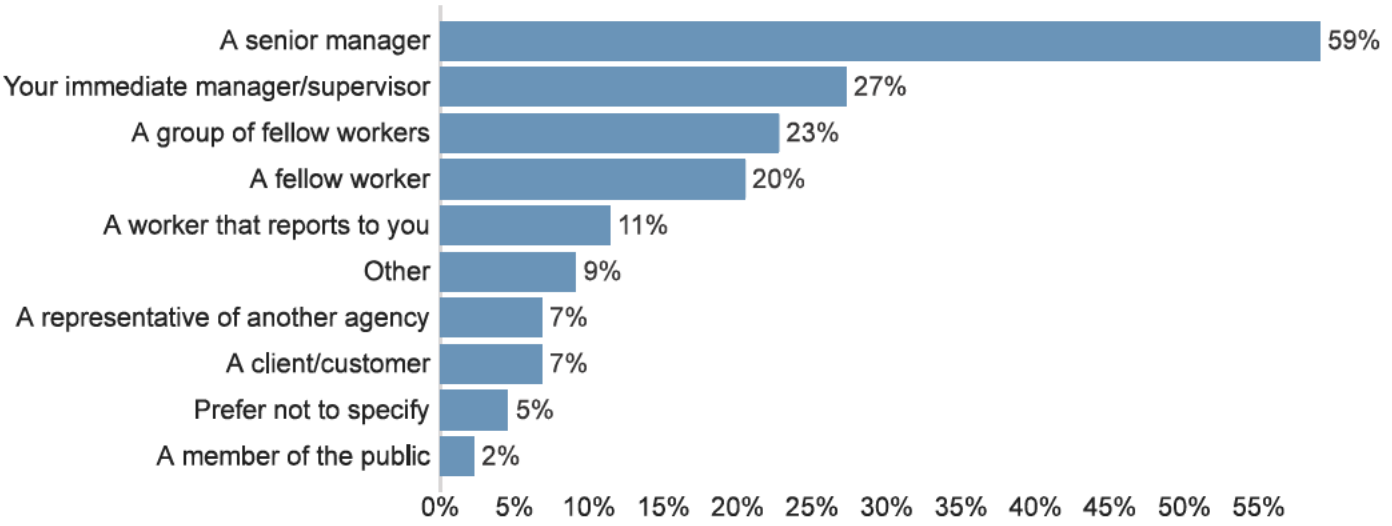
Year	Yes	Don't know	No
2019	27%	5%	68%
2020	31%	8%	61%

During the last 12 months have you been subjected to bullying or sexual harassment in your workplace?

Year	Bullying	Sexual harassment	Don't know	No
2019	14%	0%	5%	81%
2020	19%	0%	9%	72%

If you were subjected to bullying, who were you bullied by?

44 Responses



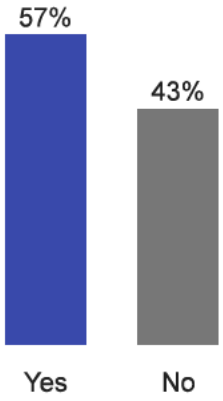
What type of bullying did you experience?

44 Responses

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	55%
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave)	66%
Other	25%
Physical behaviour (e.g. assault or aggressive body language)	2%
Interference with your personal property or work equipment	5%
Cyber bullying (e.g. by email)	11%
'Initiations' or pranks	2%

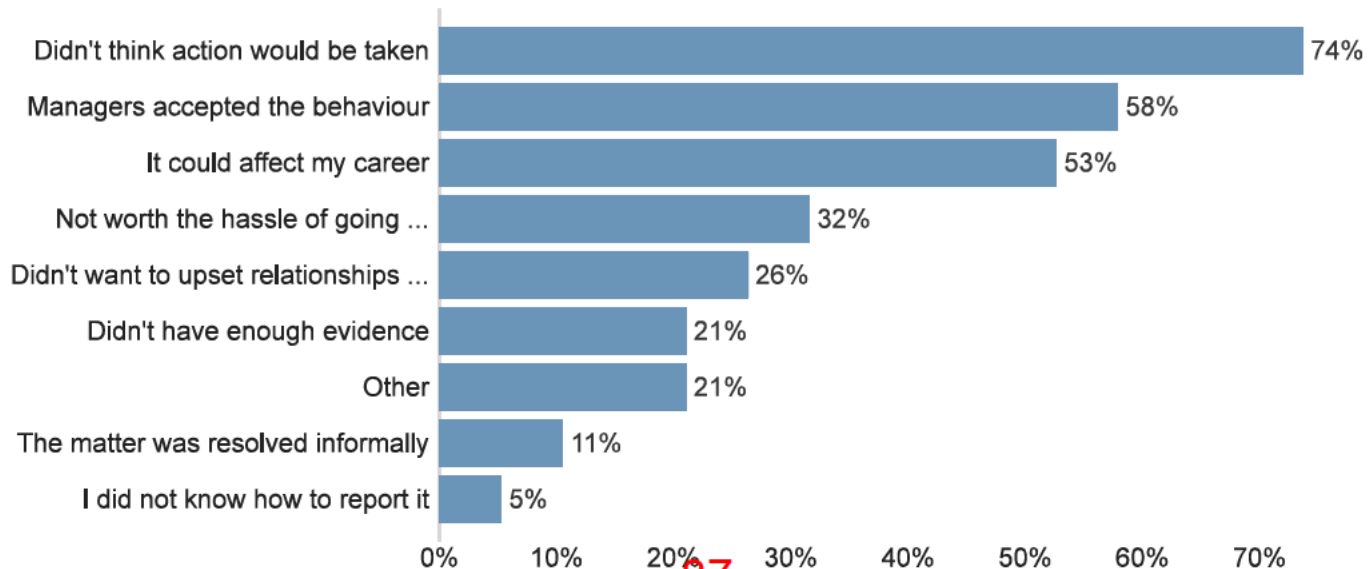
Did you report the bullying?

44 Responses



Why did you not report the bullying?

19 Responses



9. Civility

Purpose

This section is focused on exploring workplace behavior.
The % positive score is benchmarked against the Queensland public sector and the 2019 score.



Over the past month, how often have your coworkers behaved in the following ways?

Question	Distribution	vs 2019	vs QLD public sector
Q24_1a. Over the past month, how often have your coworkers showed appreciation of you and your work	66% / 34%	+4	-4
Q24_1b. Over the past month, how often have your coworkers made you feel included	76% / 24%	-2	-9
Q24_1d. Over the past month, how often have your coworkers made you feel ignored*	87% / 13%	0	0
Q24_1e. How often have your coworkers behaved towards you in a manner you felt was inconsiderate*	88% / 12%	-1	0
Q24_1f. How often have your coworkers behaved towards you in a manner that you felt was rude*	89% / 11%	-3	-1
Q24_1h. Coworkers acted in an aggressive or intimidating manner towards someone you work with*	89% / 11%	-4	-3
Q24_1g. How often have your coworkers acted in an aggressive or intimidating manner towards you*	92% / 8%	-4	-2
Q24_1c. Over the past month, how often have your coworkers been polite and courteous with you	93% / 7%	0	-2

Over the past month, how often has your manager/supervisor behaved in the following ways?

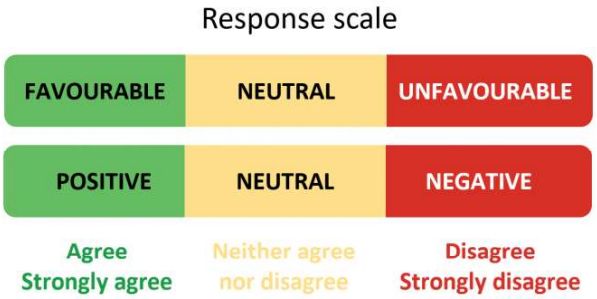
Question	Distribution	vs 2019	vs QLD public sector
Q29_1a. Over the past month, how often has your manager, showed appreciation of you and your work	69% / 31%	-1	-2
Q29_1b. Over the past month, how often has your manager, made you feel included	77% / 23%	-1	-5
Q29_1d. Over the past month, how often has your manager, made you feel ignored*	85% / 15%	-2	-4
Q29_1e. How often has your manager, behaved towards you in a manner that you felt was inconsiderate*	86% / 14%	-4	-6
Q29_1c. Over the past month, how often has your manager, been polite and courteous with you	88% / 12%	-4	-5
Q29_1h. Manager acted in an aggressive or intimidating manner towards someone you work with*	89% / 11%	-4	-6
Q29_1f. How often has your manager behaved towards you in a manner that you felt was rude*	91% / 9%	-3	-3
Q29_1g. How often has your manager acted in an aggressive or intimidating manner towards you*	91% / 9%	-3	-5

10. How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive,% neutral or % negative.

- **% positive** presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- **% neutral** presents the proportion of respondents who expressed a neutral opinion or assessment.
- **% negative** presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively worded questions

What are negatively worded questions?

Negatively worded questions are those phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?

When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?

The % positive score combines the negative responses as they are the "preferred" responses to this question.

Rounding

Results are rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores

Factor measures combine information from multiple survey questions that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

Workplace climate index scores

Workplace climate indices have been created by grouping together questions within topics to which they generally relate. The climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

Number of respondents

- The number of respondents for subpopulations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

% Change and division comparisons

Throughout this report, the % change figure and division comparisons are frequently reported. The % change score related to the differences between:

- the 2019 and 2020 & positive scores, or
- the 2020 agency and Qld public sector % scores.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Interpreting the six-point scale

Some questions ask respondents to indicate how regularly they experienced different workplace behaviours. Note that a number of these questions are negatively worded.



Definitions

The following definitions were used in the survey:

- ***Your workplace:*** the place where you work, such as a hospital or office location as well as the places you visit as part of your work, for some people this may include working remotely. Questions about your workplace concern the experiences you have in this environment.
- ***Your workgroup:*** the group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.
- ***Your immediate co-worker(s):*** the person(s) in your agency you spend the majority of your time with.
- ***Your organisation:*** The government department, Health Service or Public Service Office you currently work for (e.g. The Department of Transport and Main Roads for staff employed in RoadTek, the Public Trustee for staff working for the Public Trustee, the Hospital and Health Service (HHS) you work for or the Department of Health)
- ***Your manager/supervisor:*** the person you usually report to.
- ***Your senior manager:*** the person your manager usually reports to.
- ***Your customer(s):*** the person(s) you provide advice or service to, whether internal or external to the Queensland public sector (e.g. students, clients, customers, stakeholders, patients, members of the community).
- ***Your leader:*** The person who sets the strategic direction for your organisation
- ***Sexual harassment:*** an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal.
- ***Bullying:*** repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-4 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Positive Feedback

This is a supportive work environment which is open to change and adopts workable suggestions.
I would tell them that I personally am incredibly grateful to work for such an amazing organisation. My direct supervisor, is one of the best leaders I have ever worked under. He continues to inspire and push me to do the best I can each day. He is one reason why I love coming into work. Continues to inspire me and others in my organisation. He is the reason why I am so proud of the organisation I work for. I am incredibly grateful to work under such an amazing prosecutor whom I respect so much. Unfortunately I would feel the need to warn the potential candidate, to be cautious of a particular person within my organisation, as on a number of occasions I have witnessed some indications of bullying. Although I know the organisation does not encourage this behaviour, I do not believe there are enough avenues for individuals to provide feedback on their supervisors.
OIR as a whole I am not so content with, but I adore working for the Electrical Safety Office. Its direction under the acting Executive Director has been amazing and I hope she is appointed to the position. She has excelled at providing strategic leadership, encouraged staff improvement and development, and fostered a culture of flexible work practices which has seen the ESO thrive and succeed during these uncertain times. Some of the Directors under her are not great, and a bit inflexible with their ideas and ways of running things, however my direct line manager is wonderful - as was the previous one I had in the ESO. I truly love working for the ESO and do not want to leave.
The organisation is a well structured and well managed business. It has historical issues, some of which are still around. But otherwise the managers care for the staff, and appreciate the ideas that have come about from their staff. They listen and take the time to acknowledge each staff member and their ideas. It is difficult when dealing with judicial groups because the managers cannot control them, or direct how they want things to run, but nonetheless the heads of the jurisdiction seem to be cooperative and considerate to a point.
The ESO is a great place to work. The Director Field Services and A/Executive Director ESO should be commended on their leadership.
I would be very happy to recommend my org to my friends. Our ED is very approachable and supportive and our Director (my direct supervisor) makes sure that teams and people are looked after very well, always willing to listen, help, support. Even our maturity levels are not great (mostly due to limited budgets and resources), we are all trying to improve as much as possible and to do all we can to support our customers. My current work environment is healthy, normal and very pleasant. We have a lot to do, but have clear roles and goals, and support we need.
The Electrical safety Office is a very pro active Regulator. The organisation utilises research to target appropriate electrical safety risks. The ESO is a great organisation to work for, with friendly dedicated staff.
i would say my team is amazing and a great opportunity to develop your skills in a challenging and high pressure environment. the opportunity to lead the sector is rare and if you are a IR practitioner its the best place to work
There is definitely a sense we are run by the unions, Minister's Office and powerful stakeholders but in a way, this comes with the territory. Leadership of WHS Engagement and Policy Services (managers to ED and to DDG) are of a high standard. Extremely hard working colleagues. Permanent positions are hard to come by.

I would without question encourage friends to apply for a job with the QIRC. They would receive excellent training and skills in court and registry services. All levels of management are highly supportive and responsive to personal and professional needs of individual team members. There is a respectful, healthy, fun and consultative comradery across the department with all levels of management clearly demonstrating a positive and transparent professional practise which you can easily see is modelled by those around them.
ESO has a great morale. Everyone works together to get the job done. It's a great place to work in.
The last 12 months has seen a significant change in the leadership team resulting in a much more focused team. There is strong leadership in the organisation, starting with the DDG. The people in my immediate team could not be more supportive and it is truly a privilege to work with such hard working people who know how to balance professionalism with a good laugh. OIR is full of great people and if you are hard working, genuine and open-minded you will enjoy working here.
My immediate manager and the senior management are absolutely brilliant; they support work life balance and encourage up-skilling and opportunities for progression. You might have trouble with middle management who are a bit old school and do not support flexible work arrangements. Overall I love working with the ESO and encourage you to work there.
It's growing and evolving - great new DDG and EDs who genuinely seem to give a shit, unlike those they replaced. Appreciate their new outlook and perspective and drive. Some existing EDs and directors are still legacy dinosaurs, hanging on to how things used to be and their siloes of perceived power but mostly OIR is on the up and transforming. We have to change or be left behind. But we desperately must manage poor performance better - too many people get away with rubbish they've done for years because nobody has had the difficult conversation and addressed the behaviour.

Trust/Fear
Workplace change during 2020 has decreased my work satisfaction to a public sector career low. I believe a workplace culture of secrecy and fear is being established that will devolve into a toxic work environment. While currently the satisfaction of the actual work still remains high I foresee the workplace culture will deteriorate to a very unhealthy and intolerable level over the next 12 months. The senior leader of this organisation is spread so thin that I don't feel he knows what is really going on in his agency and the senior leadership appears to be tolerating poor management behaviour towards workgroups. In my opinion my senior leader has not shown leadership to the direct report workgroups, constantly changes the goal posts in terms of workplace arrangements, appears to have no respect for public sector due process, does not communicate clearly and transparently, does not articulate a clear view of where we are going, and values individuals only as resources to be utilised at their discretion. I currently would not recommend OIR as a workplace of choice.
It's an organisation committed to doing good for the community and that is satisfying to work towards. The executive management team are not often seen or heard from outside of what is passed down by our own managers/director, so sometimes it's hard to understand their priorities for the organisation. Some more visibility from them would be beneficial, though our ED is trying really hard in this respect at the moment as she's new to the organisation and that it appreciated and gratifying. Sometimes decisions/ actions are taken that the team don't understand and feedback is sometimes met with defensiveness rather than welcomed and listened to. Culture and trust has taken a little knock because of that. But overall it is a good organisation with great people working for it.
Unless the Director Construction leaves or is dismissed, this is the worst department I have worked in, in over 35 years of public service and I have worked in some very poorly run departments As long as you dont have an opinion, it is okay The integrity of the relationship with external stakeholders should be questioned and investigated. How anyone cane appoint someone to a Senior Management position without any experience outside of their relationship to an external organisation defies belief. Senior Management have too much direct access to Inspectors and should be going through the line Managers. If you put in a complaint, Directors look after Directors If there is a complaint against a Senior Manager it should be independent and not overseen by their Boss My recommendation, run and dont look back This place is a disgrace
There is a bully in management whose activity is constant and widespread. The behaviour is acknowledged by most/all levels of management and what was once a reasonably harmonious and effective team now has a toxic influence. The work area is at a crossroads, continuing with the bully present and active will destroy the team culture and likely see the exit of many good people in the team. It is possible management may deal with the behaviour, however it may take too long, might never happen. Toxic events are a daily occurrence now and the prior culture will not last much longer. The bully has been active for the past two years.
Great people to work with/for; but unreasonable workloads, low job security, occasional bullying by clients, scope of work narrow and mechanical.

I am concerned about the work load on the Chief Safety Engineer. Based on my observations the CSE is required to prepare an extraordinary number of briefs, some of which are unnecessary. Under the current framework the CSE will be unable to show technical leadership in the long term as all of their time will be taken up on basically policy and administrative procedures. The CSE role requires this technical leadership in engineering and ongoing professional development requirements of a Registered Professional Engineer of Queensland also apply. While I understand that Covid and changes to the amusement ride sector have increased the workload for the CSE, I believe they will burn out in the role unless things change. I also consider there needs to be a greater amount of trust towards the CSE from management. The CSE should be permitted a significant amount of autonomy - with the CSE being trusted to make management aware of contentious issues. While I understand that Covid and the amusement ride industry have added complications to this issue, in my opinion the CSE will not remain in this role if things remain the same
Working for OIR has been a wonderful career path and I have enjoyed it, however for the past 6 months I have experienced immense unnecessary stress and uncertainty regarding job security for myself and many of my colleagues. Senior management has not shown support, direction or consultation within SHSS.
Senior executive is inexperienced and along with the impact of COVID 19 organisational culture and connectedness have been impacted. Not sure senior executive has a clear vision or understanding about what we do or how we do it. They are not bringing staff on the journey or valuing what skills, knowledge and experience staff have. Very little collaboration between executive and staff ie decisions are made with little consultation with staff. DDG needs to have greater face to face visibility in regional offices and with staff. Also need forums for staff to interact and build relationships across the organisation. It is a tough work environment and not sure executive have staff's back. Current workloads and stress are not sustainable for executive or staff.
The conduct at higher levels of the organisation seems to have continued, however instead of telling the middle managers and inspectors what to do and not to ask why they have now made those members complicit in the corrupt conduct. There is now a real fear among middle managers and inspectors that an inquiry into corruption would either end up involving them, or if there is no enquiry they may be 'performance managed' for not keeping up the charade of the constantly changing policies to support the CFMEU and ETU attempts to bully industry. The amount of change to our interpretation of the law is hard to keep up with plus updates to Codes of Practise and Australian standard, plus internal policy decisions. My manager communicates this with me but there's only so many hours in the week to read it all and discuss with staff. The Franklin Covey training was so basic that if anyone needed that to be taught they probably won't ever understand true leadership and probably shouldn't be in the positions they hold. The WFQ survey last time clearly showed a lack of faith in senior leadership and I don't believe that teaching them 'motherhood statements' about 'trust' is going to solve the problems. Most of us would like to say we are proud to work for an organisation that has a focus on safety and may contribute to less workplace incidents and fatalities but with the number of other areas we are told to focus on and the amount of extra administration imposed on us means we have forgotten our true purpose.

Leadership
I would not recommend any person i know to apply for a job in this organisation under this current director of construction and executive director. Since the new construction structure has been implemented with the current management in control i have witnessed bullying, intimidation, humiliation and verbal abuse directed at workers who are only trying to implement better change. This has resulted in mental health issues, anxiety and increased absenteeism. This continues despite the inspectorate resorting to taking industrial action, complaints and numerous meetings between our together union and upper management regarding the health effects on the workers due to their management skills, on the run policies and their interpretation of the legislation to suit a particular agenda. i have seen people denied promotions, removed from substantive rolls, overlooked for EOI based on not fitting managements agenda. This occurs without any proper consultation. Until the croyism is properly addressed in this department the mental health issues will remain and morale will stay at an all time low
Good organisation to work for but can be frustrating, external stakeholders can have a high level of influence, some directors have no clue how to manage
The work is interesting, challenging and can be quite rewarding. There are many opportunities for professional development. My immediate team is excellent and very collegial. My direct supervisor is always supportive, invested in the development of staff and facilitates a generally enjoyable and inclusive work environment. My direct supervisor and senior manager inspire me to work hard to achieve the organisation's goals. However, another supervisor overtly engages in bullying practices towards her team members which impacts adversely upon the culture in the organisation. A lack of staff and administrative support has resulted in increased stress and poor work life balance for employees, although I know the organisation is working to resolve this.
OIR used to be a good place to work but over the past few year OIR has lost its direction and current senior management don't seem to be working towards fixing this problem. this is because we are to reactive in nature there is no real forward planning and the newly appointed DDG and two EDs still don't really know how this organisation operates and what needs to be fixed and in what order. The is still very little internal communication between areas and from senior management on things that count. It is a complete disaster and getting worse each day.
I would strongly advise not to apply for a job in the organisation. The culture within the construction team is highly toxic. The issue is the director however the organisation will not acknowledge it and instead blame it on the managers and workers. The inspectors have been threatened that there would be repercussions for not taking certain actions. We no longer speak out and are afraid of speaking out in meetings with the director as weve seen inspectors persucuted multiple times for not agreeing with the director. In the latest meeting, we were told by the director that our silence is now acceptance. Tell that to a rape victim and see how that turns out. We werent provided the opportunity to speak with our team or union representative. We have been told that because of the increase absenteeism, inspectors cant take ATL. There has been no attempt to manage absenteeism or investigate why it is occurring. I saw my manager and many inspectors burnout and either left the team or go on stress leave due to the direct actions of the director. This was not acknowledged or addressed. Our performance is based solely on the number of notices we write. If we do a site assessment with no notices, then we did a terrible job. Our job is to catch out the builders and issue as many fines and notices we can. We develop audit tools which we can provide to industry to assist in their compliance, but we are not allowed to give it to them, its a tool for us to issue as many notices we can.

Note: The story below is no fairytale. Once upon a time, a Department existed that was full of happy hardworking humans that shared a common goal to serve the public and improve the health and safety of workers in Queensland. These humans were respected and supported by not only each other, but by management, the community and employers they assisted. Then, in recent years, a dark cloud has descended on this once productive workplace, this cloud is full of individuals who's ambition to rule at all costs has taken it's toll on the humans, who are now not trusted to do their tasks, whose expertise is disregarded, who are treated guilty at every step until they can prove themselves innocent, are pushed to produce quantity over quality and pitted against each other. The organisation that had once been created to ensure the health and safety of workers had now become the direct cause of relationship and marriage breakdowns, alcohol and drug abuse, physical and mental health issues needing long term medication and in some cases temporary or permanent loss of employment and career of it's own workers and this is just what was witnessed at one location. The stress and misery that now consumes the humans is difficult to watch and no signs of a brighter future seem to be on the horizon. The End.
I would recommend working for the public service I would recommend working for OIR I would recommend working for WCRS I would not recommend working for Review & Appeals because - I would not be sure they would have a good experience in their workplace, not their actual work, but their workplace culture and I would not want the guilt on my conscience again (it has happened that a friend got a job here and they were bullied in 2 different sections). I have actively discouraged a number of external people considering applying for a job in R&A - the culture issues are from management down and include personally observed instances of favouritism (providing relieving & learning opportunities, sharing confidential information, ignoring poor & bullying behaviour); intra-management poor behaviour, management active bullying of individuals, lack of accountability of management staff in general and in comparison with levels of accountability required of regular team members; because I believe the issues are from the top down, it all feels a little hopeless that it will never change - not something you want for a friend - I really enjoy my work and many of my colleagues, however, you can have that at a lot of places, without the accompanying cultural issues at a management level that we have - why bother coming to R&A? I have very much appreciated the chance to work from home regularly since covid as it allows me to avoid becoming of aware of some situations alluded to above. I have really appreciated the levels of communication to staff during this time, but in general actually, from the public service , the govt in general, the department, OIR, WCRS level. For me, it is an informative level, without being excessive re covid and in my opinion, OIR/WCRS has dramatically improved communication levels and sense of community internally over the last few years. I am still extremely dissatisfied with the internal communication from management in R&A.
The work is good but the management is poor and the treatment of the workers would explain the high-turnover of employees.
Everything starts at the top, Senior Managers need to lead by example, be accountable for their actions and behaviour. Currently they are paying lip service to results of these surveys and not making change that will help the workers. It's all smoke and mirrors.

Definitely not. I would discourage a young law graduate applying for a review officer job. They are more educated than the team leaders - who seem to make them feel they are 'not good enough' - just reflect on how many people resign and move on from this place. I frequently see staff in tears and frustrated - the next thing - they are gone! I do not have an axe to grind, but the leadership team here only manage upwards. We need educated people in the leadership rolls. I have seen first hand aggressive behaviour by members of the leadership team - even shouting. I have seen favouritism - if you are not a certain type of person - you are ignored. The recruitment is unfair and biased for senior rolls. A manager here, has taken it upon herself to the 'door bitch' to the Director. We are discouraged to go to our Director - even celebrating good news. We certainly do not see what goes on behind closed doors, but the Director comes across that he is not interested in the welfare of his staff and he appears to me 'absent'.
I would not suggest to join the Department in it's current status and Management uncertainty. I believe the organization is to top heavy and a majority of the upper Management do not possess to basic skills or experience to make to decision they are making. Inexperienced Management are making decision which effect the positive interaction between the clients and front line team players.
absence of executive leadership. lack of unity/high fragmentation between teams great individual operators
I would advise against it. Only benefits Decisions made by management, lack of communication, no consultation or negotiations, total frustrations that workers concerns and opinions are ignored. Temporary positions are given to family or friends. Only certain staff are provided with opportunities to relieve in higher roles - they're tapped on the shoulder - no opportunities to make application and very least get feedback. Management choose who they want to fill in relieving opportunities. No transparency in this organisation what so ever
The workplace has great people that will help you, Only downfall Senior Management lack communication between each other but you just do what your told by the most senior, let your Manger know/keep them in the loop and all is good.
OIR does not look after its own workers well. Lack of resources including people and not the right people in jobs, lack of support (real) - just lip service and ticking boxes. We don't practise what we preach
The senior manager of SHSS has poor communication skills. She fails to answer questions without the use of jargon or ambiguity. She fails to adequately manage conflict, whereby quite obvious conflict management skills are not utilised. A simple use of collaborative conflict management could be used to solve issues in the workplace, whereby staff have an opportunity to generate options to resolve potential disputes. I also find that some of her decisions are arbitrary and lack recognition/are inconsistent with Public Sector guidelines and departmental policy. Furthermore, decisions are inconsistent with decisions made by other senior managers from other work areas and go against what I understand to be the strategic direction of the organisation. Finally, her timeliness in responding to correspondence is appalling. A failure to listen and acknowledge your staff will only intensify conflict in the workplace.
Currently there is very little strategic direction in this organisation, everything seems to be reactive, urgent and last minute. there is very little internal communication with in the organisation which doesn't help with coordination of work. Changes are made to OIR without workers being told about them or told afterwards The executive team is very rarely seen by staff, personally I have only see the new DDG three times since he has started and only had one meeting with him in the past 18 months.

Performance
I would say if you are a favourite you will do well if not you will be used to fix up other people's work that person will get the recognition and any reward eg promotion and you will get nothing.
good flexible work practices, work overload - if you do a good job you get 'rewarded' with more and more work, professional development opportunities are not fairly given - there are favourites, the people are nice, executive are new and we are waiting to see what they do, there are favourites that seem to get everything, there are a lot of people whom you wonder how they got the job, the work is rewarding, don't stay too long in the organisation or you will be taken for granted and not valued, some managers don't necessarily have the content or skills - you may feel frustrated working under them because they can't support you/don't have the knowledge and skills to develop you. everything has a deadline of yesterday.
not to apply in current political climate run by external parties-union best practice act pushed through by certain parties with no consultation and parts used to intimidate inspectors upper managers no consideration for employees-focused they are on trust statements no job satisfaction intimidation and bullying by upper managers and newly promoted employees and external parties favouritism by upper managers promotions as per who you know not your ability upper managers advising certain employees what to say in interviews for promotion while certain employees acting in role not even get to interview stage changing promotion procedures to suit allowing new inspectors to relieve in AO7 positions without expression of interest after advising other inspectors no acting in higher positions inspectors moved
Well, if you get in you can be assured that if you get into the in crowd, you will be promoted beyond your abilities. In our unit, the laziest, work dodger was promoted up a level with glowing recommendations - with no EOI, and no interview, no review of the work he is putting out. It is embarrassing. Watching this go on around you does not improve your own work ethic. Luckily, I am sort of in the in crowd and am considered for various job opportunities, but others are not so lucky. Nepotism has never been so prominent. There are no complaint avenues available - that won't just make you a target. Morally corrupt through and through.
I am very dissatisfied with the culture within the departments work environment. Our Director is more concerned with appeasing other stakeholders rather than looking after the mental health of her own employees. Our flexible work arrangements have disappeared, it has become almost impossible to use accrued time unless you arrange a month or more in advance. The driven direction has become less about achieving health and safety compliance and more about catching people doing the wrong thing. The managers, as we've been through a couple, have become the falls guys or people to blame for everything, even if issues raised have been directed at senior management. The culture is toxic and can put it solely
The same issues have been raised year after year and yet to see any action or significant change so it seems rather pointless to keep providing feedback or raise concerns. Change needs to happen in the management layer - the issues are not in the field. Management that show little interest in genuinely listening to or acting on concerns staff raise do not instil confidence or a willingness for us to give more and work harder. I don't know what doing a good job in this place actually is - there is no measure or feedback that lets me know if what I do is good, average or mediocre. I only know that the more you do the more you are expected to do. The same people seem to be doing all the work and that just leads to dis-enhancement and burn out. Genuine praise or feedback from management is non existent - you know it's not genuine because they don't actually take an active interest in what you are doing or provide relevant advice, particularly when the issues raised may require a decision. I have deleted more paragraphs in this feedback
good flexible work practices, work overload - if you do a good job you get 'rewarded' with more and more work, professional development opportunities are not fairly given - there are favourites, the people are nice, executive are new and we are waiting to see what they do, there are favourites that seem to get everything, there are a lot of people whom you wonder how they got the job, the work is rewarding, don't stay too long in the organisation or you will be taken for granted and not valued, some managers don't necessarily have the content or skills - you may feel frustrated working under them because they can't support you/don't have the knowledge and skills to develop you. everything has a deadline of yesterday.

I would tell them that; - the organisation is fantastic at supporting flexible work arrangements including telecommuting and flexible work hours - maternity leave and support returning from maternity leave is excellent - strong work ethic and consistent work output is recognised and rewarded with opportunities - opportunities are available if work performance is sufficient - management are supportive and inclusive - team dynamic is strong - the work is interesting and engaging I would however advise that; - if in a management role it is difficult to performance management or discipline staff appropriately and efficiently - excessive performance management requirements mean far too lengthy and time consuming processes (12+ months at a significant time impost to the manager) which results in problem staff simply being moved from unit to unit with performance issues not being addressed. Performance management processes favour excessively supporting the staff and not management. - if in a management role it is very difficult to manage excessive sick leave. Loopholes in the directives and policies mean excessive leave cannot be addressed or
The staff, in the main, are good to work with and for. There is however a distinct unwillingness to work with other areas as part of one overall organisation to achieve strategic outcomes. During periods of higher workloads, one area cannot rely on another area to provide assistance / share workloads evenly. Rather different areas prefer to work in silos and will focus only on their issues with resourcing etc rather than viewing resourcing as an issue needing to be addressed by the department overall. Processes/procedures/systems are outdated though attempts are being made to bring the department in line with technological advances and other government departments. There is more of a 'public service mentality' than in other government departments that have sought to improve workplace morale and work ethic to be more in line with private enterprise. I would anticipate though as more of the long-term 'public servants' move into retirement or are managed out of the organisation due to under-performance/inability or unwillingness to adapt to new ways of working, this will significantly improve and lead to increased efficiency and effectiveness of work undertaken by the department. Internal complaint/HR issues are not well dealt with, often resulting in significantly extended periods of investigations having significant impacts on staff health and well-being. Managing under-performance and/or inappropriate staff behaviours is not
I would suggest to them not to come to WHSQ. Bad behaviour within the Inspectorate is tolerated and let go with no consequences. I sometimes wonder what it takes for a staff member to be disciplined or terminated in WHSQ. Going to HR with issues is useless. Most Expectations Agreements are treated as a joke by some managers and staff. No support is provided by HR when staff are called on their behaviour or performance but rather you are left to manage yourself. It breeds a culture of 'who cares' and the circus goes on. Some Senior Managers are rarely seen let alone present in offices or available to even say hello to- they are intentionally distant/unavailable for the fear someone might actually raise an issue with them. Managers need to be seen and be available. The same Senior Managers are the ones who think the issues of low survey results are not about them but their staff below and as a result hold them responsible for low morale and send out more useless surveys. If an ED or RD needs information from a survey to identify workplace issues then they clearly don't have a clue about their own workplace and the state it is in. The Unions run the

People not a priority
The organisation has powerful stakeholders and you will get the impression, from time to time, that the needs and preferences of those stakeholders will be preferred over the needs of staff for a safe and supportive working environment. Notwithstanding the importance of the stakeholders there is no overarching stakeholder strategy. Your experience in working with OIR will largely depend on which division
Don't, no senior leadership, no strategic direction. Relatively new executive management has no clue how the organisation works and make no effort to try to understand. At the moment feels like work activity is being dictated by the self interest of a few external board members. Red tape and poor IT support means any attempt to increase work efficiency or work practices will leave you disillusioned. It is just not a nice
That they will mostly likely regret the decision. There are too many external entities that have influence over the organisations direction and decisions which have huge ramifications and are often made for the wrong decisions to benefit the few rather than serving the interests on the majority. Regulators should operate without fear or favour and its managers should promote integrity and respect. These things have been lost
I am very dissatisfied with the culture within the departments work environment. Our Director is more concerned with appeasing other stakeholders rather than looking after the mental health of her own employees. Our flexible work arrangements have disappeared, it has become almost impossible to use accrued time unless you arrange a month or more in advance. The driven direction has become less about achieving health and safety compliance and more about catching people doing the wrong thing. The managers, as we've been through a couple, have become the falls guys or people to blame for everything,
Staff are friendly and supportive. Work life balance options are available and generally supported by management. Post COVID, work from home is more accessible, prior to COVID there was a trust issue between staff and management. The workload can seem unmanageable so prioritising work is very important, be prepared to ignore topics that may present a risk but are not a priority to the business, be prepared to do more with less. External stakeholders hold the balance of influence in the direction and decisions made by senior managers. Change is not only inevitable but it is so common it could be considered business as usual. The reasons for change are not always communicated and when they are the rationale is usually vague and the actual or underlying issues are left unsaid. The management of change does not exist and workers that are affected by change are directed to EAP to deal with their perceived issues, akin to victim blaming. Under current senior management I would not recommend applying for a job within my unit. The pay disparity between professionals within to without the government is growing and there is less incentive have a long career within the public service. There is no meaningful reward and recognition

Would I recommend a friend to join? NO as there's better organisations to work at then this circus. Our organisation isn't open and transparent. They don't fully disclose the CFMEU interests on the WHS board. This isn't advertised on our web page to the public. Our executive director is meant to be a leader. He is a CFMEU lap dog and sits when he is told to. Doesn't lead the organisation but rolls over and plays dead! Wants to be good cop and leave the narcissistic dictator construction director to flog and run the construction inspector into the ground. The construction director doesn't care one bit about her workers mental health and well been or work life balance or family commitments. The one thing this narcissistic person cares about is the CFMEU. Well why doesn't she leave and work for them. The CFMEU know everything about what the inspectors are doing before the inspectors because the construction director treats the CFMEU with high respect than her own workers. The construction director yells at inspectors over the phone, tells them to right notices when the inspector hasn't formed a reasonable belief and tells the inspector to leave site and send another inspector that will write an unlawful notice. You are treated unfairly if you don't rule in the favour to keep the CFMEU happy. You then get left out of the high-level jobs like cross river rail. Midline management/ operations managers don't treat everyone equal and have certain rules for certain inspectors. Operation manager isn't a manager as he keeps saying that he's only a message boy for the she who should be obeyed construction director. Construction inspectors work hard to keep all PBCU's happy and do the workload with four inspectors taken from field during COVID and no extra help or inspector replaced. The construction dictator is just "churning and burning" them. Who cares about them they are only a payroll number! Under current situation in this demoralising toxic work environment no wonder so many inspectors have sick leave as they need a break from the bull shit. The construction dictator
Overall the pay is good and the conditions are not bad. Unfortunately the department is being run by the CFMEU and the like. Especially if you work in the construction inspectorate. You have no discretion in relation to issuing fines to small and struggling businesses, even when the breaches may be very minor or administrative in nature with little or no impact on the safety of its workers. The COVID 19 relaxation is over, according to the department! You will issue mandatory fines, if you don't YOU WILL BE DISCIPLINED. There is a culture of fear and intimidation by management that is carried out subtly. If you don't issue fines or notices and don't meet their targets (that seem to change as time goes on) you will start to feel pressure, your logbook will be audited, your time sheets scrutinised and you will be made an example of. There is very little overt intimidation, its done behind closed doors and verbal discussions, very little is put in writing. Ensuring the others know, to tow the line. In some ways, you need to keep your head down and don't attract attention. Don't expect to get any relieving higher duties opportunities unless you chat to the boss on
It depends which section you work in. I think working in the construction inspectorate in particular would be very difficult due to the conduct of major stakeholders e.g. the CFMMEU and pressures within and outside of OIR. Other areas of CFS have suffered from a failure to performance manage over an extended period at the same time as losing valued and experienced staff members. Aside from CFS I think the workplace culture is
I would not suggest a friend work in this department unless Liberals win the election, I have been instructed to not look at obvious non-compliance but head to Brisbane CBD in case the CFMEU ask for our assistance. All inspectors MUST be near the CBD to assist the CFMEU with tier 1 Builders not aligned with the CFMEU. This means other Tier 2,3 and 4 builders whom have lesser safety systems are not being inspected. I have been onsite with another Inspector whom didn't issue an Infringement notice for an un hygienic toilet as the toilet was in fact clean, had been cleaned that morning. But because the officials from the CFMEU thought it was un hygienic. There was pressure on my fellow inspector to issue a notice. The safety inspection and the issuing of notices is run by a person who has never completed an inspection and has nil experience within
pointless filling in this comment section. Multiple attempts at highlighting opportunities for improvement in surveys, meetings and in person are ignored, unachievable, pointless - where as senior management discretion to implement any changes ignoring formalised operational and hr process to suit external stake

Immediate management is great, but senior management are indifferent, micro manage and pay lip service. No protection from bullying or intimidation from stake holders is given by senior management even when complaints are made by inspectors and evidence is supplied. Workplace directions are in place however many times these will be changed by senior management verbally and not backed up in writing. Loads of "documented" change has been implemented since last review but no real change has occurred at the coal face as a result of those documented changes. This survey will produce nothing different as I note a lot of the questions are aimed at immediate managers and very few are about senior management where most issues I
Good organisation to work for but can be frustrating, external stakeholders can have a high level of influence, some directors have no clue how to manage
I would tell them that this organisation is in a lot of 'impending' trouble so stay away. I think that it has been driven in the wrong direction by one non-business 'stakeholder' with uncontrolled access and control. That the senior management team has lost sight of what is 'reasonably practicable' in their own legislation and skate close to breaching their own Code of Conduct, particularly integrity and impartiality. They are not being apolitical and are too driven by political agendas. They do not value or respect the Inspectorate who they target constantly in order to enforce increasingly doubtful interpretations of the legislation, in order to meet the one stakeholder's expectations. This is being done with no regard to the affect this has on the health and
The CFMEU holds great influence over our work and which construction sites we visit. As a result, some stakeholders receive an excessive amount of interaction from the inspectorate. The CFMEU is given preferential treatment and is not required to follow the same processes as other stakeholders when making

Other

I write this on behalf of many Inspectors who share the same thoughts. Front-line WHSQ Inspectors are always working to full capacity whilst dealing with a wide range of matters, personalities and issues. The work is stressful, draining, requires attention to detail and is very time consuming. WHSQ Inspectors are over worked and not appreciated which brings us to our point. For the last decade we have had strategy groups re-create policies and procedures a thousand time over, instead of supporting WHSQ as a whole and attending to matters themselves. For example, we have a psycho-social unit that does not attend/ respond to psychological events. We have a occupational health and hygiene unit that does not attend/ respond to hygiene events. We have an asbestos unit that does not attend/ respond to asbestos events, we have Investigators who do not understand processes, show up late and lack professionalism. We get a large number of proactive assessments to conduct, and we report back to that strategy group, is it possible to get these employees out and about to assist us an do some campaigns themselves? If Inspectors are able to cut through red tape and seek some assistance, we are belittled, or ridiculed or 'spoken to' for the work we have done to date on that particular body of work. If we do not seek assistance we are questioned why not (by those work-groups) and then again, questioned on our work. If a strategy group believes they could have done better, then let them, they are obviously wanting a chance to get out and join in on the workload Front-line WHSQ Inspectors are not specialists of any one area, we do not have the time to spend 8 hours undisturbed in a quiet office location to research and cross reference micro detail. Our phones constantly ring, we constantly drop everything we are doing and respond to critical matters, we always have a huge
don't apply. this organisation don't treat its staff with respect. EDs wtih support of HR impose reviews on units without consultation. This in done in secret way and the outcome of the review already decided before review is done! There is no respect for my Director who has worked guts out for decades for this department. Instead, as I see it the Director has been bullied behind the scene. I dont have direct evidence of thsi as my Director wont discuss these things with us but I can see and compare changes in Directors morale. But despite all of this the Director continues to work guts out for the orgnaisation and the people of Qld. I dont know why the organisation lets ED treat us this way and why HR are supporting this. In janury this year there were two highly functioning units with happy motivated staff. Now in September there is two unhappie
I would not recommend anyone to work in OIR for the following reasons: - staff don't have the necessary capabilities and experience to undertake their roles, it is knowingly accepted that staff's capabilities are well below their pay levels, however nothing is done about it. Other's have to fill in the capability and skill gaps. - inclusive discussions about staff changes (either temporary or permanent) don't happen and no planning is undertaken to discuss any temporary or permanent changes - if you share different views to others in the branch you are excluded and isolated - workplace harassment and intimidation is an accepted norm and fobbed off as a bit of workplace fun - adherence to workplace behaviour policies and code of conduct issues are overlooked and consequential action undertaken only if you are considered someone of importance or a
I would tell that friend that the work itself is amazing, interesting and varied. However, I would caution them that there would no training, no support and no guidance in actually doing the job itself. Managers would fixate on smallest things and your supervisor would never be around and would never answer their phone. I would tell them, that we investigate companies for not having policies and procedures, but we don't have the right ones in place ourselves. I would say that the organisation pays lip service to feedback. I believe trust training was supposed to be rolled out after the last survey. I understand it was only done in one office and
I would say that it use to be a good job until the current management from the executive director down to the operations managers have sold out their staff to unions and politicians. Managers do not treat staff with respect or dignity and can pursue staff on a personal vendetta of punishment and intimidation. Some managers are bullies and get off on knowing their staff are miserable and in fear of them. Promotion is only for those who are mates with managers or staff who do whatever they are told whether it is legal or not. Staff who speak out against bullying, intimidation, corrupt behaviour, favouritism, poor decisions, incompetent managers and directors and poor treatment of workers in general are usually targeted for retribution from managers and external stakeholders such as unions. Policies put in place are nothing more

I cannot honestly provide one positive comment about any aspect of the entire WHSQ organisation. WHSQ fails in basically all areas of a typical business but most surprisingly WHSQ fails dismally in actually managing WHS internally. WHSQ is in no position to be providing WHS advice to any business, its hypocritical at best. Considering that many of the inspectors have never even worked in the field of WHS speaks for itself. As a safety professional before commencing with WHSQ I'm disheartened on a daily basis to see the state of the inspectorate and to see it treated as a dumping ground for ex cops, ex military, ex industrial relations, ex
Despite the best efforts of senior managers, there is still very little contact between the IR and WHS sides of the organisation below the Director level. You may work for a year or more without ever finding out what
Where do I start? No Strategy no direction all reactive based decision making based on media or union sound bites. OIR ICT is a joke - I realise Covid caused issues but it was a basket case years before that, nothing changes. The new DDG who is using his current position as a stepping stone to whatever public service ambitions he has cares zero about IR or WHS. I thought new EDs would bring a breath of fresh air into the
The goal of the oganisations are good - most people join with the intention of improving safety for workers in Queensland and try to do their best. But don't expect to be part of an organisation that models the behaviours we expouse. As an organisation you will soon learn that the organisation overtly condones behaviours that fall well outside the boundaries of the Public Service Act and our own written policies and procedures - leading to staff suffering career limiting issues and the risk of mental injury due to inaction on known ongoing behaviours by senior management . We like to talk the talk but experience will soon show that it is an illusion. We have Directors/senior managers who consistently bully and harass staff to undertake work that does not align with our own policies and if you are brave enough/or silly enough to point out when this occurs, be aware that you are going to be targetted. Don't expect Executive Management/senior management / HR/ Ethics to assist you will be on your own. They are there to justify the behaviours. - Senior management (all the way up to the top) are aware of these behaviours - and do nothing (and so are overtly approving of the behaviours) - and if they are not aware, they are kidding themselves. - It helps that some directors were appointed with union support despite never having any experience in management of staff or managing a portfolio of work - but are immune from any action due to union ifluence. Whatever you do - don't mention the elephant in the room at any stage - we are totally controlled by the unions and they are the real managers of our work activity. Thety get to set our policy and operational work, but this is ignored . Recruitment - if you are expecting fair recruitment processes and chances for advancement - forget about it. A select few people decide who is suitable for opportunities so unless you are part of that clique and agree to
I would tell them that the organisation is great for work-life balance and flexibility with kids and the pay is really great but that the culture is a little negative and at times unprofessional. People who work here seem unhappy and negative to change and openly opposed to doing anything outside of the box. There is still an us and them culture between compliance and engagement and opportunities for promotion are more readily available to men in the organisation. Everyone has an opportunity to put their hand up for EOIs but most often someone is already ear-marked for the role. I feel pigeon-holed when it comes to recruitment, if I work at a level then I am only capable of work at that level. Its difficult to be successful in a role where I don't have
Field based roles in the organisation offer a wide range of workplaces that you will interact with and this will provide interesting opportunities and challenges. Stay away from the Construction roles - there are too many problems with external parties influencing the Senior Management of the organisation and you will be forced to compromise your personal beliefs. Try and have nothing to do with HR or the ethics area - they don't have any ethics and will tell lies to your face and deny everything. Most of the Operations Managers are fair and
Some parts of OIR are great to work in, others not quite so good. Be prepared to work alongside some people who are quite disgruntled, although they mostly won't be able to tell you why they feel that way. Offer ideas about how things could be improved, but the cogs move slowly so don't expect anything to

OIR is a friendly place to work with and generally offers a pleasant work environment. There are opportunities to contribute to the working lives of Queenslanders and you sometimes see good outcomes from the work you do. But don't expect strong strategic leadership or visible promotion of organisational goals from senior leadership. Leadership of OIR is well intentioned but largely absent as figureheads for the change OIR is trying to achieve in the community. Expect strategic and evidence based decision making to be trumped by political influence. If you are idealistic about trying to achieve positive change you won't last long. Don't expect poor performance or behaviour to be managed. The best strategy for dealing with poor performance or behaviour is generally to ignore it and keep your head down otherwise you will be dragged into the endless mire of 'performance management' where there is little resolution and all parties involved
OIR is a male dominated workplace. Female workers have to work twice as hard to achieve any form of promotion (whether a higher acting position or otherwise) . Unfortunately females are overlooked and rarely successful in higher positions, i.e. lead inspectors, operations managers. Toowoomba office - Lack of inspector positions (above AO5) compared to other officers and regions. Career progression is extremely difficult unless your a male person. This is extremely disappointing and distressing for myself and my female co-workers. Toowoomba office - workers are still being ostracised and left out by other workers. The current A/RD is doing a great job on attempting to address the matter however its been a cultural problem for many years. Some inspector's don't want to go into the Toowoomba office for work or have arranged with their direct managers to work from home. Toowoomba office - bad behaviour is constantly being rewarded (i.e. one inspector being selected as a successful person to undertake the new LIFT program) after terminating herself from a Microsoft teams chat with management and not answering they phone calls as the discussion didn't to her liking. Same Inspector breaking COVID-19 rules within the office and management had to speak directly with her and her poor behaviour. Regional positions are being absorbed by Brisbane staff and units closed down such as the regional finance unit. Higher positions are extremely rare unless you go to another department. The recruitment process is totally unfair, as if the right person for the job has not performed well during the interview process due to nerves etc (its all about how well you tell a story) rather than referring to job performance (CISr stats, conducting external network meetings etc). In addition, Our DDG, Craig Allen stated in a meeting in the Toowoomba office about changes to recruitment and selection and he
1. If you work with me in my region in my area you will have a fantastic OM 2. I don't know about any other OM's 3. If you think our legislation and Codes of Practice are clear, think again 4. I think the union CFMEU, ETU run our organisation 5. If you notice anything wrong with documents, legislation or our website - don't bother mentioning it as it will be ignored above our OM level 6. If you like fining people for minor administrative breaches of the legislation you will love it here. 7. If you think you will be able to affect PCBU short falls for actual safety breaches with notices of any consequence, you will be very disappointed. 8. If you think you will be able to spend time value adding to a workplace, you will be disappointed. KPI's will encourage you to do a quick stop and get out. 9. If you think there will be enough inspectors to do a good job, you will be disappointed. The inspectors are just a labour hire reserve to fill vacancies. We still have the same workload but with less workers. 10. If you think that the people the department employ are tradesmen, experienced in occupations we deal with or have life experience in the workforce, you'll be disappointed. 11. Don't worry about inspector training, you will pass. No one has failed in 14 years that I can remember. WOW! We must recruit the absolute best candidates with great computer skills, presentation
In the Awareness and Engagement Unit the work is really varied and exciting and you will develop many skills with heaps of developmental opportunities, you will also never get bored....your resume/CV will look awesome! On the flip side, some recruitment decisions are deemed unfair by the majority of the team, unfortunately there is also some favouritism. One particular team member treats people poorly and openly
The organisation is vertically AND horizontally segmented. It is very reactive in nature, although if we are to reduce harm we should be more proactive. Many people are feeling overloaded and stressed.

The Office of Industrial Relations is a do as we say, not as we do organisation. While looking after the safety and interests of internal parties, it fails to look after its' own employees with the same care and attention. There is a culture of favouritism, where employees are given opportunities based on their relationships with management. The workloads and resourcing of staff is not managed effectively, meaning that some staff are hugely overworked, while some business areas appear to be significantly over-resourced. There are also a lot of employees that have not up-skilled to cope with the introduction of new technology, and as such their output (and expectations from management) are far lower than younger employees, which is incredibly unfair. Communication between senior management and other employees within the organisation is atrocious - for example i am not aware of our ED has not emailed staff in his directorate one single time since

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

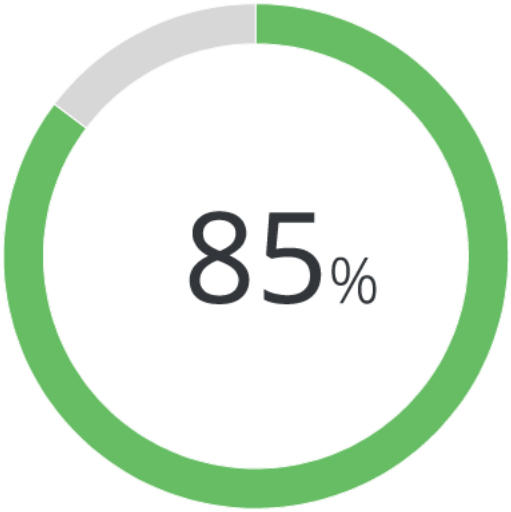
This is the document referred to as KSB-5 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

…….	…….
Kym Susanne Bancroft	Witness (Lawyer)

Office of Industrial Relations (OIR) 2021

Working *for* Queensland *survey*

Response rate:



Responses

777 of 911

Introduction

This Highlights Report presents key results from your agency's 2021 Working for Queensland (WfQ) survey, which was conducted from **1 September to 29 September 2021.**

Highlights Reports are presented across a series of pages, or dashboards, that provide different types of WfQ information, on different themes – e.g. factors, indices, drivers, etc.

In addition to the usual pages, there are four new dashboards in this year's Highlights Report:

- the use of flexible work arrangements
- inclusion index
- workplace wellbeing
- positive performance management.

The **exportable summary** is a great place to start when reviewing your agency's Highlights Report - it includes:

- Agency engagement
- Drivers of agency engagement
- Changes since 2020
- Factors
- Key areas to celebrate and focus areas for improvement
- Flexible work/Bullying and sexual harassment

Resources

Most pages in the highlight report provide links to resources to assist you in your analysis.

The resources below will help with navigating the Highlight Report and interpreting your data:

- 2021 Working for Queensland highlights report – quick guide
- Interpreting your results
- Top tips for using the highlight report/Qualtrics platform

Returned surveys: 1

777

Working for Queensland summary

This page presents a summary of key results from the 2021 Working for Queensland survey, which was conducted from 1 September to 29 September 2021.

When exploring your results the first place to look is at *agency engagement*. Engaged staff are committed to their work and have a desire to perform at high levels and go the extra mile; they remain with their organisation and recommend it to others as a great place to work.

Your agency engagement score is made up of 5 questions that ask employees about how motivated, inspired and proud they are of their organisation and how likely they would be to recommend it as a great place to work.

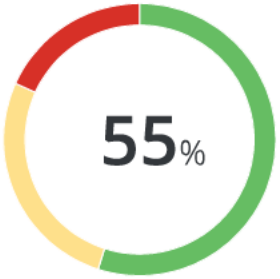
Responses 1

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Response scale

FAVOURABLE	NEUTRAL	UNFAVOURABLE
POSITIVE	NEUTRAL	NEGATIVE
Agree Strongly agree	Neither agree nor disagree	Disagree Strongly disagree

Agency engagement



vs 2020	vs QLD public sector
0	▼ 3

Agency engagement questions

Name	Distribution	vs 2020	vs QLD public sector
Agency engagement	55% 27% 18%	0	-3
Q33a. I would recommend my organisation as a great place to work	57% 23% 20%	0	-3
Q33b. I am proud to tell others I work for my organisation	61% 25% 15%	-1	-5
Q33c. I feel strong personal attachment to my organisation	53% 30% 17%	-3	-5
Q33d. My organisation motivates me to help it achieve its objectives	53% 28% 19%	+1	0
Q33e. My organisation inspires me to do the best in my job	52% 28% 20%	0	-2

Drivers of agency engagement

A driver is a question that is likely to have an ***impact*** on engagement. Think of these like levers you can pull to create the most change in your organisation.
It is common to see perceptions of leadership as a strong driver of agency engagement.

Top Drivers of Agency engagement

Impact	Question	Distribution	vs 2020
	Q35. All things considered, how satisfied are you with your current job?	71% 15% 13%	+1
	Q31f. My organisation is well managed	49% 27% 24%	+3
	Q31b. My organisation is committed to developing its employees	56% 24% 20%	+6
	Q31a. In my organisation, the leadership is of high quality	53% 24% 23%	+3
	Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	59% 20% 21%	+5
	Q31h. The wellbeing of employees is a priority for my organisation	57% 23% 20%	+3

Changes since 2020

Next you should consider which questions have increased or decreased the most since last year. Think about what has happened for you this past year and how these results may confirm or contradict your experience.

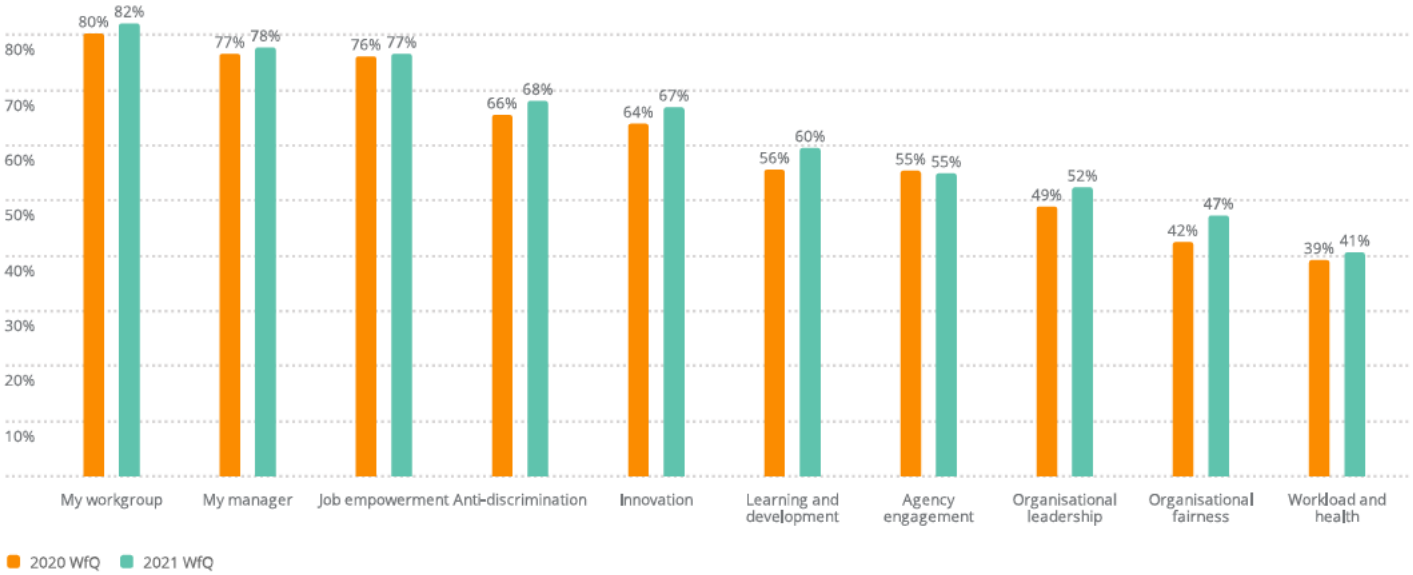
Most changed since 2020 - top and bottom 5

Question	Distribution	vs 2020
Q23c. I feel my job is secure	70% 16% 14%	+9
Q28e. I am able to access relevant learning and development opportunities	66% 21% 13%	+8
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	76% 14% 10%	+6
Q31b. My organisation is committed to developing its employees	56% 24% 20%	+6
Q25f. Performance is assessed and rewarded fairly in my workplace	41% 31% 28%	+6
View All		
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	62% 19% 19%	-1
Q22a. I have a choice in deciding how I do my work	74% 13% 13%	-2
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	20% 30% 49%	-2
Q28i. I develop new knowledge and skills through undertaking tasks at work	72% 18% 10%	-2
Q33c. I feel strong personal attachment to my organisation	53% 30% 17%	-3

Factors

While agency engagement is at the centre of strong organisations, there are other factors that contribute to an employees experience of their work. The 10 factors below group together questions that are strongly correlated, and touch on a wide range of the employee experience including perceptions of my leadership, my job and my teammates.

Factors



Areas to celebrate and areas for improvement

Below are top 10 most and least favourable questions. These questions can highlight strengths and things you are doing well, as well as areas that could be the focus for conversations to drive positive workplace improvements.

Key areas to celebrate - most favourable responses

Question	Distribution
Q24e. People in my workgroup treat customers with respect	91% 7%
Q24b. I receive help and support from other people in my workgroup	89%
Q21b. I understand how my work contributes to my organisation's objectives	88% 7%
Q24h. People in my workgroup are committed to workplace safety	88% 10%
Q21a. I understand what is expected of me to do well in my job	87% 7%
Q24f. People in my workgroup are committed to delivering excellent service to customers	86% 11%
Q34b. Satisfaction with your ability to work on your own initiative	85% 8% 7%
Q34g. Satisfaction with your ability to access and use flexible work arrangements	85% 10%
Q29a. My manager treats employees with dignity and respect	83% 8% 8%
Q24a. People in my workgroup treat each other with respect	83% 9% 9%

Key areas for improvement

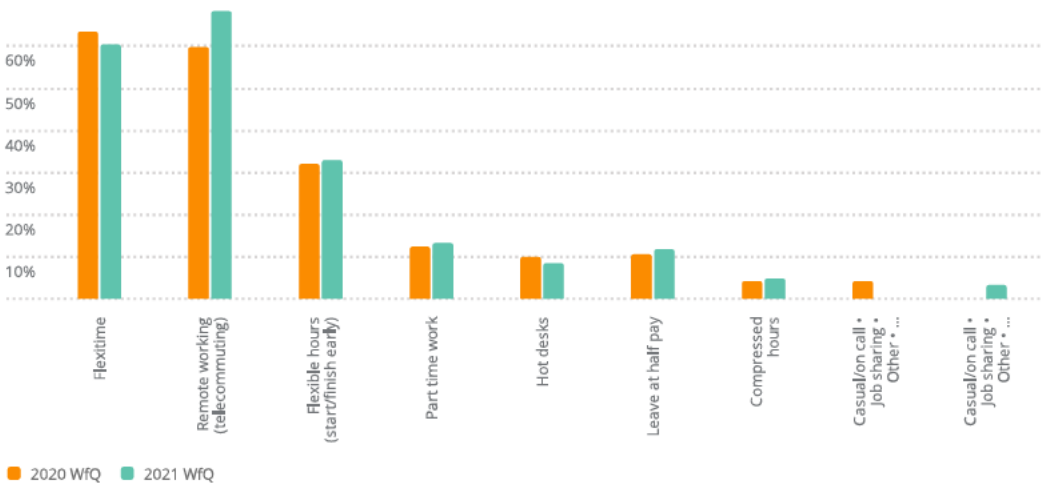
Question	Distribution
Q23f. My work contributes positively to my quality of life	50% 32% 19%
Q28g. I am satisfied with the opportunities available for career development	50% 25% 25%
Q31f. My organisation is well managed	49% 27% 24%
Q31e. Recruitment and promotion decisions in this organisation are fair	44% 30% 26%
Q25f. Performance is assessed and rewarded fairly in my workplace	41% 31% 28%
Q23b. I feel burned out by my work*	41% 29% 31%
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	39% 25% 36%
Q23a. I am overloaded with work*	30% 34% 36%
Q25d. Approval processes at my workplace are excessive*	26% 33% 41%
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	20% 30% 49%

Flexible work and Workplace bullying, violence and harassment

Overall use of flexible work - compared to 2020

Flexible work	2021	2020
Used a flexible work option	86%	80%
Did not use a flexible work option	14%	20%

Which of the following flexible work arrangements do you use?



During the last 12 months have you been subjected to any of the following in your workplace?

.	Yes	Don't know	No
Q41a. Experienced workplace bullying*	11%	5%	85%
Q41b. Experienced work-related violence and aggression*	7%	2%	91%
Q41c. Experienced sexual harassment*	1%	2%	97%

2020 - During the last 12 months, have you been subjected to any of the following in your workplace?

.	2020
No	82%
Bullying	12%
Don't know	5%
Sexual harassment	1%

Working for Queensland summary - ALL QUESTIONS

This page presents individual core survey questions from the 2021 Working for Queensland survey, with a comparison to 2021 if available. Questions are grouped together within their workplace climate index.

The change from 2020 is comparing differences in the % positive (green).

Responses 1

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Name	Distribution	vs 2020
Safety, health and wellness	65% 19% 16%	+3
Q23a. I am overloaded with work*	30% 34% 36%	+3
Q23b. I feel burned out by my work*	41% 29% 31%	-1
Q23e. My work has a negative impact on my health*	51% 25% 24%	+1
Q23f. My work contributes positively to my quality of life	50% 32% 19%	+3
Q24h. People in my workgroup are committed to workplace safety	88%	+3
Q24j. People in my workgroup work together so flexible working meets individual and business needs	80%	+3
Q25b. My workplace culture supports people to achieve a good work/life balance	74% 14%	+2
Q25c. There is adequate focus on workplace safety at my workplace	75% 13%	+3
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	76% 14%	+6
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	59% 20% 21%	+5
Q31h. The wellbeing of employees is a priority for my organisation	57% 23% 20%	+3
Q31j. My commitment to this organisation would be questioned if I chose to work flexibly*	69% 22% 9%	+6
Q34e. Satisfaction with your work-life balance	78% 13% 9%	+4
Q34g. Satisfaction with your ability to access and use flexible work arrangements	85%	+4

Name	Distribution	vs 2020
Performance and development	60% 22% 17%	+3
Q28a. I receive useful feedback on my performance	64% 19% 16%	+4
Q28b. My performance is assessed against clear criteria	55% 23% 21%	+5
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	64% 18% 17%	+2
Q28d. I am supported to pursue developmental opportunities in other workplaces	51% 29% 20%	+4
Q28e. I am able to access relevant learning and development opportunities	66% 21% 13%	+8
Q28f. Learning and development activities I have completed in the past 12 months have helped to improve my performance	62% 26%	+2
Q28g. I am satisfied with the opportunities available for career development	50% 25% 25%	+2
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	62% 19% 19%	-1
Q28i. I develop new knowledge and skills through undertaking tasks at work	72% 18%	-2
Q31b. My organisation is committed to developing its employees	56% 24% 20%	+6

Name	Distribution	vs 2020
People and relationships	82%	+2
Q24a. People in my workgroup treat each other with respect	83%	+4
Q24b. I receive help and support from other people in my workgroup	89%	+2
Q24c. People in my workgroup are honest, open and transparent in their dealings	78% 13% 9%	+2
Q24d. People in my workgroup use their time and resources efficiently	71% 17%	+1
Q24e. People in my workgroup treat customers with respect	91%	+3
Q24f. People in my workgroup are committed to delivering excellent service to customers	86%	+2
Q24g. People in my workgroup do their jobs effectively	76% 16%	-1
Q24i. People in my workgroup work effectively with others in my org to deliver services to customers	78% 14%	-1
My job	76% 13%	-
Q21a. I understand what is expected of me to do well in my job	87%	+1
Q21b. I understand how my work contributes to my organisation's objectives	88%	0
Q21c. I understand how the Human Rights Act 2019 applies to my work	64% 23% 13%	-
Q22a. I have a choice in deciding how I do my work	74% 13% 13%	-2
Q22e. My job gives me opportunities to utilise my skills	77% 13%	-1
Q22f. I enjoy the work in my current job	72% 17%	-1
Q22g. My job gives me a feeling of personal accomplishment	68% 17% 15%	0
Q34b. Satisfaction with your ability to work on your own initiative	85%	+2
Q35. All things considered, how satisfied are you with your current job?	71% 15% 13%	+1

Name	Distribution	vs 2020
Leadership and engagement	64% 20% 16%	+1
Q29a. My manager treats employees with dignity and respect	83%	+1
Q29b. My manager listens to what I have to say	82%	0
Q29c. My manager keeps me informed about what's going on	77%	+2
Q29d. My manager understands my work	79%	+1
Q29e. My manager creates a shared sense of purpose	76%	+2
Q29f. My manager demonstrates honesty and integrity	81% 9%	+1
Q29g. My manager draws the best out of me	67% 18% 15%	+3
Q31a. In my organisation, the leadership is of high quality	53% 24% 23%	+3
Q31c. Management model the behaviours expected of all employees	53% 23% 23%	+4
Q31d. In my organisation, the leadership operates with a high level of integrity	54% 26% 19%	+4
Q31f. My organisation is well managed	49% 27% 24%	+3
Q33a. I would recommend my organisation as a great place to work	57% 23% 20%	0
Q33b. I am proud to tell others I work for my organisation	61% 25% 15%	-1
Q33c. I feel strong personal attachment to my organisation	53% 30% 17%	-3
Q33d. My organisation motivates me to help it achieve its objectives	53% 28% 19%	+1
Q33e. My organisation inspires me to do the best in my job	52% 28% 20%	0

Name	Distribution	vs 2020
Effectiveness and innovation	62% 20% 18%	-
Q22b. I have the tools I need to do my job effectively	76% 14%	0
Q22c. I get the information I need to do my job well	72% 15% 13%	+1
Q22d. I have the authority necessary to do my job effectively	76% 13%	+3
Q23c. I feel my job is secure	70% 16% 14%	+9
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	20% 30% 49%	-2
Q24k. People in my workgroup share diverse ideas to develop innovative solutions	72% 17%	0
Q25d. Approval processes at my workplace are excessive*	26% 33% 41%	-1
Q26a. My workplace has undergone significant change in the past 12 months	53% 28% 19%	-6
Q26b. I have the opportunity to provide feedback on change processes that directly affect me	62% 22% 16%	-
Q27a. I get the opportunity to develop new and better ways of doing my job	66% 18% 16%	+4
Q27b. I am encouraged to make suggestions about improving work processes and/or services	75% 14%	+1
Q27c. Management is willing to act on suggestions to improve how things are done	62% 21% 18%	+4
Q27d. My workgroup uses research and expertise to identify better practice	64% 21% 15%	+3
Q27e. My workgroup always tries to improve its performance	75% 16%	+2
Q27f. My organisation is open to new ideas	58% 23% 18%	+4
Q34f. Satisfaction with your ability to 'make a difference' to the community	66% 23%	+1

Name	Distribution	vs 2020
Fairness and trust	62% 23% 16%	+3
Q25a. My workplace has an inclusive culture where diversity is valued and respected	71% 20%	+1
Q25f. Performance is assessed and rewarded fairly in my workplace	41% 31% 28%	+6
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	39% 25% 36%	+4
Q25h. People are treated fairly and consistently in my workplace	55% 19% 26%	+5
Q25i. People take responsibility for their decisions and actions in my workplace	56% 23% 20%	+4
Q25j. I am able to speak up and share a different view to my colleagues and manager	77%	+2
Q30a. My senior manager demonstrates honesty and integrity	72% 17%	+5
Q31e. Recruitment and promotion decisions in this organisation are fair	44% 30% 26%	+6
Q31i. My responsibilities outside of work restrict my opportunities for promotion*	66% 22%	0
Q32a. Age is not a barrier to success in my organisation	68% 19% 13%	+3
Q32b. Gender is not a barrier to success in my organisation	73% 17%	+3
Q32c. Disability is not a barrier to success in my organisation	63% 31%	+2
Q32d. Cultural background is not a barrier to success in my organisation	66% 27%	+1
Q32e. Sexual orientation is not a barrier to success in my organisation	70% 25%	+3
Q32f. If I raised a complaint, I feel confident that it would be taken seriously	59% 21% 19%	+2
Q32g. Women and men have equal access to work experiences that support career progression	68% 22%	+1

Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

**Please note: This question is negatively worded and has been reversed for reporting. The % positive score are those that disagree with the statement.*

Question	Distribution	vs 2020
OIR o. I feel safe to speak up at work without fear of negative consequences	66% 13% 22%	+6
OIR n. My manager does a good job of sharing information	76% 12% 12%	+1
OIR i. Information is communicated through the right channels	62% 20% 18%	+3
OIR d. I receive sufficient information about workplace changes	60% 22% 18%	+7
OIR a. I understand the strategic direction of the organisation	72% 18% 11%	+8
OIR q. The organisation is taking reasonable steps to manage work-related violence and aggression	63% 26% 11%	+5
OIR j. Information is communicated in a timely manner	58% 23% 19%	+7
OIR h. I am satisfied with information I receive in the organisation	60% 22% 17%	+4
OIR f. Managers and leaders in OIR encourage us to embrace change	69% 22% 10%	+7
OIR e. I generally feel uncertain about changes happening in the workplace*	47% 27% 25%	+7
OIR b. I understand the reasons for changes in the workplace	65% 21% 14%	+2
OIR m. Employees are encouraged to communicate within and across teams	70% 17% 14%	+5
OIR g. Managers and leaders keep me informed about changes happening across the organisation	66% 19% 16%	+7
OIR r. I feel that the organisation will support me if I report work-related violence and aggression	70% 19% 11%	+4
OIR p. People are prepared to listen to suggestions from others	68% 19% 13%	+4
OIR l. I know where to go to find information when I need it	64% 22% 14%	+1
OIR k. The information delivered by senior managers is clear and consistent	59% 23% 18%	+7
OIR c. I am satisfied with the way changes have been implemented	49% 28% 23%	+6

Over the past 6 months, how often have you experienced the following from external stakeholders?

Threats

.	2020	2021
1. Daily	0%	0%
2. Weekly	1%	1%
3. Monthly	2%	4%
4. Rarely	17%	14%
5. Never	80%	81%

Intimidation

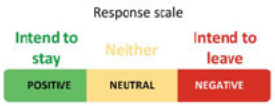
.	2020	2021
1. Daily	0%	1%
2. Weekly	2%	3%
3. Monthly	5%	5%
4. Rarely	21%	18%
5. Never	71%	73%

Assault

.	2020	2021
1. Daily	0%	0%
2. Weekly	0%	-
3. Monthly	-	0%
4. Rarely	2%	2%
5. Never	98%	98%

Inappropriate remarks made on social media

.	2020	2021
1. Daily	1%	1%
2. Weekly	1%	0%
3. Monthly	2%	2%
4. Rarely	6%	5%
5. Never	90%	93%



I intend to stay at my organisation in the next 12 months

64 %



vs 2020

0

Reasons to leave your organisation

.	2021 ▲	2020
Career or job opportunities	54%	45%
The workplace culture	42%	48%
Stress/Health	40%	39%
Professional/personal development	35%	34%
Pay and conditions	23%	24%
Your relationship with your manager	22%	26%
The location of your workplace or the time spent commuting	17%	15%
Balancing work and life commitments	15%	13%
Work hours	12%	11%
Job security	11%	15%
Fit between work and your interests	11%	8%
Your relationship with your colleagues	10%	10%
Retirement	9%	10%
Other	9%	11%
Contract expiring	8%	6%
Family/carer responsibilities	7%	6%
Travel plans	2%	2%

Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?

.	2021	2020
No	33%	45%
No, but I have not worked long in my organisation	9%	11%
Yes	59%	44%

How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

61 %



vs 2020

▼ 2

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-6 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

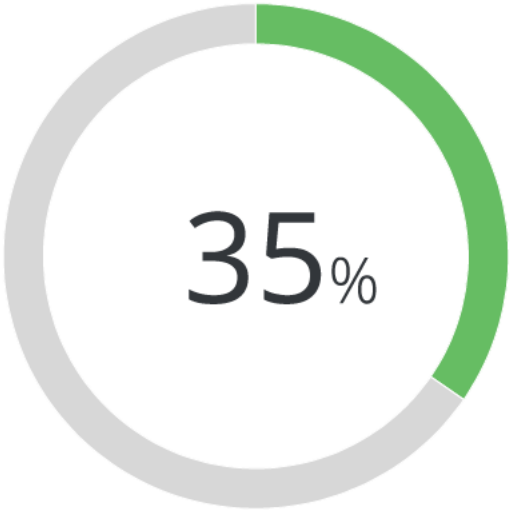
Jack Dominic Kerin .....

Witness (Lawyer)

Construction and Major Projects - 2021

Working for Queensland survey

Response rate:



Responses

18 of 52

Introduction

This Highlights Report presents key results from your agency's 2021 Working for Queensland (WfQ) survey, which was conducted from **1 September to 29 September 2021.**

Highlights Reports are presented across a series of pages, or dashboards, that provide different types of WfQ information, on different themes – e.g. factors, indices, drivers, etc.

In addition to the usual pages, there are four new dashboards in this year's Highlights Report:

- the use of flexible work arrangements
- inclusion index
- workplace wellbeing
- positive performance management.

The **exportable summary** is a great place to start when reviewing your agency's Highlights Report - it includes:

- Agency engagement
- Drivers of agency engagement
- Changes since 2020
- Factors
- Key areas to celebrate and focus areas for improvement
- Flexible work/Bullying and sexual harassment

Resources

Most pages in the highlight report provide links to resources to assist you in your analysis.

The resources below will help with navigating the Highlight Report and interpreting your data:

- 2021 Working for Queensland highlights report – quick guide
- Interpreting your results
- Top tips for using the highlight report/Qualtrics platform

Returned surveys: 1

18

Working for Queensland summary

This page presents a summary of key results from the 2021 Working for Queensland survey, which was conducted from 1 September to 29 September 2021.

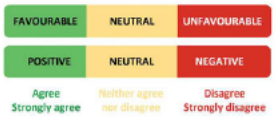
When exploring your results the first place to look is at *agency engagement*. Engaged staff are committed to their work and have a desire to perform at high levels and go the extra mile; they remain with their organisation and recommend it to others as a great place to work.

Your agency engagement score is made up of 5 questions that ask employees about how motivated, inspired and proud they are of their organisation and how likely they would be to recommend it as a great place to work.

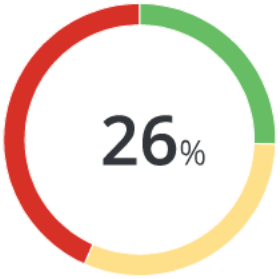
Responses 1

18

Response scale



Agency engagement



vs 2020	vs QLD public sector
▼ 7	▼ 32

Agency engagement questions

Name	Distribution	vs 2020	vs QLD public sector
Agency engagement	26% 31% 43%	-7	-32
Q33a. I would recommend my organisation as a great place to work	17% 28% 56%	-9	-43
Q33b. I am proud to tell others I work for my organisation	33% 39% 28%	+3	-32
Q33c. I feel strong personal attachment to my organisation	33% 33% 33%	+3	-24
Q33d. My organisation motivates me to help it achieve its objectives	22% 28% 50%	-21	-30
Q33e. My organisation inspires me to do the best in my job	22% 28% 50%	-8	-31

Drivers of agency engagement

A driver is a question that is likely to have an ***impact*** on engagement. Think of these like levers you can pull to create the most change in your organisation.
It is common to see perceptions of leadership as a strong driver of agency engagement.

Top Drivers of Agency engagement

Impact	Question	Distribution	vs 2020
●	Q31f. My organisation is well managed	11% 11% 78%	-2
●	Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	17% 17% 67%	-5
●	Q31d. In my organisation, the leadership operates with a high level of integrity	11% 28% 61%	-15
●	Q35. All things considered, how satisfied are you with your current job?	39% 17% 44%	-13
●	Q31h. The wellbeing of employees is a priority for my organisation	22% 11% 67%	0
●	Q28a. I receive useful feedback on my performance	28% 22% 50%	-20

Changes since 2020

Next you should consider which questions have increased or decreased the most since last year. Think about what has happened for you this past year and how these results may confirm or contradict your experience.

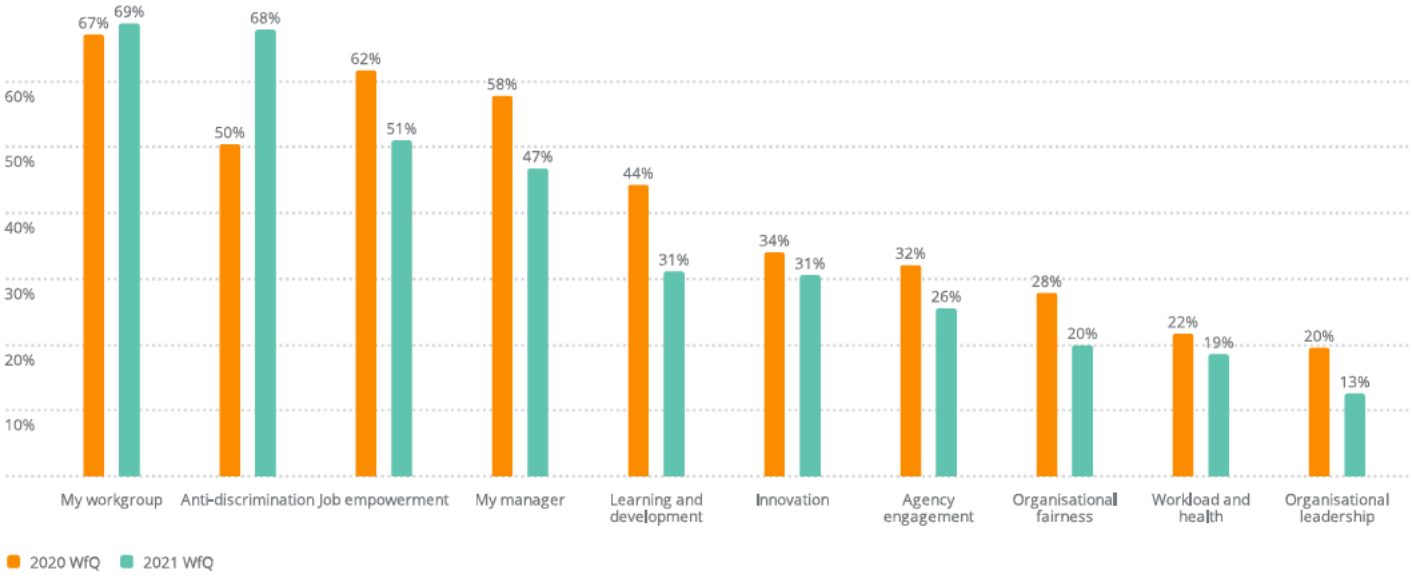
Most changed since 2020 - top and bottom 5

Question	Distribution	vs 2020
Q25j. I am able to speak up and share a different view to my colleagues and manager	44% 6% 50%	+27
Q32c. Disability is not a barrier to success in my organisation	72% 22% 6%	+24
Q25a. My workplace has an inclusive culture where diversity is valued and respected	50% 39% 11%	+24
Q32d. Cultural background is not a barrier to success in my organisation	67% 22% 11%	+19
Q24a. People in my workgroup treat each other with respect	78% 6% 17%	+17
View All		
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	39% 11% 50%	-22
Q29c. My manager keeps me informed about what's going on	33% 6% 61%	-23
Q24i. People in my workgroup work effectively with others in my org to deliver services to customers	35% 29% 35%	-25
Q22c. I get the information I need to do my job well	28% 28% 44%	-33
Q22g. My job gives me a feeling of personal accomplishment	33% 22% 44%	-36

Factors

While agency engagement is at the centre of strong organisations, there are other factors that contribute to an employees experience of their work. The 10 factors below group together questions that are strongly correlated, and touch on a wide range of the employee experience including perceptions of my leadership, my job and my teammates.

Factors



Areas to celebrate and areas for improvement

Below are top 10 most and least favourable questions. These questions can highlight strengths and things you are doing well, as well as areas that could be the focus for conversations to drive positive workplace improvements.

Key areas to celebrate - most favourable responses

Question	Distribution
Q24b. I receive help and support from other people in my workgroup	89% 11%
Q24e. People in my workgroup treat customers with respect	88% 12%
Q26a. My workplace has undergone significant change in the past 12 months	83% 11%
Q31i. My responsibilities outside of work restrict my opportunities for promotion*	82% 12%
Q24h. People in my workgroup are committed to workplace safety	78% 22%
Q24a. People in my workgroup treat each other with respect	78% 17%
Q32e. Sexual orientation is not a barrier to success in my organisation	72% 17% 11%
Q32c. Disability is not a barrier to success in my organisation	72% 22%
Q24f. People in my workgroup are committed to delivering excellent service to customers	72% 22%
Q21b. I understand how my work contributes to my organisation's objectives	72% 22%

Key areas for improvement

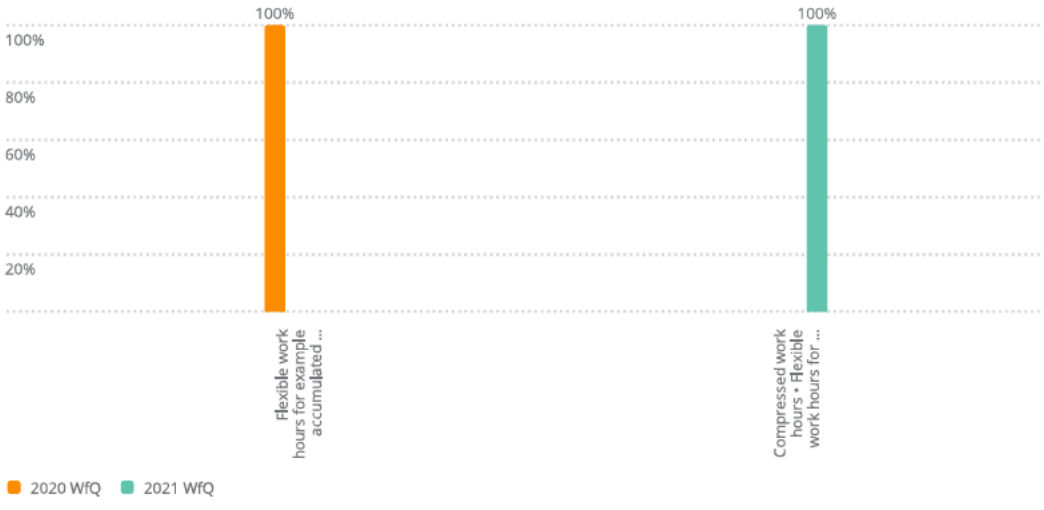
Question	Distribution
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	17% 17% 67%
Q31a. In my organisation, the leadership is of high quality	17% 17% 67%
Q23f. My work contributes positively to my quality of life	17% 44% 39%
Q23e. My work has a negative impact on my health*	17% 28% 56%
Q31f. My organisation is well managed	11% 78%
Q31e. Recruitment and promotion decisions in this organisation are fair	33% 56%
Q31d. In my organisation, the leadership operates with a high level of integrity	28% 61%
Q31c. Management model the behaviours expected of all employees	22% 67%
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	28% 61%
Q23a. I am overloaded with work*	33% 56%

Flexible work and Workplace bullying, violence and harassment

Overall use of flexible work - compared to 2020

Flexible work	2021 ▲	2020
Did not use a flexible work option • Used a flexible work option	100%	100%

Which of the following flexible work arrangements do you use?



During the last 12 months have you been subjected to any of the following in your workplace?

.	Yes	Don't know	No
Q41a. Experienced workplace bullying*	39%	6%	56%
Q41b. Experienced work-related violence and aggression*	28%	11%	61%
Q41c. Experienced sexual harassment*	0%	6%	94%

2020 - During the last 12 months, have you been subjected to any of the following in your workplace?

.	2020 ▲
No	52%
Bullying	30%
Don't know	17%

Working for Queensland summary - ALL QUESTIONS

This page presents individual core survey questions from the 2021 Working for Queensland survey, with a comparison to 2021 if available. Questions are grouped together within their workplace climate index.

The change from 2020 is comparing differences in the % positive (green).

Responses 1

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Name	Distribution	vs 2020
Safety, health and wellness	41% 23% 36%	-2
Q23a. I am overloaded with work*	33% 56%	+2
Q23b. I feel burned out by my work*	28% 28% 44%	+2
Q23e. My work has a negative impact on my health*	17% 28% 56%	-14
Q23f. My work contributes positively to my quality of life	17% 44% 39%	-14
Q24h. People in my workgroup are committed to workplace safety	78% 22%	0
Q24j. People in my workgroup work together so flexible working meets individual and business needs	56% 33%	+3
Q25b. My workplace culture supports people to achieve a good work/life balance	39% 22% 39%	+4
Q25c. There is adequate focus on workplace safety at my workplace	50% 17% 33%	-11
Q29h. My manager proactively discusses flexible work arrangements with my workgroup	61% 17% 22%	+9
Q31g. In my organisation, senior leaders clearly consider the wellbeing of employees to be important	17% 17% 67%	-5
Q31h. The wellbeing of employees is a priority for my organisation	22% 67%	0
Q31j. My commitment to this organisation would be questioned if I chose to work flexibly*	65% 18% 18%	+8
Q34e. Satisfaction with your work-life balance	61% 22% 17%	0
Q34g. Satisfaction with your ability to access and use flexible work arrangements	61% 28%	-8

Name	Distribution	vs 2020
Performance and development	34% 20% 46%	-11
Q28a. I receive useful feedback on my performance	28% 22% 50%	-20
Q28b. My performance is assessed against clear criteria	28% 17% 56%	-3
Q28c. In my organisation, there are opportunities for me to develop my skills and knowledge	44% 50%	-16
Q28d. I am supported to pursue developmental opportunities in other workplaces	28% 22% 50%	+2
Q28e. I am able to access relevant learning and development opportunities	28% 28% 44%	-16
Q28f. Learning and development activities I have completed in the past 12 months have helped to improve my performance	40% 33% 27%	-17
Q28g. I am satisfied with the opportunities available for career development	22% 17% 61%	-13
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	39% 50%	-22
Q28i. I develop new knowledge and skills through undertaking tasks at work	61% 22% 17%	0
Q31b. My organisation is committed to developing its employees	22% 28% 50%	-4

Name	Distribution	vs 2020
People and relationships	65% 18% 17%	-2
Q24a. People in my workgroup treat each other with respect	78% 17%	+17
Q24b. I receive help and support from other people in my workgroup	89%	-2
Q24c. People in my workgroup are honest, open and transparent in their dealings	50% 28% 22%	-2
Q24d. People in my workgroup use their time and resources efficiently	50% 28% 22%	-2
Q24e. People in my workgroup treat customers with respect	88%	+10
Q24f. People in my workgroup are committed to delivering excellent service to customers	72% 22%	-2
Q24g. People in my workgroup do their jobs effectively	56% 22% 22%	-5
Q24i. People in my workgroup work effectively with others in my org to deliver services to customers	35% 29% 35%	-25
My job	55% 33%	-
Q21a. I understand what is expected of me to do well in my job	67% 33%	-3
Q21b. I understand how my work contributes to my organisation's objectives	72% 22%	-6
Q21c. I understand how the Human Rights Act 2019 applies to my work	67% 22%	-
Q22a. I have a choice in deciding how I do my work	39% 50%	-5
Q22e. My job gives me opportunities to utilise my skills	67% 17% 17%	-7
Q22f. I enjoy the work in my current job	50% 17% 33%	-11
Q22g. My job gives me a feeling of personal accomplishment	33% 22% 44%	-36
Q34b. Satisfaction with your ability to work on your own initiative	61% 33%	-13
Q35. All things considered, how satisfied are you with your current job?	39% 17% 44%	-13

Name	Distribution	vs 2020
Leadership and engagement	32% 19% 50%	-9
Q29a. My manager treats employees with dignity and respect	44% 17% 39%	-3
Q29b. My manager listens to what I have to say	61% 39%	-4
Q29c. My manager keeps me informed about what's going on	33% 61%	-23
Q29d. My manager understands my work	56% 17% 28%	-14
Q29e. My manager creates a shared sense of purpose	39% 56%	-18
Q29f. My manager demonstrates honesty and integrity	56% 39%	+3
Q29g. My manager draws the best out of me	39% 17% 44%	-18
Q31a. In my organisation, the leadership is of high quality	17% 17% 67%	-1
Q31c. Management model the behaviours expected of all employees	22% 67%	-11
Q31d. In my organisation, the leadership operates with a high level of integrity	28% 61%	-15
Q31f. My organisation is well managed	78%	-2
Q33a. I would recommend my organisation as a great place to work	17% 28% 56%	-9
Q33b. I am proud to tell others I work for my organisation	33% 39% 28%	+3
Q33c. I feel strong personal attachment to my organisation	33% 33% 33%	+3
Q33d. My organisation motivates me to help it achieve its objectives	22% 28% 50%	-21
Q33e. My organisation inspires me to do the best in my job	22% 28% 50%	-8

Name	Distribution	vs 2020
Effectiveness and innovation	39% 19% 41%	-
Q22b. I have the tools I need to do my job effectively	61% 39%	-4
Q22c. I get the information I need to do my job well	28% 28% 44%	-33
Q22d. I have the authority necessary to do my job effectively	50% 28% 22%	-2
Q23c. I feel my job is secure	56% 44%	-1
Q23d. There is too much 'red tape' in my work (e.g. regulatory or administrative processes)*	28% 61%	-6
Q24k. People in my workgroup share diverse ideas to develop innovative solutions	44% 17% 39%	-16
Q25d. Approval processes at my workplace are excessive*	28% 17% 56%	+10
Q26a. My workplace has undergone significant change in the past 12 months	83%	+18
Q26b. I have the opportunity to provide feedback on change processes that directly affect me	39% 17% 44%	-
Q27a. I get the opportunity to develop new and better ways of doing my job	33% 17% 50%	+3
Q27b. I am encouraged to make suggestions about improving work processes and/or services	33% 22% 44%	-10
Q27c. Management is willing to act on suggestions to improve how things are done	22% 67%	0
Q27d. My workgroup uses research and expertise to identify better practice	33% 33% 33%	-6
Q27e. My workgroup always tries to improve its performance	39% 39% 22%	-9
Q27f. My organisation is open to new ideas	22% 22% 56%	0
Q34f. Satisfaction with your ability to 'make a difference' to the community	44% 28% 28%	-12

Name	Distribution	vs 2020
Fairness and trust	46% 23% 31%	+5
Q25a. My workplace has an inclusive culture where diversity is valued and respected	50% 39%	+24
Q25f. Performance is assessed and rewarded fairly in my workplace	22% 28% 50%	+5
Q25g. I am confident that poor performance will be appropriately addressed in my workplace	22% 28% 50%	-21
Q25h. People are treated fairly and consistently in my workplace	22% 28% 50%	0
Q25i. People take responsibility for their decisions and actions in my workplace	22% 44% 33%	-13
Q25j. I am able to speak up and share a different view to my colleagues and manager	44% 50%	+27
Q30a. My senior manager demonstrates honesty and integrity	39% 28% 33%	-13
Q31e. Recruitment and promotion decisions in this organisation are fair	33% 56%	-11
Q31i. My responsibilities outside of work restrict my opportunities for promotion*	82%	+8
Q32a. Age is not a barrier to success in my organisation	61% 33%	+13
Q32b. Gender is not a barrier to success in my organisation	67% 22%	+14
Q32c. Disability is not a barrier to success in my organisation	72% 22%	+24
Q32d. Cultural background is not a barrier to success in my organisation	67% 22%	+19
Q32e. Sexual orientation is not a barrier to success in my organisation	72% 17%	+16
Q32f. If I raised a complaint, I feel confident that it would be taken seriously	39% 50%	0
Q32g. Women and men have equal access to work experiences that support career progression	50% 33% 17%	-7

Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

**Please note: This question is negatively worded and has been reversed for reporting. The % positive score are those that disagree with the statement.*

Question	Distribution	vs 2020
OIR r. I feel that the organisation will support me if I report work-related violence and aggression	44% 17% 39%	+1
OIR q. The organisation is taking reasonable steps to manage work-related violence and aggression	33% 33% 33%	-19
OIR p. People are prepared to listen to suggestions from others	39% 11% 50%	+13
OIR o. I feel safe to speak up at work without fear of negative consequences	33% 6% 61%	+20
OIR n. My manager does a good job of sharing information	33% 6% 61%	-28
OIR m. Employees are encouraged to communicate within and across teams	17% 22% 61%	-18
OIR l. I know where to go to find information when I need it	33% 50% 17%	-14
OIR k. The information delivered by senior managers is clear and consistent	22% 28% 50%	-8
OIR j. Information is communicated in a timely manner	33% 28% 39%	+7
OIR i. Information is communicated through the right channels	33% 33% 33%	-1
OIR h. I am satisfied with information I receive in the organisation	33% 28% 39%	-1
OIR g. Managers and leaders keep me informed about changes happening across the organisation	33% 17% 50%	-1
OIR f. Managers and leaders in OIR encourage us to embrace change	61% 6% 33%	+9
OIR e. I generally feel uncertain about changes happening in the workplace*	28% 33% 39%	-3
OIR d. I receive sufficient information about workplace changes	33% 22% 44%	+7
OIR c. I am satisfied with the way changes have been implemented	17% 39% 44%	-1
OIR b. I understand the reasons for changes in the workplace	33% 28% 39%	-28
OIR a. I understand the strategic direction of the organisation	39% 22% 39%	-5

Over the past 6 months, how often have you experienced the following from external stakeholders?

Threats

.	2020	2021
2. Weekly	5%	-
3. Monthly	23%	12%
4. Rarely	27%	35%
5. Never	45%	53%

Intimidation

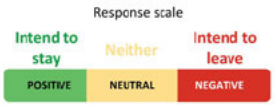
.	2020	2021
2. Weekly	9%	17%
3. Monthly	30%	-
4. Rarely	22%	39%
5. Never	39%	44%

Assault

.	2020	2021
4. Rarely	10%	-
5. Never	90%	100%

Inappropriate remarks made on social media

.	2020	2021
3. Monthly	19%	6%
4. Rarely	14%	18%
5. Never	67%	76%



I intend to stay at my organisation in the next 12 months

29 %



vs 2020

▼ 14

Reasons to leave your organisation

.	2021 ▲	2020
Your relationship with your manager	58%	46%
The workplace culture	58%	69%
Stress/Health	33%	69%
Career or job opportunities	33%	46%
Professional/personal development	25%	31%
Work hours	17%	8%
Retirement	17%	8%
Balancing work and life commitments	17%	15%
Pay and conditions	8%	23%
Other	8%	8%
Job security	8%	15%
Fit between work and your interests	8%	-
Family/carer responsibilities	8%	8%
Contract expiring	8%	-

Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?

.	2021	2020
No	28%	35%
No, but I have not worked long in my organisation	6%	4%
Yes	67%	61%

How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

42 %



vs 2020

▲ 20

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-7 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Q48 - Sentiment	Q48 - Parent Topics	Free text
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	Darrin Hasemann Lead Inspector. Our region is a complete basket case with no morale. The current acting ESM is doing an excellent job on trying to rebuild the region from years of poor management, however he faces extensive challenges. Therefore, my responses to my immediate manager in the survey is in response to his leadership. He provides excellent support and encouragement, provides feedback and is trying to drive change. But he needs to be supported by senior management. It is my experience that some inspectors in the region can underperform, month in, month out, year after year with no consequences. Senior management (directors and above) receive monthly reports on the inspectors activities which shows regular under performance, but seem unwilling or unable to do anything about it. The hero's of the region, those that month after month, year after year of achieving great results and 'pulling the cart' feel helpless, disillusioned and frustrated and reached a point where they are just giving up. Inspectors can leave jobs go for months, in some cases 12 months with no activities yet nothing is done. The lead inspector just takes the jobs from them to get them completed. I'm tired, frustrated and had a gutful that senior management will not address the issue. Event procedures are not followed. Jobs over 3 months require director intervention in the way of approving the job to remain open. How can jobs then sit for 12 months with no activities and no director intervention? Issues have been raised with senior management with documented evidence regarding inspector poor performance, yet nothing formal ever occurs. A recent example included an inspector telling the ESM that we were to have no further conversations with him regarding timelines, that he felt this was bullying and he would not entertain it. This was after the inspector had not made any progress on a job after several months to ensure electrical risk was addressed. The matter was escalated, yet nothing was done. As lead inspector, and the acting manager, we have requested for months our senior leaders to attend a meeting with us to reinforce work expectations, yet this still has not occurred. So, if senior management are armed with all the monthly data on inspectors, know they are underperforming, yet are unwilling to do something about it, why should I continue to take this place seriously. We were once a well-respected Regulator with well skilled inspectors, motivated inspectors and churned out good work. We are now just a joke, who don't even have current procedures for work practices, yet take enforcement action against PCBU's that don't have these in place. We can't even get a working from heights procedure up and running. Such a shame we have reached this point. On a positive, the work life balance here is excellent which is the only thing that keeps me here for the time being. But as far as going the extra mile for this place anymore, won't happen. I will commit to continuing to do my job to the best of my ability because of my work ethic, and for the sake of the people injured or killed from electricity for the victims sake or families sake, but not for the sake of this place. Whilst I fear my response may have some implications, I stand by what I've said, there's plenty of evidence to back up the claims. Senior management need only look at the extensive data and reports (which they already get) and take leadership in dealing with poor performers. But if they can't be bothered, why would you expect your ESM and lead inspector to continue to try?
Mixed	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals? I can only speak from my own perspective. At the moment I am overwhelmed with work, constantly exhausted, stressed and tearful. I am working off the idea that culture changes could lead to happier workers which would always lead to OIR being more successful The things that add to my negative experience of the workplace in the Appeals Unit by way of culture include - the acceptance that we will never have adequate Appeals Officers and we just have to make do - the practice in recent years that the review unit can have appeals unit positions reallocated and can have expansion after expansion, new teams, more team leaders, principal review officers, a whole series of progression points for team members and the appeals unit can just cope - the acceptance that we will just lose accrued time because "it's the same for everyone" (to me it feels like theft) - the idea that caseloads belong to an AO and not the unit - this has made for a team of AOs and not an Appeals team - the acceptance of the fact that Appeals Officers are incorrectly classified following the transfer of Q-COMP into the public service - from an employee's perspective the process was shrouded in secrecy and dishonesty and still stinks of the involvement of Paul Goldsborough - the acceptance of the absurdity of an Appeals officer at an AO 5 level who manages appeals of some decisions made by officers at AO6 level and approved by officers at an AO7 level, fills in and assists colleagues at an artificial AO6 level, manages appeals of decisions written by the barrister and solicitor panel - having 2 AOs at a AO6 level when there is NO DIFFERENCE in their role to AOs at a AO5 level sure makes an AO5 Appeals Officer feel VALUED - the lack of communication and transparency from management leading to making assumptions based on observations and gossip only - the perception from observations and no transparency that work allocation is inequitable - the perception from observations and experience that there are favoured AOs and unfavoured AOs - the fact that AOs are not replaced or their caseloads reallocated when they are on leave - taking holidays or other leave is a double-edged sword - you have to work 3 times as hard before your leave and 3 times as hard when you return - if AOs were properly classified they could be replaced when on leave + if the team owned files rather than an AO reallocation would be simple and common - the experience of contacting the IT help desk is very stressful for a user and not often a pleasant experience - this adds to stress a lot
Very Negative	Leadership,Culture & Values,Performance & Development	I have now stayed up past 11pm in my own time as I had no time during the work day i could justify spending on this. And sure, I had a few breaks to cry. Thanks for listening, but it still feels hopeless. Someone needs to take a close look and actually speak to staff to appreciate the demise of LHLCU since the departure of Nat Wakefield. There is a terrible culture that is dangerous for individuals mental health. I have witnessed manipulative and passive aggressive behaviour from the director and AO8. It is such a small unit staff feel helpless on how to report or take control of the situation as much of the behaviour is subtle and childish and i would say mean spirited. Much of it is difficult to define easily in words without giving context to specific situations. It is impossible to offer meaningful feedback in such a small unit without being identified even surveys like this are not the best option. An organisation with industrial relations at its heart needs to take a close look at itself. Tony James, Kym Bancroft please do something!
Very Negative	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	OIR needs a "Caring/honest" Management Culture that acknowledges and recognises performance. Most of our Executive/Senior Management team are new to their role and have yet to experience/understand what WHSQ Workers do "At the Coalface. Unions have far too much influence on our work. Within the Construction Inspectorate, most have either changed discipline or departed because of repeated "Dealing with Union Intimidation/Hindrance or direct Bullying/Intimidation from members of WHSQ Senior Management. This bad behaviour has been allowed to continue for years despite workers complaints/Grievances and Formal Ethical Standards/Code of Conduct Investigations. We continue to have these Surveys - But there are no significant changes/Actions taken. I noticed this survey didn't ask whether/Not I had Noticed any changes/Actions implemented since the last Survey. Largely this Survey activity is seen by the Workforce as a complete waste of time. Much like the Performance Management System currently in. Place. We normally see members of the OIR Executive and Senior Management through Winter when a Junket North is needed to escape the SE Corner Cold. They come into the Office- We arrange a nice Morning Tea, we raise issues/Problems that affect our work lives, copious notes are written down, actions promised -But not delivered to date. We need a genuine "Clear Out" to get rid of substantial dead wood (EG. The Hive & Psychosocial Unit). Regards Tired Worker.
Very Negative		
Neutral	N/A	Nil.
	Communications,Leadership,Service delivery,People and Teams	The hierarchy needs to acknowledge that there are many unresolved issues and communicate strategies to inspectors. Failure to communicate will result in a complete walk out and there will be no construction inspectors in QLD. I am unaware of any evidence that suggests senior management have acknowledged the issue effecting CCFS. Senior management do not seem to want ownership of these problems. These same issues have remained unresolved for several years. I am not aware of any collaborative attempts internally to address resolution of issues. WHS seem to have more directors and senior managers than construction inspectors from Wide Bay onto SEQ and through to Coolangatta. Senior Management have failed to provide any positive messages that would indicate that help is on its way. Where is the minister hiding? I have not seen the Minister at the workplace from many years - she seems to have her head in the sand and will not acknowledge that there is no problem. As the minister cut her teeth as a trade unionist, she also seems reluctant to assist, acknowledge or recognise these issues.
Very Negative	Culture & Values,Leadership	Unfortunately, OIR supports a culture which rewards employees who display toxic behaviour and poor performance.
Negative	Resources,Employee wellbeing	Using an evidenced-based resourcing approach for our services managing workplace burnout and fatigue
Very Negative		Focusing on our core functions as resources are too stretched

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	The fact that this is even is a question is a great start! Adopting a learning culture where we share what worked and what didn't and why so we can improve next time. Greater integration of teams across the organisation for projects that deliver industry -facing projects e.g. Safety Leadership at Work; Industry Strategy and Culture projects; projects to support the WHS Board Strategic Plan. Working together would help identify common resourcing issues e.g. online platforms to run surveys; collect data. Too much silo work. We have a lot of specialist knowledge across the organisation but not sure we are tapping into that knowledge to build high performance projects or develop strong KPIs. How are we extracting the information and knowledge from our front line personnel to inform policy staff about current and emerging issues?
Mixed	Resources,Agency engagement,Employee wellbeing,Culture & Values	Serious attention needs to be directed towards how Inspectors are perceived in Industry. Inspectors can not continue to be used as Union pawns. Construction should not be seen as an arm of the union to enforce their political agendas. OIR is not fair and impartial. Statistics should not be manipulated to show what the organisation wants to be seen. For example statements have been made that there have been more notices issued at union requests for assistance than other jobs. The reason for this is inspectors are not getting to other large jobs and they are too busy responding to small complaints from members of the public or union jobs. The turnover and short staffing in the construction inspectorate needs to be addressed. Inspectors are unhappy and burnt out, staff wellbeing is not considered.
Very Negative	Leadership,Culture & Values,People and Teams,Service delivery	A good, support workplace culture stems from the top. The first and vital step OIR needs to take is to look at its senior executives particularly in WHSQ. The behaviour of those executives and how they lead requires serious review and whether those executives are the right people for the job. We look towards our leaders for direction and support and yet Specialised Health and Safety Services has an appalling executive director (Yasmin Cox). This executive director demonstrated appalling workplace behaviours within her first 3 months of employment which continue until today including bullying, intimidation and failure to comply with government policies/directives etc (which is a breach of the SES contract conditions) that appear to be supported because nothing has been done despite formal complaints having been made and discussions with the former DDG having taken place. This executive director has a lethal combination of incompetence, inexperience and lacks the vital essence of wisdom to even remotely create a good workplace culture. She is a micromanager who has no trust in her directors or staff. There have been many staff who have left Specialised Health and Safety Services since the commencement of this executive director and yet no one is looking at the exit survey data or asking why very experienced and valued staff have left. An entire team left and yet no questions have been asked and experienced staff leave meetings in tears from the bullying. A good workplace culture starts by looking at the white elephant in the room and address the issues/concerns and this is clearly not been done in the case of the Executive Director, Specialised Health and Safety Services.
Very Negative	Communications	Respectful Consistent approach
Positive	Resources,Service delivery,Leadership,Culture & Values	Transparent The type of culture that will help OIR most is one that will cause a massive change and one that current senior management don't want to create. This is mainly because they will have to accept the toxic culture they have created and most other organisation would fired / kick those people out the door in response. The attitude of "we don't have any data on that", "we are not aware of that issue" and "look how good we are" has worn thin and has cause many people to leave. We expect other organisation to be proactive, but we are that neolithic on our culture it is off the chart. The ability to change starts with the want to change and until that comes from senior management nothing will change. People outside of the organisation know how bad OIR is to work for and interact with, but people who sit in the ivory tower have no idea as middle management keep information from them and feeding them information that they think they want to hear I would encourage you to watch some episodes of undercover boss and realise how the real world views head office.
Very Negative		OIR needs to become proactive, positive and accountable for their people
Negative	Leadership	OIR should strive to be a leader, and exemplary risk management of health, safety well-being for OIR staff.
	Resources,Employee wellbeing,Leadership,Culture & Values	The culture requires a complete overhaul as it is a broken system. If Senior management in OIR are serious about changing culture and fixing the department, they could start by addressing the following questions: 1/ Why have so many WHSQ Inspectors left the department recently, in particular construction inspectors. 2/ Why have some constructions inspectors moved sideways to industrial? 3/ Why have some construction operational managers moved on? 4/ Why do the Unions have direct contact with senior management when requesting assistance or complaints, but Builders or PCBU'S do not have the same access? It is not good enough to be continually told that we are working for a Labour government that are supported by the unions. 5/Why are Inspectors decisions questioned by management when attending union complaints and not supported by management? 6/ Why have so many inspectors gone on sick or stress leave recently, even after workload issues are continually raised?
Very Negative	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement	A good start would be to remove management that have contributed to this toxic behaviour and then re-structure the entire system. Managers and above need to model the behaviour they expect. Consistency with across the board messaging. Instead of "talking" about committing to the health, safety and wellbeing of staff, actual do something meaningful that contributes to this mantra. Create a positive workplace where people are valued, engaged and continually learning - instead of just putting it in a sentence to add to the Delivery Plan. Transparency in the recruitment process for EOI's - there are people directly appointed to temporary higher duties without going through any process.
Very Negative	Employee wellbeing	OIR's response to vaccine mandates has had a negative impact on my own morale within the department.
Negative		

	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	I think 3 points may go someway to assisting the culture when it comes to helping OIR be successful and achieve its priorities and goals detailed in the Office of Industrial Relations Strategy 2021 -2024. My answer is very specific to my workgroup but is particularly relevant when considering my work area and the current state it is in. 1.Understand and implement the BPR (Best practice review 2017) recommendations under the heading 'WHS Capability'. Particularly frontline staffing/Human resourcing recommendations in terms of Construction Inspectors. 2. Access the Construction Portable Long service funding and ensure the Work Health and Safety levy of 0.125% ($30 million plus per year- without considering upcoming Olympic games infrastructure projects) is not lost to Queensland Government consolidated revenue or WHSQ as an entire organisation but actually provides funding and human resourcing to the very industry (construction) that pays the WHS levy. 3. Elect or engage an inspector representative to provide robust and frank advice to both the board of management and the WHS Board on a regular basis when either are considering or providing strategic or policy direction that effects day to day operations of field staff. EG the Compliance Monitoring and Enforcement Policy (CMEP) and the unforeseen biproduct issues arising from implementation.
		1.Understand and implement the BPR recommendations. It concerns me that on one hand OIR have recognised in our 2021-2024 strategy that "We are operating in a time of rapid change while experiencing growing demand for high levels of service." and "Through our work we contribute to the Queensland Government priorities for the community of 'safeguarding our health', 'growing our regions', and 'backing our frontline services'." Yet on the other hand my work area of Construction Compliance and Field Services has we have essentially not only ignored these statements, OIR have done the complete opposite in terms of human resourcing. In 2017 WHSQ were presented the findings of the best practice review. The Government received the report from Mr Lyons which made 58 recommendations, the majority of which relate to operational improvements for WHSQ or the WHS Board. Some of the recommendations were actioned very quickly e.g. Recommendation 46 - Industrial manslaughter and Recommendation 31 - A separate office of the WHS prosecutor. Other recommendations appeared not to have been actioned at all and in some cases the opposite has been done, particularly those under the heading 'WHSQ capability' e.g. recommendation 17,20 and 21 The above is very frustrating when considering the construction inspectorate numbers in SEQ and the human resourcing position the department currently finds itself in. The mantra from former directors and echoed by the current director, "if they don't like it... they can leave" has unfortunately come to fruition and been passed off as natural attrition and the workforce reaching retirement age. This is far from a
Very Negative	Communications,Resources,Service delivery,Leadership	I feel that change is not well managed by the organisation and that there is a disconnect between senior managers and staff in terms of the trickle down of information to manage expectations. For example with the relocation of the Bowen Hills office to Skyring Terrace: - at the early stages staff were informed about the intention to move - staff were asked to comment about some possible locations. This led to staff believing that their views mattered. During this initial consultation, staff were asked to comment on some options being considered without any clear messaging that while attempts would be made to accommodate staff views this may not be possible due to whatever factors driving the move. Shortly afterwards, there were rumours of a location already selected without any formal information from management and it was not clear whether the options floated were even considered or whether the staff consultations were even taken into account. - then when the nominated new location was announced, there was no mention of timing/timeframes for the relocation to commence/to be completed. - when eventually an indicative timing for the relocation was announced there is no projected plan provided the timing seems rather rubbery. This is just one of the more significant example. I feel that having senior managers more regularly walking through the different work areas to connect with staff would alleviate this. Also, when senior managers/managers do communicate with staff that they show candour. The dialogue at present feels rather risk averse and overworked to the extent that they really don't mean anything at all.
Very Negative	Leadership	Flexible Agile Adaptive to changing nature of work Consider new ways of working Supportive Trusting Great ICT support (data security and safety) to allow for new work design
Very Positive	Service delivery,Leadership,Culture & Values,Resources	More encouragement in innovation. There are a number of areas that can make our services better. Such small but crucial innovation ideas are coming from the bottom not from the top management. However, I have not witnessed our organisation putting on emphasis on innovation. I also think if we are going to empathise innovation, then the OIR needs to show that they really support such innovation ideas / cultures and most importantly, more resources in ICT , instead of 'it is a really great idea but I don't know when this can be implemented because ICT schedule does not have any room to take further work.'
Negative	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	OIR does not currently comply with legislated requirements contained within the legislation which it enforces and expects the community and industry to comply with (Work Health and Safety Act and Electrical Safety Act). OIR does not have in place an adequate Safety Management System, Quality Management System, Environmental Management System. OIR does not currently comply with AS/NZS 4801 or ISO 45001, ISO 9001, ISO 14001. There is a lack of planning and resourcing to help address internal improvement opportunities identified. OIR has current initiatives in progress now which will appear to have a negative impact on culture.....these are doing the opposite of empowering employees and focus on 'do as you are told'.....in a system where documented processes do not reflect actual practice or require review; there is a lack of suitable support tools; and existing training is not suitable and is not focused on future needs. OIR must acknowledge it's current state and suitably plan and resource actions required to improve internally as a priority.
Very Negative	Leadership,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR needs to LISTEN to its workers. LISTEN to understand, not listen to respond or to deflect. If we as workers are asked for feedback and suggestions, and in good faith we put in the time and effort to consider and give feedback/suggestions, these are often ignored with no explanation given and we are driven down the path that management wanted in the first place. What is the point of that? It's de -motivating and fosters resentment and distrust. The same applies with these surveys - we take the time to do them but nothing really changes. Management don't want to hear anything other than positive comments and that's just as toxic as too much negativity. A lot of us are now turned off from completing surveys, meaningfully participating in feedback sessions or focus groups or even speaking up in team meetings. It's just easier and whole lot less disappointing to switch off and to passively let it all roll over you. The culture in this organisation has been sick for a long time with very little done to address it. It is going to take a LOT of work and time to fix it. Some have been badly burned in the past and have trouble trusting management (at any level) again.
Very Negative	Service delivery,Leadership,Culture & Values,Resources	Organisational culture in the Construction CFS stream is negligent, corrupt and has destroyed the mental health of a multitude of competent and experienced Inspectors. The clear illegal collusion between the Construction CFS Director and the CFMEU is abhorrent, and has resulted in an untenable working environment for construction inspectors and this clear collusion has holistically been disseminated throughout industry where the respect for the impartiality and core Safety Compliance role of the Department is now commonly accepted as farcical. The exodus of construction inspectors will be mirrored in the industrial stream if the criminal director affects control over the industrial stream. The disgusting management actions have resulted in an unprecedented reduction in core service delivery capability, where even now corrupt and colluded resource allocation favours CFMEU non safety related agenda above genuine high risk public interest safety concerns, which in this political environment is abhorrent. All attempts by present and past inspectors to raise these ethical and moral concerns have been hidden, disputed or have resulted in personal recrimination, contrary to the Public Service Code of Conduct and all Ethical requirements which apply to a Public Service entity.
Very Negative	Performance & Development,Communications,Leadership	Transparency in the purpose of new initiatives/changes/tasks/goals. Being clearer about the reason management are asking for a task to be completed in a new way. For example: to meet the recommendations of an external auditor. Or requested by the WHS board/board member and the purpose of the request/desired outcome. Or requested of a minister and the purpose for the request.
Negative	Culture & Values,Leadership,Performance & Development	Understanding why things are being asked makes a big impact in the commitment of the people performing the task. Also allows some individual discretion on the ethics of the request. OIR needs to fulfil the role it was put in place to do without political influence or interference. The OIR Executive needs to stand up to and call out the inappropriate behaviour of Ministers and the Board who use OIR to service their own political objectives.
Very Negative	Leadership,Employee wellbeing	I am not treated with the respect which I think everyone is entitled to. Middle management do not accept responsibility for the high rate of staff loses, which is placing current staff in a situation of frustration, low moral, excessive stress and a scenes of no self worth. Unrealistic expectations are being expected of us as a work group, with people undermining the value of the staff under there management. We are expected to demonstrate a high ethical standard when working with client which is not practised by others.
Very Negative	Resources,Leadership,Employee wellbeing,Culture & Values,People and Teams	During this year I have suffered a panic attack when requested to perform a task which was requested of me without the required assistance or consultation, which was brushed aside by my immediate manager at the time. I think OIR has a relatively positive working culture, with some areas of improvement. Some leaders in OIR supports, but doesn't like, flexible work arrangements and often assumes everyone in the team feels the same way about it. Higher management should support all decisions when it comes to flexible work arrangements as each individual has different feelings about it.
Mixed		Other than that, I enjoy the culture and see the efforts put in by OIR leaders.

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values	Poor senior leadership which includes lack of transparency, lack of leadership skills and experience, no information sharing, blaming staff and not taking accountability for senior leadership failures and errors, pushing own personal and political views at work, rigid, inflexible, punitive controlling behaviour, plays favourites, holds grudges, doesn't listen to concerns and disregards concerns when raised, poor vague feedback provided to staff, mixed messaging, petty, double standards, untrustworthy. Staff leaving and more staff actively looking for ways to leave. Staff taking lots of sick leave due to poor senior leadership.
Very Negative	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values	There is a lack of understanding of how to set expectations and derive KPIs within the business. Management are unwilling to/or do not know how to set clear expectations on what must be achieved in order for satisfactory performance. This may be due to KPIs not being cascaded from the Safety Plan, incompetence or other reasons, I am not in a position to speak to that. A lack of KPIs makes it difficult to hold inspectors to account and allows there to be resentment between those who do and are considered "doing their job, and those who don't and "get away with it". This toxic culture has been allowed to fester within the organisation for a long time and until such time as effective people management practices are adopted, will to continue to. A lack of "fundamental principles" or "pillars" debases all that the Executive are trying to achieve with their rhetoric. Middle management that hold different values aren't held to account and employees feel that Executive rhetoric is hollow. Employees should be able to point to the pillars as a key reason that it is safe to speak up, or stop for safety. For example, Respect, Integrity, Sustainability etc. If the Executive promote these pillars and stand behind them it will assist a ground up change. Work management practices are inefficient and clumsy. A lack of proper planning tools embedded in the organisation, such as MS Project or SAP, is staggering. No end to end solution exists allowing for notification by the public of an event, through to effective investigation, evidence and document capture, procurement, reporting and closure. Forward planning by supervisors relies on asking how much work individuals have on, rather than utilising a database of available hours vs new jobs. This, in part, allows inspectors to obscure their work load and cherry pick work. By having an effective work management system and clear KPIs cascaded down through the organisation it would work to allow more effective and efficient use of the inspectorates time. It would give the organisation a clear understanding of the resources required to perform the work and identify areas of inefficiency by having easy to access reports.
Very Negative		Combined with effective people management training and the pillars to work by it would empower supervisors to set expectations of employees, and reward when appropriate or discipline if necessary. It will also allow empower staff to feel they have a voice and can make change, rather than feel like a small cog in a big machine.
Very Negative	Leadership,Employee wellbeing,Service delivery,Communications,Culture & Values,People and Teams	#NAME?
	Culture & Values,Employee wellbeing,Resources,Leadership	Encouraging a flexible work environment however knowing when there needs to be limitations put on these flexibilities. Sometimes too much flexibility across the board causes some staff to take advantage of it at the detriment of others who do not abuse the system. This can be seen when staff may take a job knowing it involves conditions such as travel etc. Then once in the role, do not wish to fufil these resposibilites putting pressure on co -workers to pick up the slack.
Negative		
	Performance & Development,Leadership	I enjoy working in my organisation. I feel valued and accepted. Social gatherings for staff once in a while would be useful in building strong healthy work relationships. Previously, in years gone by the whole organisation invested in having it's people attend conferences to promote it's goals and direction for the future. Depending on where it was held, hotels were booked to accommodate out-of-town staff. Suggest consideration be given in reestablishing these conferences.
Mixed		
	Employee wellbeing,Service delivery,Leadership,Culture & Values	Raising a working for WHSQ survey. This is and will be wank worded off when the results come back to be explained as hard to "narrow down" what we mean. It has is every other survey and I hope it won't in this but if it walks like a duck. Culture - get rid of the CMEP, Helen BURGESS and the direct influence of the ETU and CFMEU This should be a free text box for anything that we want to expand on or explain. Framing this box for a narrow response feels "managed" In the past I have written many pages of free text in this box but I am so exhausted and disillusioned with our department and this kind of survey that I so nearly didn't do the survey but thought I would just to tell you how much of waste of time this survey is to me. A pointless exercise in Upper-management arse covering.
Very Negative		
	Resources,Leadership,Service delivery,Communications,Culture & Values,People and Teams	Create an environment that encourages open and respectful collaboration between colleagues, where leaders at all levels are more approachable (flatten the structure). All employees embrace and live values around courage to do the right thing and work on tough problems, focus to do the work and make things happen (remove red tape/blockers), commitment by doing things when you say you'll do them, respect for each other to be capable and independent people and openness so there is transparency around information sharing and decisions - everyone has to have a voice.
Very Negative		
Neutral	N/A	Garry Denny
Very Positive	Leadership,Communications	Honesty and transparency with staff. Fair expectations across the board for all staff.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Culture & Values,People and Teams	I have been an inspector for the past 17 years and in the last 3 years have seen a massive decline in the culture and behaviour of senior management. Senior management expect inspectors to write notices to appease the unions when we attend complaints made by them about builders. Senior management expect inspectors to support union officials with entry to sites under 81(3) and 117 that is against the ACT and at times unethical and unlawful, the pressure implied by senior management is that if this is not done inspectors are questioned on why they have not supported the union entry or complaints. I have been asked to leave site as the union officials broke into site and the builder said they were trespassing and did not have all the necessary safety PPE to be on site, I was told that senior management wanted me and the other inspector to leave site as they were going to send 2 more inspectors to support the union in there unlawful entry. The complaints being made by stakeholders (builders) is that it appears that there is collusion between the union and the department when the union turn up to site and we arrive 1 minute later, or we arrive before the union have even have arrived to the site, and the request is for union assistance, the triage to the complaint has not gone through the process everyone else has to go through but rather is triaged by a senior manager. When i first started with WHSQ it was a privilege to be part of a respected team who were respected in industry as the regulator and we represented fairness to all parties, now we are looked upon as the unions extended arm to do as the union wants and fine those who stand up to them, the respect the inspectorate once had has been crushed by our senior management who support the unlawful action of the union. Our senior manager treats the existing inspector with contempt where this person has spoken to external stakeholders that the older inspector dont deserve to be working here as they dont know what there doing, when you hear comments like this, why would any one want to work under this type of leadership.
Very Negative		
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Communications,Culture & Values	culture keywords - consultative, transparent, progressive, supportive, proactive, empowering, integrity, people-focused suggestion 1- provide a less restrictive IT environment for staff so it's easier to perform daily tasks suggestion 2 - increase the budget and FTE's for the IT support area so they have more staff and can provide better support suggestion 3 - allow Data and Evaluation Services staff to have local admin rights on their PC's to install and configure non-standard software tools (e.g. SAS, SQL developer, Visual Studio, Python) suggestion 4- give Data and Evaluation Services staff increased permissions to automate tasks using non-standard software tools (e.g. SAS, SQL developer, Visual Studio, Python)
Very Negative		
	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	Despite the departments purpose being industrial relations , it lacks clear policies and governance in relation to IR for its own employees. Policies are vague and lack any connection to the relevant industrial instruments or non existent.HR seem to lack the knowledge or skill to actually interpret and create easy to read policies that would be clear to managers and lower level works. There is no connection with strategic goals and actual productivity. PDAs are not meaningful documents. First mention of PDA was in the context of scolding work group about utilising ATL on friday afternoons and it could "be discussed at PDA time". At the same time , the director permanently appears offline on teams and whereabouts are not known at any time. "Business needs" have no real connection to outcomes for clients or productivity measures. There is no coherent messaging on the strategic direction of the LHLCU that can be tracked and measured through real outcomes. The Director is reluctant to communicate any difficult messages herself and have authentic conversations with staff directly and the 7s and 8 have to deliver all messages even when they are not the decision maker. Have witnessed a marked decline in culture since departure of NAT and significant increase in the length of time for matters to be progressed. It is sad to see many long term staff feeling demotivated and demoralised.
Very Negative		
	Resources,Agency engagement,Employee wellbeing	More staff across OIR - staff are suffering from burnout in all agencies Great work has been done in flexible work arrangements for OIR - Continue working towards embedding flexible working arrangments as an OIR 'norm' by doing this it will retain existing staff and keep OIR a competitive employer
Mixed		
	Resources,Leadership,Employee wellbeing,Agency engagement,Culture & Values,People and Teams	Better resources / reallocation of resources to organisational priorities would assist in improving the workplace culture. Burnout is quite evident across the organisation, which impacts how staff respectfully engage with colleagues and across the organisation including having pride in work.. Passion and a hefty amount of goodwill is required, and its not reciprocated from management. Shouldnt our OIR Strategy vision be reflected internally - staff are workers too.
Negative		
	Performance & Development,Communications,Service delivery,Leadership	Supportive, ethical, transparent leadership with clear goals and expectations. Clear definition and communication of the regulatory and constituent services that OIR provides, and the business processes that support those services.
Very Positive		Designated ownership and measurement of those processes, so that these can be managed and improved to support the constantly evolving role of OIR as a regulator.

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	* To utilise some of the more specific areas of OIR to engage in events (i.e. Psyc unit to do the more complex bullying/sexual harassment cases, or Asbestos to offer greater site support on big or complex asbestos jobs). This would free up Inspectorate resources, alleviate Inspectorate stress and likely result in a better outcome. There are a great deal of specialists in OIR, who do not appear to help out 'in the field' proactively or when asked. * Review of Inspectorate 'Events Management Policy' surrounding deadlines for data entry requirements etc., as these expectations are usually unachievable, and consequently result in substantial 'unrecorded out of hours' work being done to meet these expectations and to avoid this outstanding work being detected my Managers. * On -call roster and expectations. There is no policy that outlines additional assistance to an Inspector on call when help is needed, or if an Inspector has been called out to a job; what entitlements as far as a break before retuning to active duties. * Better development of the Campaign Audit tools. Rarely is an audit tool error free, not contradictory to itself, or provides clear direction to Inspector in relation to how or when to issue enforcement actions. Possibly suggest that a designated Inspector develops the audit tools, rather than advisors. * Inspectorate stress and mental health issues due to workload and procedural expectations, especially in SE Qld, is unsustainable by the current workforce and irresponsible by the organisation not to properly identify and address.
Very Negative		
	Service delivery,Communications	From a Workers' Compensation Regulatory Services Review perspective, the main focus should continue to be producing high quality review decisions which are well -researched, articulated, evidence -based and well communicated to workers and employers. This can be difficult in the face of short legislative timeframes, particularly with complex, high volume and lengthy claims, however the quality of work should not be compromised. I think WCRS has done well in maintaining this standard and should continue to do so.
Mixed		
Positive	Performance & Development	I think that if OIR continues on its path it will continue to achieve its priorities and goals. Little to no change is required in my personal opinion.
Mixed	Leadership,People and Teams	Management and Executive Team say all the 'right' things but do not often practice what they preach.
	Service delivery	Our work group would like to have a roster where a fwa is not a requirement to achieve the hours and have a 9 day fortnight. A FWA has to be repeated every 6 months and workers time is wasted by applying approving reapplying for a day off
Negative		
	Agency engagement,Leadership,People and Teams,Employee wellbeing	Leaders at all levels must push for teams to maintain work life balance as a priority.
		Paternity leave is inadequate and falling behind the programs offered in private industry. Programs that encourage fathers to participate early in their children's lives has a massive positive impact on broader society. Government organisations will struggle to attract and retain the best and brightest without an overhaul of the parental leave offerings currently in place.
Very Negative		
	Leadership,People and Teams	My fellow work colleagues, the Construction Inspectors are not treated with the same respect that the Industrial Inspectors are. This is an ongoing issue and has been reported on every year for he last 5 /6 years. Management are aware and so is the Minister. 40> Construction Inspectors have left , bullying, harassed, victimised. Check the exit meetings that they have provided for verification. New Construction Inspectors on the cusp of leaving due to incompetent Construction Leadership (not all) but those who have never done Inspector work. HR and Ethics are morally deficient and complicit in this on going matter. Inspectors have no faith/ trust in these two sections. Work in progress. Thanks for the opportunity to respond and to not identify myself.
Very Negative		
	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Culture & Values,People and Teams	trust your staff! micro management is toxic. changing the goal posts at the last minute creates much work and stress. integrity and value staff. many quiet staff and quite teams that get the job done without complaining. they do not get a look in for any formal recognition. more attention is given to poor performers or charismatic personalities.
Very Negative		
	Leadership,Performance & Development	Have consistency in how we operate, focus on high risks to health and safety when enforcing compliance and selecting enforcement measures - higher penalty for higher risks (not low risk administrative breaches), Senior management within pockets of the organisation performing ethically and in support of the departments goals and legal parameters and supporting staff under them and the decisions they make. This same area having faith and respect with the inspectors level of enquiries and decision making without directing another inspectors opinion or taking the view of an external person over the inspectors decision (enquiries or formal reviews are ok but everyday questioning is not). Note: My manager and senior management (RD) is professional, supportive and knowledgeable.
Very Positive		
Positive	Performance & Development,Service delivery	One that supports the welfare of it's workers when developing policy relating to dealing with the public and enforcement.
	Performance & Development,Culture & Values,Leadership,Agency engagement	There is a huge cultural problem within OIR, from the top down. Senior leadership needs to set standards and hold those under them to account, as there is far too much inconsistency on how employees from different workgroups are treated. The Department must stop using agency staff where possible, and instead develop staff within the Department to skill up, as access to the training required to do jobs of higher AO levels is consistently refused, meaning employees are sat at their levels indefinately, while employees from external companies develop their staff, with these persons then filling positions of higher levels, meaning there is little to no development for current employees. Bullying is rife, and is not treated seriously, and in many cases is accepted. This is sometimes even seen to be perpetrated by Staff of SO or SES levels, either directly or indirectly. Overall, OIR is not a pleasant place to work.
Very Negative		
Negative	Culture & Values,Service delivery,People and Teams,Leadership	Internal stakeholders or colleagues in OIR being responded to within reasonable timeframes will help enhance confidence in the organisation's culture.
	Culture & Values,Leadership,Resources,Employee wellbeing	We are being overworked and just expected to carry on and do the work. This has been happening for years and even though there are a myriad of reports that have been prepared to show the Executive that we need more staffing, it feels as though we are not supported in this.
Very Negative		A culture of behaviour that should exist is for the Senior Executive to come and see how overworked we are and for them to find solutions for us.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	- Options for working mothers and primary care givers to work remotely on a more permanent basis would make a significant cultural change for many women in the workplace. Generally women fall into care giver roles and it is very difficult to manage being a FT worker and a primary parent/care giver when needing to be away from the home for lengthy periods of time. Wage gaps between women and men are increasing and I consider the reason is that many mothers choose to work part time to enable a better balance. More flexibility for women in the workplace is needed to assist mothers to enable them to work. If options of working remotely are not preferred or suitable, then reasonable alternatives should be navigated for those parents with school aged children that are working. - Having designated in office days where other teams integrate with others for mutual benefits (meetings, gatherings to celebrate achievements). Attending the office for purposeful reasons. - Employ and have more FTE's as oppose to contractors filling front line roles, thus creating security for those that are undertaking these positions/roles on a contractual basis. - Have a platform that opens communications with other work units that have a shared alignment (i.e. via a intranet chat group or a facebook type platform). - Have a hosted meet/greet event with OIR staff across work units that work collaboratively together. - I am not sure if there is a diversity concern amongst my work group, and thus a cultural concern. I certainly would like to know more about Aboriginal or Torres Straight Islander cultures as to how my work may/does impact upon other cultures. Embracing other cultures would be a nice way to have/create inclusion and how we all could do this better would be of interest to our work group and OIR as an organisation setting the tone for workplace change and inclusion. Having cultural awareness is not just a responsibility on individuals to embrace, OIR as an organisation should be encouraging change as a govt department for social change. I personally don't think this is an issue within our work group or OIR, however now with the inclusion of individual Human Rights legislation integrated into our to work processes (recruitment/procurement) it would make it timely to discuss such things with staff as to culture and how to embrace everyone with cultural diversity. Understanding support options for those with cultural diversity would be important also, if there were supports open/available such as: (https://au.reachout.com/articles/support -services-for-aboriginal-and-torres-strait-islander-people) or, https://queenslandpsc.au1.qualtrics.com/jfe/form/SV_9AhbuSTNztuxeTA?Q_TS_ID=TS_9e20GB60S0VBzr2&Q_TS_RS=Self&Q_EE_ANON=1&_=1&ED_ResponseID=R_3EcF5BEfxWMcmMU&Level2=&Level3=&Level4=&Level5=&Level6= Giving staff information and guiding a way forward is needed. Reciting a welcome to country prior to a more formal meetings isn't in my view showing any increased cultural diversity or respect (I view this as more of a token gesture only).
Very Negative		
Neutral	N/A	.

	Service delivery,Performance & Development	OIR needs to be more future focused and free itself from worries which have their basis in past experiences. Yes we need to learn from past bad experience but we can't let fear of them reoccurring be the sole reason we don't embrace changes which will bring us into the 21st century and allow us to actually implement the "best practices" we claim we want to adopt. And yes, it really does seem like some of the reasons why new ideas are squashed hark back to this one time in 19xx when we tried something similar and <insert bad thing here> happened...
Very Negative		
	Performance & Development,Culture & Values,Employee wellbeing	Culture is toxic within OIR. The expectation to work ridiculous hours, the pressure for part time employees to constantly increase their hours, the unreasonable workload and ridiculous time -frames is critically damaging people, and the OIR culture and reputation. What we promote and what actually happens are so very far apart.
Very Negative		
	Communications,Leadership,Culture & Values	culture with open, transparent communication- across the chain of command and break barriers between the different levels from subordinates to upper management. empowering staff trust and respect within organisation
Negative		
Positive	N/A	I am new to the organisation and do not have an opinion on a lot of the questions. I enjoy my role.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Culture & Values	Implement a true zero tolerance for workplace aggression, both passive strategies and physical strategies, against inspectors. Implement a progression system that rewards the hard working high achieving workers not, favourites, relatives, friends etc. Stamp out victim blaming culture when an inspector experiences workplace aggression. Stamp out cronyism, nepotism.
Very Negative		
Negative	Communications	Implement arrangements for minorities to be able not only to be heard but their views taken into consideration and implement processes so that minorities can continue to work without imposed conditions. The current consultation process only focusses on majority rule mentality when implementing policies that potentially restrict or exclude certain employees. This is called "mobbing" and is not true consultation and inclusion. More Communication and Meeting.
Negative	Agency engagement,Resources,Employee wellbeing	We need more staff to spread the workloads across various offices which should increase moral and motivated workers
	Leadership,Resources,Employee wellbeing,People and Teams	Workloads become overwhelming and good people leave. Mental health suffers and morale is low. People, staff, workers are valuable resources and it is perceived are considered last with minimal allocation of budget. The organisation trend is to funnel money into new computer systems for smooth operation and compensate for the need to have people in the workforce. Administration duties and double handling of data to accommodate systems has increased very dramatically within the role and is extremely time consuming. This effects performance, the ability to manage workloads and expectations required to fulfil duties of said role. This does not change, because no matter the good intentions, how many of these surveys are completed, it will always come down to minimising the need for people in the workforce, unfortunately. This will be the last survey I will participate in. Thank you
Very Negative		
Neutral	N/A	No comment
	Service delivery,Employee wellbeing,Leadership	I am relatively new to OIR coming from another state government agency and I have been impressed by the professionalism and support provided to my by my manager and the organisation. The support and trust to work autonomously with the utilisation of flexible work arrangements has improved my work and family life which has resulted in an increase in my mental health and my work productivity. The direction SWI is moving is positive and I support my manager in future development of the unit.
Very Positive		
	Diversity, Inclusion, & Fairness	Stop it with the over the top cultural awareness, welcome to country, LGBTQIA+ inclusiveness stuff. Let's just treat everyone the same and not single out certain groups. It makes people feel awkward and creates more of an "us and them" mentality. We don't need more division, we just need unity and that simply means treating everyone the same. Stop ramming this stuff down our throats.
Very Negative		
Negative	Leadership,Resources	Please make the survey shorter in the future, I feel you could half the questions and still gather the same amount of information.
Very Positive	Communications	Forward thinking, flexible, honest, transparent, change embracing, professional, caring, focussed
Negative	Performance & Development,Resources	further encouragement of secondments to other roles within the organisation.
	Communications,Leadership,Culture & Values,Service delivery	The survey contained lots of questions in relation to Aboriginal and Torres Strait Islander people and their culture. Organisationally, I am not aware of anything meaningful being done in this area across the state. I think we like to tick a box and say it's being done. SafeWork NSW has gone a little further. https://www.safework.nsw.gov.au/safety-starts-here/our-aboriginal-program A mobile specialist unit in this area would be useful. The question - Managers and leaders in OIR encourage us to embrace change seemed a bit odd. What if we don't like the change - encouraging us to embrace it doesn't make it easier to accept. Change is so ongoing that I find it easier to ignore most things and go looking when I need to. The Performance and Development Agreement process is well recognised as a box ticking exercise. The previous Work Expectations Agreement process was better than what we have now. Workforce transparency is still being avoided. There is the feeling that we are top heavy with lots of Brisbane based people that are not Inspectors, and do no field work. This may not be true. It would be nice to know how our workforce is made up. A way of measuring this would be to check who has been assigned a response assessment in the last 6 months. This would roughly indicate how many Inspectors are in the field. If we have 500 staff supporting 200 Inspectors then something is wrong. People are avoiding using the HIVE process as it's way too complicated. Are we getting value for money out of this? Union complaints in the construction sector are a well known problem and have resulted in many experienced Inspectors leaving the job or working in other areas other than construction. This is actually making the construction industry less safe. The complaints are often baseless or of a minor nature. They do however, take a long time to resolve (days) and Inspectors are well aware that unions have a direct line to Senior Management. Whilst this is all happening those Inspectors are not out looking at other areas of construction such as domestic housing.
Very Negative		
Negative	Culture & Values,Service delivery,Performance & Development	Continuous improvement culture - we may not be great at everything we do now but if we can consistently improve, in small steps over time, we will be successful and achieve our priorities and goals.
Negative	Performance & Development	There is not enough opportunities for promotion for lower paid employees.
Very Negative	Employee wellbeing	I would like a bit of a break when it comes to my work. I feel as though it is very repetitive and exhausting at times.
	Culture & Values,Resources	OIR must have a good safety culture where employees are proactively thinking about safety. There is some resistance to change within the organisation particularly in regard to IT systems.
Negative		
	Employee wellbeing,People and Teams	There is no mention of mental stress only physical and emotional stress. Mental stress is much more common in the workplace than physical and emotional stress. Flexible arrangement is not supported where a colleague had to change department to achieve flexible work arrangement. We should be able to work additional hours to be banked as ATL/Toil and used as required.
Very Negative		
	Performance & Development,Leadership,Service delivery	These surveys would have some meaning if:- (a) senior management acted on the results rather than paying 'lip service' (b) senior management applied inclusive/consultative processes rather than paying 'lip service' (c) elimination of 'jobs for mates' (d) promotion on the basis of merit as opposed to 'jobs for mates'
Negative		(e) EOI process administered appropriately rather than in a manner to achieve a management desired outcome
	Performance & Development,Leadership,Culture & Values,People and Teams	To help OIR the most to be successful and achieve its priorities and goals, remove the culture where speaking to anyone outside of your own manager is taboo. When there is trouble between a manager and his/her employee, the employee should be able to approach the manager's manager, or other assistance, without fear of stepping on toes and/or negatively impacting his/her own career. This requires an approachability from the executive team and executive directors, and accessibility to them from "ordinary" employees also. In other words, break down silos and have accessible and approachable executive team and executive directors who are in regular, informal contact of the type that is "waiting for the photocopier small-talk" so that issues can be informally raised, recognised and managed.
Negative		

	Resources,Leadership,Employee wellbeing,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	The current culture is very negative and toxic, this has seen multiple people resign, take up secondments, and take leave. Firstly, management need to be more transparent in: - Recruitment - Back filling roles - Unit and organisation as a whole updates - Recruitment structure AKA - level of occupancy compared to workload and additional responsibilities put on staff within teams Some units seem to have an issue with retaining staff, "Staff retention is highly needed. This has created a bad and ugly environment and puts a strain on other resources such as other teams. Restructuring seems to be going on continuously, when it shouldn't be. We have seen announcements where people have been successful in short term roles but no notification or awareness has been emailed out about the role being available. Management need to start thinking of staff retention, as at the moment there is a major lack of this, and the organisation will continue to loose this tacit knowledge. Management need to be more in tune with what is happening, engage more into there teams as a whole and individually, a email does not cut it, a face-to-face catch-up helps, on a regular basis. Allow team members to have more opportunities for professional development, have some sort of mentorship or upskilling available to everyone at all levels. Management need to start listening to everyone AT ALL Levels as people are being ignored in the workplace. This creates tension, unease and a real negative workplace.
Very Negative		
	Resources,Employee wellbeing	Manage workload Address burnout and high ATL
Negative		Identify why we can stop doing in the pursuit of always doing more with less
	Resources,Leadership,Communications,Culture & Values,People and Teams	I LEFT THE CONSTRUCTION INSPECTORATE IN LATE OCTOBER 2021 TO ACT IN MY CURRENT ROLE, AND HAVE SINCE SECURED MY PERMANENT POSITION. I FELT THE TOXIC OPERATIONS MANAGERS AND DIRECTOR, CONSTRUCTION AND EXECUTIVE DIRECTOR WERE PURPOSELY DESTROYING MY SOUL IN AN EFFORT TO HAVE ME LEAVE. I AM ONE OF 45ish CONSTRUCTION INSPECTORS, SERVING FOR VARIOUS LENGTHS OF TIME, TO LEAVE CONSTRUCTION INSPECTORATE. HELEN BURGESS AND MARC DENNETT ATTRIBUTED THE DWINDLING THE NUMBERS DOWN TO AN AGEING WORKFORCE, YET SHE ADMITTED IN A TEAMS MEETING (1.5 - 2 YEARS AGO) WITH ALL CONSTRUCTION INSPECTORS AND OPERATIONS MANAGERS, THAT SHE KNEW THE CONSTRUCTION INSPECTORATE WAS VERY TOXIC. SINCE SHE 'TOOK OVER THE REIGNS', THE CONSTRUCTION INSPECTORATE HAS BEEN WORSE FOR IT. I BELIEVE SHE MAYBE CURRENTLY UNDER INVESTIGATION FOR CORRUPTION AND WHATEVER ELSE BY THE CCC. THIS DOES NOT SURPRISE ME AT ALL! HER AFFILIATIONS WITH THE BLF (WHEN THEY WERE AROUND) AND CFMMEU HAVE HER PROTECTED. HOPEFULLY A FULL INVESTIGATION IS CONDUCTED INTO THIS, INCLUDING SEIZING HOME COMPUTERS, FILES, PHONE RECORDS, TEXT MESSAGES, THE WHOLE SHEBANG! I ACTUALLY HOPE THAT THE MEDIA GETS A HOLD OF WHAT SHE, MARC DENNETT, CHRIS MUTTON AND MARK HOUSTON HAVE/ARE CONDUCTED/ING THEMSELVES. I HAVE WORKED IN THE PUBLIC SERVICE FOR 32 YEARS AND HAVE NEVER WITNESSED 'UTTER CRAP' LIKE THIS, IT'S FUCKING DISGRACEFUL! SINCE LEAVING THE CONSTRUCTION INSPECTORATE, I HAVE FELT A 'CALM' LIKE I HAVEN'T FELT FOR 4-6 YEARS. I HAVE SINCE SEEN MANY COLLEAGUES LEAVE OR MOVE TO THE INDUSTRIAL INSPECTORATE AS THEY TOO WERE FED UP WITH THE SHIT DEALT OUT BY HELEN BURGESS THROUGH HER OPERATIONS MANAGER CRONIES. IT'S VERY SAD AS I USED TO GLOAT ABOUT MY JOB, THEN MARC DENNETT AND HELEN BURGESS 'TOOK OVER'.
Very Negative		I NOW ENJOY MY JOB AGAIN, COS I'M NOT IN THE CONSTRUCTION INSPECTORATE!
	Employee wellbeing,Performance & Development,Leadership	Treat people as people, focus on learning/training in how to flex with different personalities in the workplace, remove the caste mentality and treat people as equals which will then give management the respect they too deserve.
Negative		
	Culture & Values,Service delivery,Leadership	A more proactive and focused culture with clear sights on the right priorities to deliver the best outcomes for Queensland; encouraging autonomous work and demonstrating trust and confidence in employees. Much less focus on administrative and statistical tasks and much more effort and drive into processing work as effectively and efficiently as possible to ensure prompt turnaround and follow-up.
Very Negative		
	Performance & Development,Culture & Values,Leadership	For me personally, I would like interaction and meetings with my manager. This is the first time in a 22 year career that I have no real contact or interaction with my manager. From a culture perspective I think regular updates to staff and clear objectives would be good.
Negative		
Very Positive	Leadership,People and Teams,Performance & Development	Inclusive, dynamic, cutting edge, embrace change, encourage team, collaborate across teams , share, be open, be vulnerable. Be positive, give feedback often.
	Employee wellbeing	Expanding and normalising flexible working opportunities will elevate the morale, and physical and emotional wellbeing of staff, that in turn enhances the success of the organisation. Freedom to work less than full-time, to work from home without prior arrangement/approvals, and similar flexible hours (7am-3pm, 8am-4pm, etc) are examples of expanding and normalising flexible work.
Neutral		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	I am disappointed at the number of good, knowledgeable colleagues that have left our organisation in recent times due to workload issues, poor management of their career opportunities and lengthy processes to recruit. On the one hand we encourage people to apply for other positions as part of their career development, but then there is no backfill to help existing staff management the workload of the units.
Very Negative		Our culture is adversely affected because (in my opinion) mental health and wellbeing is not being prioritised over operational demands such as adherence to the CMEP.
	Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	A culture that is supportive of its workers, free from behaviors of psychosocial nature such as bullying.
Mixed		My current work unit supports a good working culture. I have worked in other OIR business units that have a culture, not like the one I currently work in. Although my workload is heavier, the positive work environment keeps me driven to be productive and support my senior managers and colleagues. A good culture provides me with the drive to deliver and work harder.
Neutral	N/A	
Neutral	People and Teams	Collaboration, respect and caring.
Positive	Culture & Values	A good culture supportive and positive.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Communications,People and Teams	It all begins at the top. If the Director and senior management aren't seen as setting a good example then the flow-on effects cascades down to the rest of the team. There is a a very high turn over of staff and for good reason.... There are unfair recruitment practices and staff who have genuinely expressed interests in developing further within the organisation have been overlooked while others who are relatively new with less experience get a fast-tracked to the top - depending on their familiarity with the senior staff. Favouritism is widely practiced while others get overlooked. So transparency, communication AND accountability should be practiced regularly and not just talked about.
Very Negative		
Negative	N/A	Positivity. Nurture staff - don't always focus on their faults.

	Leadership,Employee wellbeing,Service delivery,Agency engagement,People and Teams	Construction Director to be sacked Micromanaging with Aurion timesheets to be stopped Working roster to be stopped Only one worker allowed to have time of in a month in the whole construction Inspectorate. Construction strategy micromanaging the construction team and having a say in how, what were we go daily. 81'3 complaints sould not be attended until they have fully gone through consulatation process with the builder. Due to construction permit holders loosing there state and federal permits unlawful and unethical behaviour. Workloads not been managed due to the amount of Inspectors who have moved on and the Inspector have not been replaced. CMEP has caused alot of occupational violence due to the Inspector having to issue hefty fines and caused alot of stress on the Inspector No consultation in the Inspectorate from the Director daily The Triaging of union complaints should not been done by the Director for construction but should be done as per policy through AAA Stakeholders making false and misleading complaintsd towards Inspectors when we are not doing whatey want us to do and demanding we write an notice or Infringe.Then the Inspecftor is then Investigated. When the due process has not been followed i.e they have not put in writing the complaint. Managers ringing us whilst we are on site and seem to know what is going on when they are not on site. Then demanding we write notices to appease the stakeholder Even though the Inspector explains he/she cannot write the ntotice due to not forming a reasonable belief. Putting Inspectors on the Gold coast roster without consulatation and the expecting them to drive for four hours to and from the Gold coast to work down there for the day. Taking away the Proactive areas the Inspector used to have and service and take great pride in looking after there areas. Now we dont have areas so we can be readily available for union complaints and act as rapid response. We need to have our practive areas back The Inpsector to be rapid response for union complaints and the expectation is to be on site in under an hour. Whilst driving he is then recieving several phone calls as to were they are creating alot of stress for the Inspector. Inspectors expected to drive from the Northside to the Southside or Ipswich due to there not being enough Inspoectors on the ground to do the job. The reasons above mentioned is the reason why a large amount of Inspectors have moved on from the Inspectorate only leaving a handful of constrcution Inspectros through out the state to do the job.
Very Negative		
	Leadership	Please realise that my answers are provided knowing that this survey has been completed during my first two days of employment with OIR. I believe this survey should have been held back from being sent to me during my first day. If I can take some positive experience from completing this survey I would say that I'll be better prepared next time I complete one. There were a lot of questions :)
Negative		
Negative	Resources,Leadership	Support your staff by providing sufficient human and physical resources to do their job. There is a lack of confidence and knowledge to address poor workplace performance.
	Performance & Development,Resources,Communications,Leadership	Look within to source talent for roles. There are a lot of transferable skills internally. People tend to get "pigeon holed" in this organisation. Senior leaders only see them as capable of doing their current role and not of their potential for other roles
Mixed		I appreciate open and transparent recruitment but it would be nice to see staff personally encouraged to apply for roles based on acknowledgment of their value
	Leadership,Service delivery,Resources,Employee wellbeing	every time the org comes up with a new framework or corporate responsibility it never seems to be adequately resources to perform the full extent of the administration and governance requirements associated with it and hence is always 'absorbed' into existing roles and workloads. Hence items take a long time to progress and this increases the risk of it stalling because people move on, lose interest or just can't cover the extra load to do it properly. For example, the extent of governance expected now across all matter of work activities has increased demands yet no allocated/dedicated resources (i.e. partial FTEs, hours, new roles) to ensure it is done over and above current work. This excludes the HIVE - it is more about the expectations across the units. Increases are being made on performance measures, reporting and capturing data, reporting on human rights issues, risk registers, new frameworks and strategies, ICT demands, PDAs, and so on. It must be recognised that if we capture more data and metrics, that has to be analysed, interpreted and acted on otherwise it is pointless. I support the increased governance and accountability but I don't believe agencies are accounting for the inevitable increase in the associated workload and thus tends to detract from core WHS business and leads to excessive workloads and burnout. There has been a substantial increase in this corporate 'noise' with no commensurate increase in resources (IT or human) to deliver while delivering services to QLD at the same time. Can't have it both ways - can't effectively maintain services while increasing corporate demands with no increase in support whether it be project managers, HR advisors, adminsitrators- there is always an overhead cost with these yet are the first areas to be eroded. This inevitably draws key personnel increasingly away from core business to address such demands.
Very Negative		
Very Positive	Communications	Open, honest and transparent communication
	Culture & Values,People and Teams	Current culture within the team is great, workplace is supportive and the team environment is the best I have worked with.
Very Positive		
Negative	Performance & Development	OIR should utilise the expertise and skills of the experienced employees to assist the development of new employees.
	Performance & Development,Leadership,Culture & Values,People and Teams	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals? OIR (WHSQ) needs to ensure its team members are made to feel like they form part of team WHSQ who are collectively all on the same page with universal understanding of the organisation's aims and direction. Perusal of any successful private sector organisation will show that its management usually demonstrate an ongoing 'hands on' proactive engagement strategy with team members. Unfortunately I can count on less that 1 hand only the number of times this has occurred in the last 12 months.
Mixed		WHSQ has some wonderfully gifted people who could make this happen if only they were given the executive encouragement to do so.
Neutral	N/A	Nil comment
	Culture & Values,Diversity, Inclusion, & Fairness,Resources,Employee wellbeing	OIR needs to continue to focus it ongoing culture on Flexibility, inclusiveness and understanding. Especially in these new and vastly changed days from what used to be considered the "norm". More opportunity for employees to work in better work-life balance arrangements should be given high priority with the focus on office based employment being reduced and diversified to home office work at every opportunity.
Negative		
	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	mentoring and career succession planning and positions available for this to occur, so internal staff with skills knowledge and ability can be given opportunity to develop and progress (including obtaining roles at permanent higher levels) people with specialist professional skills being acknowledged and rewarded (while we are in the business of 'public service' we are a specialist knowledge group but progressively over years this is devalued for people without the specialist skills being given priority/opportunity and the specialist skills are diluted in the process). There needs to be a mix of skills, experience and abilities but pendulum has swung away from the specialist technical skills needed to understand and apply effective and credible strategies to the role for the betterment of the stakeholders of the agency. Culture where smaller specialist groups within the agency (within OIR / within ESO) not being overshadowed by larger groups / being left behind in areas of support, skill development and staff capacity (building on current strengths so they are not lost - and remain valued - while also developing for future technology and having adequate staff numbers and career progression opportunities within group).
Negative		
Very Negative	Leadership,Diversity, Inclusion, & Fairness,Performance & Development,Communications,People and Teams	#NAME?
	People and Teams,Performance & Development	Everyone working together as a team to get the work done in a timely manner. Identifying individuals strengths and creating mentoring opportunities to share their skills and knowledge so they are not lost when they leave.
Positive		

	Resources,Leadership,Service delivery,Performance & Development,Culture & Values,People and Teams	Our Executive Director is kind and approachable, and i have had cause to speak with her. She was very welcoming to discuss issues. However despite our executive director being so lovely, our Director is not approachable, he barely speaks to the 'plebs'. i can't be bothered saying hello to him because he never responds. We have a team member who is a bully (will be referred to as "the bully") and our manager and TL bend over backwards to keep her appeased. For example, this bully saved all her work in an area not accessible by others on her computer. When changes were made to our computers to upgrade the software, she lost all her work. She screamed out and sobbed and berated the IT fellow who was assisting with the changes. Our manager nearly tripped over herself with the speed she got to the bully's desk and then had a go at the IT fellow. but he shut them both up very politely saying that we were all warned not to save our work in areas where others cannot access it. the bully then ran from her desk to the lunch room crying and screaming and the manager was trying to console her and offered her help from the team, but this charming bully yelled "I don't trust anyone touching my work". I heard all of this myself. This bully makes no secret of 'hating' one team member, and will take any opportunity to undermine her. When our manager was to take leave from her role, according to the bully, she approached the Director and told him, if the team member she hates, acts in the manager's role, she would take sick leave - she had the gall to brag about it, and threaten people if they repeated what she said. An AO 8 from the MAT undertook the role. Which leads me to another issue - giving people the opportunity to progress in Review and Appeals. We have wonderful BSU supporting us. For years and years these girls have stayed AO3s and not given the opportunity to progress in their careers - unless they have left the place and go and work elsewhere. I have suggested many times to get one of these girls on a rotation basis sit in appeals so they can have the opportunity first hand to learn and understand what we do. There is absolutely no innovation to help these girls. We now have contract staff to do our admin work - which i am so grateful for. But it's one of the BSU girls training them!!! why couldn't she sit in the role for a year? and the contract staff work in BSU? I can't compliment these girls enough who are at the rock face. Despite all the things they have to deal with, they remain a professional hard working team. I feel very strongly that we could develop these girls if management put their minds to it. One Friday when we did not have a Director, Manager and only 1 team leader on site for 1/2 for a day, the BSU girls were distraught, angry and feeling very unsupported, but they just did their work hoping they did not have to deal with some craz y person with out support - actually the manager in the MATs stepped up and advised she would be contactable during the day, if needed. I am sorry to address these issues, because I know executive director has done so much to help us to have a good work environment. I feel her direct reports and Managers let her down. Our leadership manage up - not down. I have no axe to grind- I like my job, I am treated well - I don't like bullies and for the life of me I don't know why the one in our team is protected.
Mixed		
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Communications,Culture & Values,People and Teams	A culture of honesty, transparency and equality. Processes need to be fair and equitable. All staff need to be assured that progression is actually based on effort, ability and work ethic, not just jobs for the most agreeable team members or "Yes" people. A healthy workplace should be one where different views and ideas are celebrated and acknowledged. Personal differences should be left at the door and not manifest as vindictive issues in the workplace. We are supposed to be shining light on workplace health and safety in Queensland, however this is the opposite in my experience.
Very Negative		
Negative	Resources	More information on LGBTQIA+ and Aboriginal/Torres Strait Islander issues would be helpful.
	Performance & Development,Resources,Leadership	Worker well-being:
		A more genuine approach to issues impacting workers outside of work needs to be reinforced and repeated more often (because it does impact them inside work hours still)
		A lot of the annual DV/cultural awareness activities feel like the promotion of resources is enough for OIR to tick the completed box.
Negative		
	Resources, Leadership,Service delivery,Agency engagement,People and Teams	A greater understanding by the executive team of their roles and responsibilities in terms of work health and safety. We do not practice what we preach especially in the area of psychological harm. Our staff are overworked and under resourced and it cannot continue without it affecting service delivery. Our staff turnover is huge and is not being actively discussed with staff, but is routinely not acknowledged and discussion on the topic is actively discouraged.
Very Negative		
Negative	N/A	a more pro-active outlook
Neutral	Communications,Leadership	Transparency
Positive	Leadership	Treat people like they matter. Appreciate the time and effort staff put into their work, regardless of their classification.
Very Positive	People and Teams, Performance & Development,Communications	Being respectful, honest and transparent;, valuing other people's viewpoint and opinions; working as a team to achieve goals; always behaving in a professional manner
Negative	Diversity, Inclusion, & Fairness	opportunities for everyone to try new areas, progress in the ranks, not just the select few. Less nepotism and more equality
	Service delivery,Leadership,Employee wellbeing	I think there needs to be better equity particularly when A07s are doing the job of A08s and there is no real differentiation between A07s and A08s in terms of responsibility and workload.
		The new WESP structure was consulted on with good intentions but in practice it has slowed down approvals, there are A08s who do no more than A07s and there is no reduction in workload but another layer of approval. If anything, workload is worse in the new structure but some A08s and Directors seem much less affected.
Negative		The A08 position prior to the new structure was more like a Director but now it seems to have swung too far in the other direction.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	1. Having the senior leadership and executive team show that they are able to actively listen to alternative perspectives and ways of doing our work and actually change their behaviour or approach accordingly. More often than not, it feels more like they are just talking the talk and not walking the walk because they are not genuinely open to changing their perspectives or doing our work differently when it's suggested by people further down the ladder. They'll appear to listen to suggestions and arguments for change but don't always seem willing to admit that they also might need to change the way they operate. 2. Acknowledging that your experience or preferred way of doing things isn't necessarily shared by others would go a long way to helping to senior leadership and the executive team to actively take on board the views of others. Not only would this make those of us who think differently or approach our work differently to feel more accepted but it would make it easier and less stressful for us to do our jobs. It creates a lot of stress for me (through cognitive dissonance and unnecessary conflict with other agencies) when I'm tasked with doing a high quality, evidenced based policy project but am told to not apply basic policy principles, processes and reasoning to my work as there is already a pre -determined answer that we just need to get through. We shouldn't be scared to suggest better, more innovative alternatives if that's what the evidence tells us but I feel increasingly discouraged from doing so as I've seen from experience that my suggestions are disregarded. 3. It would help if there were genuine consequences for inappropriate and unprofessional behaviour in the workplace (e.g. speaking to colleagues aggressively, misdirecting one's own frustration towards coworkers, openly belittling or blaming others, actively excluding or isolating members of the team) like being required to apologies for such behaviour. Having been subjected to each of these examples and there was never any action taken or resolution once it was escalated to senior and executive management. It just seemed like I was meant to just put it behind me and move on. I tried to not let it affect me but the lack of resolution and even acknowledgement of poor behaviour has had an ongoing negative affect on my mental health that I'm still trying to work through with mental health professionals (e.g. even after moving roles, I'm still genuinely scared to come to work some days for fear of being abused or belittled again by colleagues.) 4. In my recent experience, certain areas of OIR still haven't cottoned on to what I see as the executive team's desire for us to be more collaborative and less siloed at the team/work unit level. I've seen how united the executive team are and how they work together on issues that cross over multiple areas of the portfolio and it's really helping us to develop better work in a better way. However, I don't feel like that message or example has filtered down across OIR enough as I've still encountered blame-game pile ons and been rebuked when I suggested that we proactively work with another team or agency on something. If the executive team could explicitly set this as the expectation through direction or structure, I think it would help those of us trying to move the OIR culture into the 21st century.
Very Negative		
Negative	Performance & Development,Communications,Leadership,Diversity, Inclusion, & Fairness	Promote inclusivity and it would be helpful to allow more exposure across levels for more junior officers to gain insight into things that senior officers do. This will assist in transparency and growth for junior staff
Very Negative	Leadership	Valuing its people. Applying the People Strategy. Supporting the consistent workers and getting real about those staff who provide no return for investment.
Very Positive	Culture & Values	Positive, inclusive culture, supporting others - not only co-workers but also attitudes towards customers/ clients
	Performance & Development,Service delivery,People and Teams,Leadership	Expectations that align with the Public Service Act and Code of Conduct - training on these should be formally delivered to ensure staff are reminded by the Ethical Standards unit as well as Team Agreements to ensure that all staff are empowered to understand what unreasonable or unacceptable behaviour looks like and how to report. Also, the process for how it will be managed and that it will be managed.
Negative		
Negative	Resources,Communications,Employee wellbeing	Creating a fair and transparent space that is encouraged by all and communicating as much information as possibly can. Taking on more staff to assist with the current work load.
Negative	Resources	Better access to internal information and resources.
	Agency engagement,Resources,Employee wellbeing,Leadership	I believe an official working 9 day fortnight or working 19 day month roster should/must be put in place without the need to constantly apply for ATL and or TOIL to achieve this by way of a flexible working arrangement.
		Workers could be rostered off on either a Friday or a Monday, so not all are rostered off together, that way the workplace would not be left short of resources or closed on any given working day of the week.
		This would enable managers to have knowledge of workers' RDO days for certainty of staff numbers and movement to manage work loads and reacting to jobs.
		This would contribute greatly to an improved work - life balance, most all local government departments operate with this system will no loss of service or work ability.
		This would make for a more attractive workplace for new workers and retaining current workers in this now challenging environment to both attract and retain a strong workforce.
		This would be huge improvement at virtually nil cost. Need to look beyond just purely wages to attract and retain the right people.
Negative		I have advocated for this for many years, with very little traction achieved.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	Maintaining a culture where staff feel as though they will be supported when needed, providing flexible start and finish times to suit an all round work/home/life balance and an open door policy by management encouraging staff to feel comfortable in approaching them and discuss issues.
Very Positive		These 3 main factors in my personal view, lead me to feel as though I have the trust of the organisation to perform duties as is expected of me. Being given the flexibility to balance work and family life cause me to want to try my very best to do my job well and to try and achieve the goals of the organisation.

	Leadership,Resources	A positive one.
		My supervisor is fantastic with my on -boarding.
		If I was to say one thing - I have been hired on only as a temporary PT person.
		I require PT FT ongoing.
Very Positive		The cost-of-living is at record levels in Australia - and my Generation (Gen Y) is locked out of the property market. Stable full-time work that is secure and not churning and burning through employees is needed. Thank you.
	Performance & Development,Leadership,Resources	Upgraded relevant training - position specific. Management of staff to ensure compliance with duties outlined in Position Descriptions.
Negative		Recruitment suited to position and the requirements of that position.
Very Positive	Agency engagement,People and Teams	A happy safe work unit that encouraged and respects each other and one that is full of motivated and team players
Very Positive	N/A	I am new to my role and am very satisfied with my present work arrangements.
Neutral	N/A	No comment
	People and Teams,Leadership,Performance & Development	Greater focus on learning and development Forge greater connections between units (breaking down silos, which still exist)
Negative		Enable and encourage employee voice (not just token efforts i.e. embrace appropriate issues raised by employees)
	Leadership,Employee wellbeing	I still believe that there is an issue with micro-management. Directors should have greater ability to make decisions commensurate with their level of delegation. As a result decision making is at times intolerably protracted (or absent). This prevents the implementation of proactive and agile activity.
Negative		It is pleasing to see the progress that is being made in the areas of health, safety and wellbeing within the organisation. This is noticeable from the time that I joined the organisation.
	Communications,Leadership,People and Teams,Resources	Transparency and honesty is needed. Being provided information (even if limited) about the direction of the unit once information is known would be ideal. Being kept in the loop is important to many people. Collaboration is also appreciated.
Negative		
	Resources,Leadership,Service delivery,Performance & Development,Agency engagement,People and Teams	While my workplace provides me with meaningful professional development opportunities which draw on my strengths, knowledge and skills, it also provides healthy challenges that develop my skills and abilities even further. I genuinely enjoy coming to work and enjoy working with my colleagues and supervisors in processing our work together, improving processes, and problem solving in a respectful workplace. I understand what I do and how it supports, and connects to, the greater community. I understand how important our work is and I am proud of my work place.
Very Positive		
	Performance & Development,Diversity, Inclusion, & Fairness	Some people continue to think that they are not given opportunities because of their colour or age. They also say inappropriate things against white people but say that you are not allowed to say inappropriate things about indigenous people.
Very Negative		They seem to use this as a cover as a justification for why they are not being promoted or given relieving opportunities when in fact the actual issue is work performance.
Positive	Culture & Values,People and Teams	A supportive team culture
	Leadership	thank you for the opportunity to be involved. the survey was quite lengthy but as a relatively new employee, its good to have this type of survey to involve all positions Kind Regards Jo
Mixed		
Positive	N/A	Maintain a fair and supportive workplace.
	Leadership,Diversity, Inclusion, & Fairness,Performance & Development,Agency engagement,Culture & Values	A culture that actively seeks to set the standard for its own workplaces that it applies to the workplaces that it regulates. Also, comparatively with other agencies in the Queensland public service and in other jurisdictions, OIR is at an early stage in its journey to visibly promote cultural and other forms of diversity to the point where this is embedded and automatic. I would like to see more support to help me have more confidence in expressing my acknowledgement of diversity in a way tha t is natural and unrehearsed and a source of pride.
Negative		
	Resources,Culture & Values,Leadership	I have concerns about the conduct and behaviour of Helen Burgess the Director of Construction Strategy Unit . I have witnessed poor behaviour from her and she has tried to influence me as NCQ Regional Director to encourage inspectors under my control take inappropriate compliance action against PCBUs on behalf of what the CFMEU wants to occur . In addition she has spoken to me on a number of occasions in a poor way not what you would expect from a Director , in addition in meetings she has spoken very poorly about her Inspectors which is more a reflection on her poor leadership . Office of Industrial Relations needs to do something about Helen Burgess's poor and inappropriate conduct and the direct influence the CFMEU has on the operational conduct of WHSQ and the influence it has on the WHS Board . I would like to say also that since Andrew Harris has been CFS Executive Director he has been proactive in trying to improve things however I don't think he has been supported fully by the Department and Ministers' Office due to operational and political influence of the CFMEU
Mixed		
	Agency engagement,Culture & Values	OIR is good at espousing its values externally but not to its employees. I feel that most people I encounter in the workplace are genuinely happy about where they work but being formally valued by the organisation would increase job satisfaction and improve the feeling of job security and loyalty to OIR.
Mixed		
	Communications,Leadership	Senior managers do not respond to emails quick enough, lot of follow ups required to get the response back from them. May be it is do with their work load however to do our job better sometimes we'll need quick response from managers.
Negative		
	N/A	Review the CMEP Go back to the way we worked and treated the PCBU before the CMEP.
Neutral		
Mixed	Leadership,Agency engagement	WCRS is a great place to work with supportive management. Additional delegated authority would be useful to assist with getting work completed.
Neutral	Employee wellbeing	Encouragement of flexible work arrangements where appropriate.
Very Positive	Service delivery	accountable; collegiate; evidence-driven, measured responses
	Leadership,Employee wellbeing,Service delivery,Communications,People and Teams	Improving communication across teams within OIR and understanding there is your list of urgent items to action and then there is the actual OIR list of urgent items to action. All departments are important and working together with shared knowledge will help to reduce time and stress spent on prioritising the wrong items.
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values	Front line Inspectors are broken. This can be attributed to: 1) Inspectorate work loads are excessive- we work in excess of 7.25 and some late into the night and early in the morning to manage our loads to have availability and capacity throughout the day so ensure coverage and mentoring occurs. 2) Reported inspector numbers does not equate to "boots on the ground". There are a number of powered administrative/project staff which falsifies numbers and affects FTE for regional assets. The regions are haemorrhaging for Inspector numbers- we need support. While our Operations Managers and Regional Directors I am sure advocate for capacity this is now urgent. 3) IPAM is a conflict on interest- having finished or "graduated" the IPAM programme the assumption from the PCBU is a compliant workplace. This is false and misleading and in the event prosecution occurs opens WHSQ to departmental risk. 4) Inconsistency in training, procedures, work instructions and occupational culture- legal professionals advising one thing, work force capability doing another and the regions undertaking another scope. One department - one model- one expectation. 5) Front line Inspectors are expected to know a little about a lot. The Department have academic rich resources. Psych Units, Haz chem units, Ergo units, Asbestos units and so on. It fails to reason with content specific hazards incidents/complaints cannot be allocated to these units for richer investigation and enquiry. Information and training is not repeatedly provided to content specific response. It is up to the individual to maintain currency. (An example of this is ACM exposure- Inspectors are expected to undertake first response including donning and doffing of PPE and collect samples which can be used as evidence in a court of law bu the Inspector may NOT have done training in 4+ years! Another example is response to work related violence and aggression or sexual harassment, the Inspector may never had formal training in this hazard profile merely relying on peer mentoring and guidance material from the Intranet!) 6) Fear re: union engagement, aggression and concern re: professional conduct. If Inspectors engaged on union ROE, complaint, PIN review etc. the scrutiny and file management to ensure no avenue for union misconstruing or manipulation is paralysing. Far and beyond the expectation and scope of any other compliant or incident.
Very Negative		
Positive	Service delivery,Culture & Values,People and Teams,Leadership	A high performance culture in which employees are expected to prioritise service delivery and team collaboration.
	Culture & Values,Leadership	There is a now a generational change taking place within the senior executive with a significant loss of institutional knowledge including political (small "p") savvy over the last few years. There are significant risks to the organisation and its work during this time for this reason. Insight into their own personal strengths and weaknesses amongst the organisations' leaders is not always apparent. Activity for the sake of it is to be discouraged. More 'listening to understand' is to be encouraged.
Very Negative		

Very Positive	Culture & Values	OIR already had a great and positive culture and continue to invest more in people.
Negative	N/A	Expectations of behaviour not only clearly stated, but consistently applied to all, at all levels.
	Leadership,Resources,Employee wellbeing	Clear and visible steps to manage poor performance or poor behaviour Real strategies to assist staff who continue to report high volume workloads Clarity from our leaders on what priorities have the most importance to the agency Breakdown of siloed mentally across OIR from priorities to funding to resourcing
Negative		
Negative	Agency engagement,Resources,Leadership	Focusing on strategies required to enable OIR to retain current experienced staff and also attract new skilled resources.
Neutral	N/A	Investing on people, providing a good workplace and maintaining discipline of all workers.
	Culture & Values,Agency engagement,Leadership	A supportive culture. Often things are being done but you don't know about it and it's only when you raise an issue or have a conversation with someone else that you can put the pieces togetehr.
Very Negative		A culture that calls out issues. How many complaints/issues and Estimates hearings will it take for the issues around the construction strategy and compliance director to be taken seriously? A lot of very reslient construction inspectors are being unnecessarily unhinged and despite people knowing about it, it gets swept under the rug in estimates as natural attrition.
	People and Teams	- Respect - Consultation - Team work
Neutral		
Negative	Culture & Values,Leadership	OIR needs to work on encouraging a culture of change and openness to doing things differently.
	Resources,Employee wellbeing,Service delivery	OIR specifically has no behaviour issues as all staff are very professional and considerate. Have found OIR is behind in corporate systems and processes and struggles to adapt to change. Key issue is not so much workload but lack of resources to complete work as all areas suffer from not being able to fill positions ie running at reduced staff capacity places stress on workforce.
Mixed		
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	OIR needs to work harder to retain and/or promote hard working, high quality staff - a lack of FTE across multiple areas is impacting units and having a flow on effect in attracting and retaining valuable and/or longstanding staff. Staff are having to move on despite being very committed to OIR, as there are no/very limited opportunities. Providing a clear and formal pathway for succession/promotion would likely help. Embedding expectations of behaviour and performance more formally (from induction onwards) and consistently would be beneficial. Accommodations (reduced workloads, lower expectations for project delivery) are made for some staff who are then praised for delivering the bare minimum - whereas those with high capacity are not so easily/often recognised, these staff are held to a different standard which over time is unfair. Implementing a stronger mechanism for recognition and reward would be beneficial.
Very Negative		
	Leadership, Employee wellbeing, Performance & Development, Communications, People and Teams	It appears upper senior managers do not care about the health and wellbeing of their workers. There seems to be a mass exodus from the construction team in southeast Queensland and no -one is asking why. The inspectors feel that they have no other option than to leave or transfer to another department as there is no management support for the ongoing issues including how we respond to union complaints. As a department we promote transparency and impartiality, yet when it comes to union interaction the lines become blurred. Unless senior managers intervene, more inspectors will leave, currently there are 2 more inspectors applying for external positions. Upper management are aware of the issues that the inspectors are facing and yet refuse to assist in resolving these issues.
Very Negative		
	Resources, Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	The Executive need to be on the same page and demonstrate that they take a whole of OIR view. We have organisational values for a reason, but I'm not witnessing them in action (or even referenced). As the pressure mounts to do more with less, I'm seeing less collaboration and more competition between directorates. Let's walk the talk.
Negative		
	Service delivery,Performance & Development,Leadership	The Executives in this organisation have hit rock bottom and started to dig.
Very Negative		They have no idea of what they doing, no plan, no skill just tick the boxes they invent to measure output.
	Resources, Leadership,Service delivery,Performance & Development,Communications,Agency engagement,People and Teams	My work area has lost a lot of great staff and the workers that remain know the problems however nothing changes or being acknowledged and communicated. It is depressing workplace watching the amount of work colleagues leave that are bitter and twisted by what this organisation has done to them. The workers that have left complete exit interviews however nothing changes or is being acknowledged. If changes are coming it will be too late as we have lost so much brilliant experience and knowledge. If we have direct conversations with our managers and disagree with instructions given we are then targeted as not to progress further or further communication is cut off / limited. My work area upper managers have this new direction (unwavering belief) of bringing in new staff that have no skills back ground and a high level of education as the answer to improving the department's stance in industry. This is far from the truth as now the new staff themselves do not know the process of a given skill that take skill based staff decades to build up their levels of knowledge and confidence. The new staff are themselves at risk on site during and after training due to not knowing what is safe and not safe at a workplace they have never entered or experienced - to enforce legislation. The new staff will not be able to justify their decisions on providing advice and recommendations. Reason - management have a belief that a couple of months training will bring new staff up to the level of someone that has a lifetime of skills and experience. Previous legislation required any new inspector to have a minimum 5 years experience in a given industry. This legislation was there for a reason and not to be baulked at. All the experienced staff below management level know this new way of bringing in inspectors will never work however our input is rejected and not to be commented on any further. The experienced remaining staff have now given up and see the only way any changes will take place is when unfortunately an incident requiring a coronal review will enforce the beliefs we hold right now. The only reason seen by us on our current projection is that the new wave of inspectors are solely bought in to write great reports. But with no skill set they will not be able to identify or anticipate what is right or wrong. The new staff will then join most of our managers that also have no skill set or experience. Thus no further arguments between staff and management. The only direction then will be the entry permit holders who will hold the balance of power because they will be seen as more experienced than any new staff and management re the construction industry. That's how business will be done in Qld i s the view held by many counterparts within industry. We have mangers that attend industry board meetings. The industry board meetings hold attendees experienced within their given industry. Out attendance is by managers with no industry experience and don't have the confidence, skills or experience to argue what will and won't work within our organisation. As a result we are given the run around on priorities that should never have been agreed upon. It seems we don't have any control of our future and knee jerk reactions after each meeting. Example does this audit involve a HIA / QMBA member and are they using the right tool for the job. How can a new staff member with no industry experience tick the box or argue with a stakeholder whether the right tool for the job is being used. The completion of the audit tool and reporting processes take longer than the visit itself. What happens when we direct a stakeholder to use a different tool and be found at a later date that this guidance was a cause of an incident. No thought or input is invited to the coal face and if questioning this example we are spoken down to the point of embarrassment where no one is game to say anymore.
Very Negative		
Positive	Culture & Values,Service delivery	A culture of continuous improvement and problem solving - where novel solutions are trialled, evaluated and celebrated when we get it right.
	Leadership,Employee wellbeing	Get rid of the senior management whom continues to stand in the way of change. Often they tell their staff things will change and promise us the world, but when the proposed changes are shared with us, it is not taken on board. We keep hearing to say no to clients and to push back, yet it is the Directors and EDs whom keep pushing us to do more and add to the workload.
Very Negative		
Positive	Culture & Values,Diversity, Inclusion, & Fairness	Continue to endorse a supportive and proactive culture with regards to employee diversity and DV victim support.
	Leadership,Service delivery,Communications,Culture & Values,People and Teams	There is a lot of secrecy and time wasting (red tape) occurring within the Executive leadership role that seems to delay us from getting on and doing our jobs and getting started on projects and improvements. There is limited communication on why these delays are occurring being distributed to staff when it directly impacts upon them. This shows a lack of trust which impacts on culture within our teams
Very Negative		
Neutral	N/A	none
	Performance & Development	Less micromanaging. More emphasis on qualitative outcomes where possible, as it is not always the number of things done, but how it promotes change within a business. Sometimes this is measurable as a specific outcome, sometimes there needs to be a better way of recording and measuring our interactions with employers
Negative		
	Service delivery	I don't think we hold WorkCover Queensland accountable enough on their behavior.
Negative		Also, we do too much what the minister wants even if there is no real proof to back it up, it's like we are ministerial staff and not public servants of a department.
	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	"The way we do things around here" seems to vary between work units or directorates. I don't feel there is a consistent culture in OIR - individual directorates are taking their own paths on cultural, leadership, training etc so I feel the organisation is quite siloed in that way. There is a lot of talk about "One OIR" but in reality its 4 separate regulators all doing their own thing, with "corporate service'' areas caught in the web of it all. If the organisation truly wants to be "One OIR" then this should be demonstrated from the top down, with the executive team agreeing on a way forward, and implementing it throughout the organisation, rather than all doing their own thing. Good efforts have been made by many divisions to improve culture, but it's at a divisional rather than organisational level. A visible executive team across all of OIR would be very helpful here. It's rare that you see executive at all. Communication across and within OIR needs to be improved a lot.
Negative		
	Leadership,Service delivery,Performance & Development,Communications,Culture & Values	A culture of transparency and trust, where employees are treated fairly and consistently by their managers and the processes in place. That just because you know someone in a position of authority, that does not mean that you will be favoured in promotion/experiences and excused from poor performance.
Negative		
Positive	N/A	Good organisation to work for
Positive	Culture & Values,Leadership	A culture where managers listen to employees and respond to their concerns.

	Performance & Development,Leadership,Communications,Culture & Values	A culture where fair decisions are made, regardless of existing relationships. Encourage long term careers. Knowledge cannot be easily replaced. Good communication generally - especially regarding expectations. If constructive feedback is not provided to staff who are looking to progress, they do not understand why they are not successful. Give staff an opportunity to grow on the job (if the staff member is interested in different/higher level work). Performance management - it is important for staff to see that expectations apply to everyone.
Very Negative		
	Employee wellbeing	Decision makers should consider the impact on Inspector workload and expectations as a priority. ALL decisions that have implications for this should be vetted to ensure alternatives have been considered thoroughly before adding to expectations put on the inspectorate.
Negative		
Negative	Performance & Development,Diversity, Inclusion, & Fairness,Leadership,People and Teams	Units within OIR demonstrate strong prejudiced against women. This limits promotion opportunities and sees male dominated teams and leadership.
	N/A	Courageous rather than risk adverse Inclusive and respectful of the others roles and contributions
Very Positive		
Positive	Culture & Values	An inclusive culture
	Service delivery,Leadership	Practice what we preach 1. - Staff are not protected from known bullying from management. Consistently exposed to occupational violence/threats with no support or actions to stop behaviours - Well know throughout the organisation that senior managers (particularly within Construction) have bullied/threatened /affected mental health of staff - leading to multiple inspectors resigning (up to 30?) the dept or having to move into other areas due to the unethical behaviours - there are two options. 1. Either senior management all the way up to and including the DDG are aware that this is occurring and have not done anything to provide a safe workplace - so are complicit, or 2. they don't know and are incompetent This has been rampart for years How can any staff member have any confidence that the senior management will assist them if being bullied/harassed when the know experience is that they won't - Department knows that it has been 'captured' by construction unions who review/approve policies and proceedures that we implement (and then ignore them anyway) - and still get exactly what they ask for 2. Lack of our own internal policies that inspectors are expected to enforce compliance with for PCBUs examples - sexual harassment policies
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values	OIR requires a culture that identifies and appropriately manages the high workload of executive level positions. Executives seem to be spread too thinly across their business units. Obtaining time with them is difficult and when you are able to access them, they are rushed. This could have catastrophic consequences to decisions being made and direction being given. Not having adequate direction results in confusion, delayed, panicked and inaccurate responses, unnecessary time pressures, pivoting priorities creating back -tracking and time wasting, all impacting on the quality of our work. OIR owes it to the Queensland community to do it right the first time and upholding our ethical principles. Do we have enough EDs? Is the workload evenly shared across the directorates? Is the answer at the next level down - Directors? Or is the answer do we have enough front line staff to do the doing?
Very Negative		
	Leadership,Resources	Where FTEs are valued above contractors. FTEs have resigned or taken extended leave due to contractor behaviours, yet the contractors are protected and the FTEs are seen to be negative and need to leave if they don't get on board. Contractors
Very Negative		making complaints about FTEs get addressed but not the other way around.
Positive	Leadership	Keep asking for staff input on how things are and stay current to the times of public opinion.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,People and Teams	This past 12 months has been particularly challenging as a result of high sick leave, repeated sick leave, difficulties in recruiting to vacant positions , increasing poor behaviour from the public and a large volume of governance and project based work. The high sick leave caused by the pandemic in addition to difficulties in recruiting to vacant positions, has left many teams like ours short staffed for long periods of time having to continue to deliver a high volume of service to customers an d deliver on governance projects and this has been exhausting. The increasing visibility of the strategic plans has been a welcome innovation for OIR, but more education to teams in designing achievable goals within given timeframes would assist the entire organisation.
Mixed		
Very Positive	Agency engagement,Resources	The Office of industrial Relations is a great place to work, keep doing what it is doing!
Neutral	Employee wellbeing	People focus - especially in terms of mental health and wellbeing
Positive	Culture & Values	An accepting and inclusive culture
Very Negative	Communications,Employee wellbeing	OPEN AND TRANSPARENT COMMUNICATION. ONGOING SUPPORT FOR WORK LIFE BALANCE.
	Communications,Leadership,People and Teams,Resources	Full transparency including ED's providing written information when requesting work/actions to be undertaken.
Negative		Respect from senior manager when communicating with team members i.e. it's not o.k. for you be aggressive or abrasive in your responses just because you're the manager.
	Resources,Employee wellbeing,Performance & Development,Agency engagement,Culture & Values,People and Teams	It is important that OIR lead by example in regards to workplace culture and expectations of behaviour. As a regulator we need to ensure we have systems in place to look after our own staff. Bad culture doesn't only affect individual work groups i t also has a wider affect when others see their friends and colleagues struggling with their mental health due to workplace stress. This also leads to low staff retention rates and in turn places pressure on the staff that remain to continue to get the workload done while training new staff that come through.
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,People and Teams	I love working in DES the managers and the director are great and i feel very supported, unfortunately not so much from the executive team who just ignore our issues of workloads, red tape and resource constraints.
Mixed		It feels like everyone around us is getting extra resources but we keep loosing them which is not really helping with our view of the executive team.

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	The staffing levels of the inspectorate within ESO have always been too low. A decade ago we had more inspectors than now and a smaller state population. It has now gotten to the point where inspectors have well (WELL) over 15 Response Assessments to control. This is at least twice what is achievable and yet whenever a new notification comes in, these are just loaded on top. I understand the department has little control of notifications but it is ridiculous to just keep loading a staffing level issue onto the staff. Then, if an external complaint comes in, there is a pattern of behaviour whereby the department can find the time and staff to put that relevant inspector's work through a fine tooth comb until a failure of policy or procedure is found. Manager Colburn gave a presentation a couple of months ago where he stated his team has taken months to locate all the various processes and procedures the ESO has and 80% of these are out of or near to be, out of date. The best to come from this so far, is that we now have a spreadsheet where these various procedures are listed. When do management expect us to read and utilise these? We were recently advised of mandatory Event Management Procedure training. The training was going to exist of all the team sitting together and agree with the correct answers. A number of inspectors declined this and wanted to go through the associated documents ... which inevitably showed that the documents have flaws. BUT if there is an external service delivery complaint, this department has shown itself to do no more than find some minor (if not irrelevant) section that the inspector did not follow. This is quite frankly, plain harassment and disingenuous. To recap, give the inspectors more work than is reasonable and then if someone from outside the department complains, spent untold resources finding reasons to blame that inspector. Is it any wonder morale is at rock bottom. Any concerns are met with either hollow nodding agreement which is never actioned or government weasel words. If a review of the procedures in this department were carried out in the same detail as inspectors conduct on external stakeholders, I would suggest a new record for Improvement Notices would be reached. A case in point, tell we how many companies would employ over 40 electrical workers and be unable, after 18 months, to finalise a working at heights SWMS? All the inspectors have attended the training, which we advised this is not suitable for our work, we have bought untold safety equipment for the task which is basically unusable because of staffing levels (need two inspectors as back up)... but we don't have a SWMS. Quite frankly, this department should be gold standard. We have some of the best electrical safety standards in the world, a licensed trade, 20 years of specific legislation and yet we look more like keystone cops than a respected regular. In short morale is low, and I wouldn't recommend a career here to anybody. I myself am looking to start retirement 7 years sooner than I intended. There is no satisfaction in the work and no faith in middle management. I am tired of looking over [illegible] because I know the director and ESM will do and have shown themselves to do anything to save their careers rather than highlight the actual issues
Very Negative		
Negative	Leadership	Better management of workplace intimidation/aggression by injured workers - support for workers and blocking workers from being able to undertake this behaviour to ROs
Negative	Performance & Development,People and Teams	Shared learning across various branches and teams. From my experience and exposure to the Department, many branches and teams don't know what one another 'do'.
	Leadership,Resources	Get rid of the Director for construction. Get rid of the construction operations manager at the Robina office. Employ senior managers and directors with morals and a backbone.
Very Negative		Stop colluding with a corrupt CFMEU
	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	In order to change the current toxic culture within CCFS there needs to be action not simply more words. Significant improvements/changes in Senior Management & their behaviours must be implemented to have any success in achieving OIR's priorities and goals. These improvements should include the elimination of threatening & aggressive behaviour from Senior Management towards Inspectors, Calling out & acknowledging this type of behaviour as unacceptable by Senior Management from other business units, A more consistent, positive approach taken to performance reviews, Removal of Strategy Unit influence over the review & performance of Inspector work & equal opportunities for all Inspectors, not just those few who are in favour with Senior Management. A lot of healing will have to occur to make meaningful changes in this space. The business unit I work in has been decimated, with many Inspectors leaving. This is not due to an aging workforce as reported by Senior Management It is due to a toxic workplace culture where there is a divide and conquer approach taken by the leadership. There is often aggressive & threatening behaviour from the Director which has been reported and no action taken. Feedback from the leadership group & strategy unit is always negative & no matter what you do or how much effort you put in you are constantly wrong. The job of being a construction Inspector has become untenable under the current Management. Trust & mutual respect are a thing of the past in the CCFS business unit. Our reputation in industry as a fair & impartial regulator has been ruined by collusion with a union organisation & I fear that this damage is irreparable. We are now seen by many as nothing more than the enforcement arm of the construction union & this will be an extremely difficult perception to change. We have lost many good people as a result of this & not because they are old & ready to retire. They have moved over to other business units within OIR that have a better culture & more effective, compassionate, trustworthy Management. Others have left the OIR altogether after becoming dissatisfied with government in general.
Very Negative		
Neutral	Resources,Service delivery,Performance & Development,Communications,People and Teams	What started out, & for many years was a fantastic job that I could hold my head up high & was proud to tell people I did, has now become an anxiety inducing embarrassment that I mostly dread doing.
	Culture & Values	the sharing of information and learning across interlocking teams and making it a collaborative effort to have the same message going out to stakeholders A culture in which workers are listened to and their ideas given consideration, where possible, when making decisions that affect the way in which we work.
Neutral		
	Agency engagement,Leadership	The organisation does not value their workers. The high turnover of the field based staff shows that there is a big problem with the management of the organisation and the number of complaints made about the mangers that never get progressed indicate to all field based staff that the mangers are protected and are actively encouraged to bully and harass their staff.
Very Negative		
Very Positive	Performance & Development	Flexible, open, learning, respectful, grateful, professional, adaptive, compassionate.
	Service delivery,Resources	The amount of bureaucratic red tape when doing anything that requires an ED or DDG brief borders on incomprehensible
Very Negative		The enormous expenditure of public money on contractors (whether counsel, solicitors, or agency staff) while being constrained by the FTE cap stopping us from spending considerably less money on permanent or even temporary employees to deal with the same business as usual work would not even come close to passing the pub test.
	Resources, Leadership,Service delivery,Performance & Development,Communications,Culture & Values	OIR needs to develop a culture where Executives role model good behaviour e.g. not working excessive hours, not sending emails on weekends. Executives also need to prioritise internal communication with staff - I have noticed Executives respond quicker to external stakeholders than internal stakeholders. There also needs to be better cascading of information from Executives to staff - we need to know what is happening in order to help the organisation achieve its goals.
Negative		
	Diversity, Inclusion, & Fairness,Service delivery,Performance & Development	Mandatory training for gender diversity, race & sexuality as relevant to each role. My role includes working with members of the public and our internal processes (complaints/incidents/licence records) all require a salutation. These options are often unnecessarily gendered. In the case of High Risk Work Licenses titles are mandatory and (I think) are printed on the licence. Gender is not relevant to the High Risk Work licence, and there is no need for it to be printed on the licence. Gender / title is not printed on the QLD driver licence and so is clearly unnecessary in terms of identification. Having to identify this in a licensing capacity may cause dysphoria for gender diverse people, especially if they have transitioned and are wanting to change gender on their details. In Aurion (payroll/timesheet program used) there is also problematic and incorrect language in the personal gender sections. I would like to propose a review of procedures internal to OIR to make sure they are inline with best practice and avoidance of unnecessary harm with irrelevant gendered language/processes/forms.
Very Negative		
	Culture & Values,Resources, Leadership	OIR's ICT culture is at an all time low. With no direction and a naive belief that relying on Gartner and "branding" will fix ICT's problems.
Very Negative		Senior management appear to have no concept of what is actually achievable and no control over scope. ICTS now has a multitude of enterprise systems which more or less do the same thing but are barley used.

	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,People and Teams	I would like to raise the following points that have negatively effected by health and wellbeing over the past 12 months: •Inability/reluctance of relieving managers to make decisions they are being paid to make. This is akin to stealing from the government and a formal complaint needs to be made. •No urgency in dealing with compliance action – reports requiring compliance action take months to be actioned. This leads to stress and frustration and questioning what the point of work is. •Bullying behaviour by managers – singling out individuals in front of their peers without gaining the full story. Unacceptable. These managers should receive disciplinary action. •Managers telling blatant lies to their staff to try and save face when questioned why certain action is being taken. Managers need to be truthful and take accountability for their action otherwise workers will not respect them. •Petty and childish behaviour by managers has a negative effect on staff morale. Managers have a personal issue with one person in the team and refuse to interact and discuss work related matters with the whole team. This is poor behaviour that belongs on a school playground, not in a workplace. If a manager is unable to overcome their personal differences and do their job properly, then they should resign from their position. •Decisions made which have impacts on team workloads are made without any consultation with workers. Workers only find out about these decisions once additional work has been allocated. No planning, preparation or processes were implemented before the work was allocated resulting in workers have make up procedures on the fly. Very stressful. •Managers are dismissive and condescending to staff. Telling staff that they do not need to be consulted because they do not make decisions does not motivate staff to perform in their work. •Weak management and managers who have no management skill but are appointed to positions based on length of time served, how willing they are to say yes and ask no questions refuse to interact with teams who question. Team is labelled as aggressive troublemakers. Very stressful for team members. •Managers take no accountability for their actions and lay the blame for their short comings on junior staff. This behaviour is unacceptable and is a sign of corrupt and weak managers. •During Covid restrictions in Jan/Feb 2022 managers demonstrated a complete and utter lack of management ability. They appeared timid and weak, as they shied away from making decisions for staff to go out and work. Field activities were halted in a manner that conflicted with advice from the DDG and CFS, as well as advice put out by the state government. When the industry we regulate was out working, the regulators were barred from conducting any compliance activities. Management further demonstrated their unwillingness to do the job they are paid for by not delegating any alternative work to be undertaken. No meetings were held to discuss how we manage the situation for over a month and no direction was forthcoming from management other than we could not do the work that we are employed to do. I proactively managed my own schedule and found work that needed to be done to ensure that I was earning my wage every day. But it appeared that management couldn't care less if I sat at home twiddling my thumbs. This is a pitiful way to lead by example and motivate your staff. •During Covid restrictions in Jan 2022, we were told by our manager that we were unable to attend to site to conduct work. No alternative work directions were given, and the manager had the audacity to suggest to the team that now would be a good time to take some leave. This a poor excuse for management ability. If a manager makes a decision that prevents staff from doing their work, then they must make further decisions surrounding the work that is to be done in the meantime. Requesting that staff take leave so that management does not need to worry about managing workloads at this time is unacceptable and not only demonstrates how woefully incompetent management are, but also demonstrates a lack of willingness to do the job they are paid to do. This whole situation left me very stressed out, mentally worn out and physically ill. I have never been so stressed out and unmotivated throughout my whole career with the Queensland Government. •Management show a complete and utter lack of leadership and direction. •Management have no foresight and are unable plan in advance to ensure work is correctly planned. They wait un til the wheels come off and then expect staff to work long hours due to their inability to plan. This relates to management at the very top as well. •Management do no come through with promises. Requested additional resources to complete urgent task. Was promised more resources, but never came through and had to work much longer hours to complete task. •Managers do not care about staff. They are aware that certain staff do a lot of extra work after hours and do not claim for this work. Managers do not stop staff from doing these extra hours. They are happy to let these staff work themselves to death so that they look good when the work is done.
Very Negative		
	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	For the organization to achieve its goals of a better culture in relation to expectations and behaviour I believe it needs to start at the top. The Government of the day and Minister need to decide how much control is given to external stake holders being trade unions as cfmeu etc. This Process of them dictating policy and having access to executive positions is creating a situation where the construction inspector is at the end of the hitting stick where we get flogged if stake holders expectations are not facilitated. The construction director has a hands on roll to ensure trade union organization wishes are facilitated. This situation of coelution and unethical behaviour has been explained directly to the last Deputy Director General -Craig Allan , executive director -Marc Dennett and recently Andrew Harris as well as other people in health and well being units. You the Senior management allowed and watched a person the Construction Director and strategy group manager and others slowly destroy the construction inspectorate of the department to a point now where there is no staff left . The ones left are looking to get out of the organization or move to another section of the department. I believe until Kym Bancroft looks into --HOW CAN WE HEAL IF WE DON'T REVEAL THE CAUSE OF THE SICKNESS. We all know the sickness Kym so can you please remove the sickness as it is a cancer and then you can hopefully bring a culture back with integrity and respect for each other. The last person in your position made advised he could facilitate the changes but he failed . I believe you are a person of integrity and a person who want things to change please do your best . Thanks .
Very Negative		
	Communications,People and Teams,Service delivery	high level communication is very consistent and comprehensive, but internal team communication requires improvement to ensure small changes to the team (staff positions, lines of communication, process changes or updates) are better distributed to staff outside of attendance at meetings
Mixed		
	Leadership,Performance & Development,Communications,Culture & Values,People and Teams	I think that our culture needs to worked upon. How we get to the best setting for that is difficult. There are many levels of change across the Queensland government and across OIR. The changes coming from the QLD Government level are not really communicated well or at all to the workers. In turn, there are activities which have the potential to really improve our work and allow for a positive safety and effective work culture to develop, but those too are fragmented. It doesn't appear we have a whole picture and clear steering points. I'm happy working with a range of inconsistencies and partial knowledge, but many in our work groups are very challenged by this and the inconsistent rate of change.
Mixed		I see that the leadership team are trying hard to bring this together, its the most I have seen in a long time, but we still have a tough journey to move to that positive safety and effective work culture.
Negative	Service delivery	Remove red tape
Positive	Culture & Values	I feel ESO is becoming more positive overall. The ED appears to be working hard to create that positive energy and positive performance culture. I think continuing down this path will set ESO up for success.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	A culture of inclusion, consultation, planning, and consistency in regulation and decision-making is necessary for OIR. At the moment there is a lack of clarity about our direction and we are often driven off course by stakeholder views or desires. The strategic planning feels stagnant with the recent review just rehashing what we have done before with no analysis of our success over time. Staff are overloaded with business-as-usual work, plus the ongoing expectation of new initiatives with no strategic planning for appropriate resource allocation. The 'do more with less' mentality is failing our staff and stakeholders, and limits our ability to provide effective best practice regulation. OIR is filled with intelligent, passionate, and capable staff who are invested in making a difference for the workers of Queensland. There is a huge potential for success if we can improve our planning and take a holistic view of the key regulator functions and associated resource needs. Expectations of behaviour need to be consistent at all levels and with all stakeholders. How can we expect staff to embrace and drive a culture of respect and consideration when we allow leaders to display behaviours that are aggressive, dismissive, and rude?
Very Negative		
Negative	Service delivery	accountability. lots of frustrations come from the lack of work some co-workers complete regularly and the lack of any repercussions
	Culture & Values,Leadership	A culture of professional and personal support and respect, underpinned by a strong shared sense of organisational purpose, along with awareness and appreciation of each individual's role and purpose in that bigger picture.
Very Positive		
	Culture & Values,Leadership,Communications	I'm waiting for more communication from the new DDG as to her views on organisational culture - I'm not sure whether the lack of communication so far is an indication of setting a culture where executives focus on running the organisation and below executive level staff focus on conducting core, front line business. I'd hope not because the culture I'd like to see within OIR is one where executives are very connected to the core work and the staff performing the core work.
Negative		
	Service delivery,Culture & Values,Leadership,Performance & Development	An understanding that the blame culture comes from the political processes and there is a fear of being caught out by external stakeholders - the WHS Board contribute to this feeling as well. So how do we protect a learning culture in this political environment? How do we have a sense that we can step out of our comfort zones and not be risk averse to address the contemporary issues. This is highlighted in the HOC that calls out addressing at the top of the hierarchy of control - redesign, but the culture does not foster this very well. It has given me some insight into why organisations find it so difficult to go to top of HOC.
Negative		The Coldrake report highlights the separation of gov agencies from political processes and I would like to see this strengthen to support a move towards a learning culture which fosters individual growth.
	Leadership,Culture & Values,Diversity, Inclusion, & Fairness	Act with & demonstrate fairness, integrity, openness & honesty. We still have not been provided with the previous survey results. They were provided to senior staff but senior staff were not permitted to provide it to others. Work culture is becoming more toxic and senior leadership self focused.
Very Negative		
Negative	Culture & Values,Service delivery,Communications	A transparent culture where front-line staff are heavily involved in planning and implementation of day to day operations to ensure the practicality of the same.
Neutral	Culture & Values,Agency engagement	Plenty is being done relevant to 'culture' at work. No more is required as it becomes too much about what people might think, rather than how they actually act and engage with others.
Neutral	N/A	no comments at this time

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	1. Clear KPI and job specific expectations to assist staff working towards a goal and feeling accomplishment. Also support lower management in reinforcing, training, managing poor performance. It is almost like we accept it and dont focus on output. 2. Sharing the Flexible work arrangements with part timers at the same ratio full timers are accessing. Same rule for everyone. 3. More meaningful one on ones with management and being recognised, rewarded and listened to/asked for input. 4. Empowering staff (overall) but personally, my manager giving me job specific feedback and assisting with setting and achieving goals. Guiding me and helping me feel like own some decisions or have input into the strategic direction/projects. 5. Getting lower and higher levels of management meeting frequently (once a month) to encourage better networking, cross skilling, coaching and collaborating between departments. 6. Pay increase to reflect the growing living expenses. 7. More staff and REMOVE the vaccination mandate.
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,People and Teams	Thank you for the opportunity to add comments. As a field -based Inspector for Workplace Health and Safety Qld there are many horrific things we need to deal with in relation to external stakeholders. We tend to deal with the vicarious trauma okay but the below is a snap shot of concerns within our control, our internal stakeholders. What WHSQ field inspectors have difficulty with is our internal stakeholders. Over the last 10 years I have spoken with many inspectors who share the same knowledge and have the same questions as me. We have raised these concerns and questions and have not yet had a response delivered to our work groups. The comments that we 'free text' are not shared in our breakdown findings of the survey either, and we would like them to be. For the 6th year in a row, I submit our concerns. They are but not limited to. 1. The workplace aggression from Union Officials to us Inspectors - what is being done about this? 2. Our workloads are extremely excessive; we work long days and nights and over the weekends. We have been short staffed for years (we cannot blame the current national staff shortages), and we cannot retain staff - what is being done about this? 3. We have staff in administrative functions with Inspector Powers that falsifies our number of Inspectors. This further creates staff shortages - what is being done about this? 4. Front line inspectors need to know everything about everything, and action the work that the vast range of hazards and risks create, there is little to no support internally. For example: We have a team of psychologists with their degrees largely funded by WHSQ, but they do not have a case load of psychological claims to manage, Field Inspectors manage psyco-social assessments with no training in this area, training is not reading a procedure. The procedures in place are in adequate, why can't this team do this work? what is being done about this? WHSQ has a team of experts in asbestos management with their degrees funded by WHSQ, but they do not respond or rarely do when we have ACM issues. Field Inspectors cover this. There is no frequent up to date or clear training, monitoring, supervision or consultation. There is not an up to date policy and procedure for asbestos matters that best suits scenarios. We have Inspectors that are not competent attending to asbestos matters giving us exposure to asbestos, this includes taking samples. This entire process should be managed the asbestos team otherwise what purpose do they serve? Samples should be taken by them or hygienists to eliminate the risk of exposure to inspectors (who have too much work on and heavily fatigued) - what is being done about this? 5. There is rare access to our legal team that visits the regions from time to time to give us advice. However the advice is mostly against operational policies or not consistent - what is being done about this?
Very Negative		
Positive	Culture & Values,Performance & Development	6. We have a team of people who roll out projects for the Field Inspectors to conduct with little to no consultation. Many of these staff have Inspector powers, why do they not do the projects, they do nothing else all year - what is being done The current culture is conducive with facilitating the units / depts objectives.
Negative	Performance & Development,Resources,Communications	Having a transparent recruitment system and identifying those who are not suitable to continue in their current role.
	Leadership,Employee wellbeing,Service delivery,Agency engagement,Culture & Values	The culture of honesty should be the target. We should be honest that people are not perfect and by picking apart their every move, their every action and mistake means tha we are pushing workers into a corner. They will leave for a better work environment. The work we do is important and most managers have no idea how the work is done. They will look at the stats, and question and demean inspectors, but amazingly their don't talk to the inspectors or ever go to site. I don't believe you have to have done the job to manage, but it is important to ask questions about the process and realise that the data people look at is rubbish and does not equate to what people are doing. Is is overall, an exhausting place to work and I am actively looking to leave. I have been in this organisation for a few years and I can't recall a manager saying good job (and I have done some amazing work here) but they have pulled me apart for the tiny mistakes.
Very Negative		
	Communications	Be fair and transparent in appointments, permanent or acting in higher roles; value honesty; don't pay lip service to ethical behaviour; value every person, not just the ones you like; value their actual contribution, not a distorted perception based on the likes or dislikes
Very Negative		
	Service delivery	Going above and beyond
Very Positive		Aiming for excellence
	Performance & Development,Resources,Leadership	I would like to see a return to the days when the field based inspector (Those that are actually out there conducting the compliance audits, risk assessments, complaints and incident investigations) felt supported and valued by the organisation. Not just seen as a resource to be used to further someone's career or raise their profile. I would like to see a genuine understanding of the huge impact that constant and ongoing exposure to the vicarious trauma experienced by many field based inspectors who are caught in a loop of constantly reacting to events and complaints day after day, year after year without relief has on these inspectors. I would like to see a return to the days when a principal advisor was someone you respected for their vast experience and knowledge in their chosen field not someone in an office somewhere finding new and "exciting " work for the field based inspectors to do for them.
Very Negative		
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values	I genuinely feel we have lost our way within our role as the WHS regulator. The culture is set from the top by the DG/DDG and should filter down to the management levels. There needs to be workshops to educate staff within OIR and staff need to feel that they are in a safe environment and able to speak freely. OIR is such a diverse and complex culture and its staff have so much to offer in the way of knowledge and skills set.
Negative		
	Leadership,Employee wellbeing,People and Teams	Leadership (lead inspectors, manager and director is more understanding and more flexibility to individual team members work life balance. More trust in the decision team members make on their cases.
Neutral		
	Culture & Values,Diversity, Inclusion, & Fairness,Resources	Leadership (lead inspectors, manager and director) that trusts more, identifies and encourages the best in each of their team members. Enabling a culture of diversity and inclusion. By creating opportunities for all staff to be involved in key initiatives and programs. For example: Allies and employee networks for Diversity groups to help support cultural change.
Negative		
Negative	Leadership,Employee wellbeing	Better work/life balance and consideration for the mental health of inspectors within OIR. There is so much stress and pressure on them when already over stretched and not being supported by management
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	I would like senior management to take more responsibility and have more accountability when it comes to the areas of improvement identified such as in the WfQ survey (e.g. red tape, lack of resources). Instead of just not talking about it and telling people to just deal with it, the organisation should be providing strategies to improve or eliminate the issue, otherwise the improvement they expect to see on these key priority areas in the WfQ survey will never materialise. For example, engaging Bendelta to create and improve the leadership culture is all well and good, however, I had to specifically ask Bendelta what we (the general staff) should expect for the outcomes instead of getting this knowledge from our leadership team early in the process. In addition, by acknowledging that they see the issue and are working on improving it, the general staff will have more respect for senior management and it would improve employee morale. Also, while we should celebrate our successes, only focusing on and spotlighting 'the good' will not necessarily improve the culture and behaviour of staff. Successes that are celebrated tend to be for 'front line' and 'big fancy projects'. The service groups do not have a program that rewards high quality level of support service. Instead, support business units such as ICT, DES, Finance, are often told to keep the wheel running and to increase output with not just minimal resources, but often outdated and not up to par systems. If OIR wants to be innovative and be brought in line with other modern departments across Queensland and Australia, investing in the correct infrastructure and hiring the correct skills at the beginning would improve OIR's capability a lot by actually investing in your staff and helping them grow professionally. While transparency in relation to hiring practices and backfilling has slightly improved, there is still a lot of smoke and mirrors when it comes to the recruitment process. I would also say that processes to address poor performance are not implemented in many areas.
Mixed		
	Employee wellbeing	Annual review of individual roles, and workloads.
Neutral		
	Diversity, Inclusion, & Fairness,Leadership,Service delivery	There is sometimes a lack of integration across OIR which is understandable given how diverse it is, but this can mean there is a degree of siloing and a lack of understanding of our work/what we do and our needs. It can also mean that the agency has to be proactive in ensuring that all business units have support in terms of things like governance/internal compliance, IT, records management, data analytics and those kind of business support/corporate governance frameworks, because we might not know what we don't know.
Negative		
	Resources,Employee wellbeing,Agency engagement,Culture & Values,People and Teams	OIR need to more strongly embrace the benefits of flexible work arrangements to improve staff morale. The role that people in my area perform is incredibly intense and stressful and we have experienced staff retention issues from staff who feel that the stressful work environment and the remuneration for same is inadequate. Our current work environment allows for some flexibility but there is a feeling of pressure to be in the office 2x/week or be asked to please explain. This has led to a number of staff members feeling compelled to attend the office when unwell and have spread COVID-19 to other staff and external persons. In circumstances where all employment duties can be performed remotely, increased flexibility should be offered to those who are interested in order to increase staff morale and encourage retention of competent staff and attract staff in the future who would be an asset to the team.
Very Negative		

	Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	A move away from the current "focus on the positive and ignore the negatives" direction coming down from our ED, Jodie Deakes. In order to improve, the executive needs to be willing to hear and listen to its employees. Pushing a continuous improvement model and striving for innovation while not properly resourcing initiatives, continuing to load teams up with more work without increasing FTEs and allowing very poor workplace performance to go unchecked (despite the push for PDAs to be developed for that exact purpose) is driving those employees with a good understanding of the business, and a good work ethic, to exhaustion. Those people are starting to leave the organisation in droves, tired, under appreciated, underpaid and exhausted by the "we're all about our people", "open door" mantra being spruiked, while those same executives ignore key messages provided to them. There is no accountability at the top, and those in various business units do not feel supported by the executive, yet above A07 level, the accountability is non -existent.
Very Negative		
	Leadership,People and Teams,Agency engagement	Continuing to model best practice and highly ethical behaviour. I feel my team genuinely cares about their jobs and the actions they take in their role. Whilst there are always things that annoy us, management decisions, legislative constraints and so on, I work with a team that actually cares about the work they undertake. This makes me feel proud to belong to my team and my department.
Very Positive		
	People and Teams,Service delivery,Leadership	Our executives need to get their shit together. Craig was a great DDG and made some progress, I now hope Kym can do more, she seems approachable and kind so far. We need good leadership please! EDs are inconsistent, often behave poorly and are far too worried about their own nests, throwing others under the bus in an instant. We need a solid leadership group where they properly work together, do what they say they will and behave appropriately. Deliver, stop lying and be decent.
Mixed		
	Culture & Values,Resources,Service delivery	I believe a culture is required that returns the Inspector to the position of being the core function of WHSQ, and the focus for the of systems and processes, including actual employee numbers (in the field visiting workplaces). Too much managerial effort is spent on political aspirations and not what WHS Act section 3 'object' states. Behaviourally I believe the government of the day needs to separate itself (again) more from the mechanisms of the regulator and also to cease or at least slow down the constant and frequent changing the legislation.
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	Being consistent with contemporary business and human resources practices. Implementing flexible work practices which support employees especially those with mental health conditions. Supporting and reviewing the work of the front facing workers, particularly those in the inspectorate. Workforce planning to understand the changes and shifts in Queensland and have a workforce capable of delivering appropriate services. Promoting managers that have the necessary 'people skills' not just the technical background and skills to enhance employees work experience. Managers being supportive rather than punitive.
Very Negative		
	Leadership,Employee wellbeing,Service delivery,Culture & Values	a people focused, respectful, inclusive approach to work and getting the job done will build a positive culture. removing negative, retaliatory behaviour towards people who report safety or wellbeing matters will create a safe place and improve
Negative		productivity as everyone in OIR will feel valued at work.
	People and Teams,Service delivery	Collaborative
Neutral		Innovation
	Diversity, Inclusion, & Fairness,Leadership,People and Teams	WHSQ needs to urgently take steps to address bullying from persons in management. I have no complaints about the way I am personally treated in my work team but this is down to my manager's extremely high level of integrity. However, what is happening to the construction inspectorate is a total joke. Ingrained bullying is the norm. If steps are not taken to address this its only a matter of time before its on 60 minutes or 4 Corners. I'm not going to dob - but sooner or later a construction inspector will.
Very Negative		
	Culture & Values,Leadership	Sometimes in our attempt to be inclusive and respectful of others in the workplace it has allowed a few individuals to justify their behaviours that are on the borderline of being inappropriate to others by expressing that they have not been heard or respected by others rather than owning their poor behaviour as poor. This just reinforces the poor behaviour as being acceptable and justifiable. The person exposing the poor behaviour feels unsupported and isolated as a result. It creates a culture where openness is not really supported.
Very Negative		
	Performance & Development,Resources,People and Teams,Leadership	I should like OIR's leadership team (and QLD Govt leadership in general) to understand that QLD is placed 9th out of 11 federal and state Aus & NZ jurisdictions in terms of digital maturity which is causing us to fall further and further behind. The longer we delay investment and transformation, the more it will cost and the more good people we'll lose. Outside the QLD Public Sector, digital, data and ICT capabilities are now often the second largest team size after frontline staff, while QLD Govt ICT is still seen as a back-office function with no place at the strategic table. It would also be fantastic to see OIR (and other QLD Govt agencies) invest in assisting staff to develop their digital, data and ICT skills to help them transition to the myriad new roles required by a contemporary customer-facing organisation.
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,People and Teams	That is a difficult question to answer. While there are commonalities in purpose between divisions within OIR, ultimately they are quite different. There will always be a perception that the bigger division(s) are prioritised or given preference over smaller divisions. While there are attempts at being allinclusive, when there are changes or development of systems, or access to support services, this perception remains.
Negative		Support services for inspectorates should be centralised with staff allocated to work with various divisions. At present, when there are major changes approaching, the larger division is equipped to deal with this. Within a division like ESO, the
Positive	People and Teams	economy of scale means they don't have a team to do the work and generally have to pull someone from another role, or add to a person's workload, to undertake a task or project.
	Leadership,Communications	Cross-functional - breaking down the silos that currently exist In my last position, some (not all) long-term co-workers have entrenched ideas about their work and how it should be performed. They are resistant to change and at times, it is very difficult to remain positive in the face of negativity. Change management communications in the last few years have been met with passive hostility. Group meetings become emotionally charged discussions where they see it as a challenge to their ability to do their role, rather than adapting to improve the level of service. It was one of the reasons I looked for new opportunities and do not regret the change.
Very Negative		
	Resources,Leadership,Employee wellbeing,Performance & Development,Communications	Communications needs to be open and transparent. There are communications between groups at Senior Manager level but only at local level through individual/personal connections. Some groups receive communications; for others this is limited. There are no systems to promote cross-group working and communications. There is significant change happening in our organisation. Historically change has not been managed well, so understandably people are nervous and apprehensive about upcoming changes. Our offices have been flooded for over 7 months and we have all had to make our own alternative work arrangements. We feel disconnected from the organisation. The new office location in Newstead is not suitable - it may be termed inner city but is a long way from the city and requires significant personal travel time. This does not appear to be acknowledged by OIR - as the additional travel time will be detrimental to our overall wellbeing and therefore our work performance. OIR seems to mainly focus on Inspectors in CFS. All other employees, of which are significant numbers, seem to be forgotten.
Very Negative		
Negative	Performance & Development,Service delivery,Agency engagement	a lot of experience and skill has been lost over time- retain, utilise and value experienced people who have technical skill and knowledge and who can effectively engage with fellow workers and stakeholders
	Performance & Development,Culture & Values,Diversity, Inclusion, & Fairness	I think that there is still some work to be done re culture within OIR. There are many legacies within the department that create barriers in being able to change the culture. Until these are removed, the culture will not change as quick as it needs to. People who have been a part of OIR for many years don't see the need for the culture to change and feel that things have always been this way, so why change? There is also a very "male culture" within the organisation and until this is addressed and acknowledged, the women within OIR will continue to miss out on career opportunities. There has been so much talk about the culture within OIR, but there has been little improvement. There has been no visible work being done in this space and it is disappointing that we continue to be asked about the culture when there is little that is being done to change it. It very much feels like we are asked this question just so that the Government of the day can tick a box that they have asked the public servants of Qld their thoughts on culture. It needs to start at the top and examples set for the rest of the public sector.
Very Negative		
	Service delivery,Resources,Culture & Values,People and Teams	Don't try to run the organisation like a business, corporate culture is not appropriate for government. Government provides services and safety nets that businesses can't. There is too much focus on 'performance and development' of individuals (an outdated corporate model) rather than a focus on supporting people and teams to deliver core services. Corporate process is treated as end in itself and there seems to be little focus on the core function which is protecting the safety and health of people at work.
Very Negative		OIR continually fails to provide the tools necessary i.e. computer operating environment with integrated process and procedure to effectively manage our team's work in regulating major hazard facilities.
Negative	People and Teams,Culture & Values,Performance & Development,Employee wellbeing	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals? - A collaborative, consultative one that addresses workload issues.

	Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,People and Teams	Clear message across all of OIR about the role of public servants and for individuals to feel supported that they are working as part of a team and while they might be responsible for a piece of work or interaction, they are supported by their team and OIR. People in OIR are mostly very hard working and feel personally responsible and need to be recognised/acknowledge for this of course, but also to be developed to understand that it is fine for them to step back from a particular task or project or to handover - idea of shared/team responsibility/OIR responsibility could definitely be boosted. This would help with balancing people's hard work and high performance with protecting against potential for people overworking/ risks of burnout. This could also be supported by awareness of how the different areas of OIR work together - maybe additional awareness and engagement or units communicating their work across OIR in a new way, maybe on intranet, so other areas are aware of changes or channels or new initiatives.
Negative		Re achieving priorities and goals, really key questions could be asked routinely - built into the way we work - why do we do this or that? why do we do it this way? how do we/would we know if it is working?
	Culture & Values,Leadership	A culture where the executive actively demonstrate a whole of OIR approach to leadership based on a clear vision and strategy (that they believe in), to bring us together and shifting any 'road-blocks' that prevent or slow down getting things done in OIR.
Negative		collaborative working together
	People and Teams,Service delivery,Leadership,Communications	honest, curious and open to new ways of thinking and working
Very Positive		focus on what matters, deliver outcomes and celebrate the success
	Leadership	Be consistent and fair in all matters across the board
Negative		Manage poor and inappropriate behaviours regardless of the level
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR must provide direction as to the desired balance between work at the office and work at home. The lack of direction from OIR and the Executive Team should be rectified to assist all areas in their operational requirements, and provide sufficient guidance around the impact of different roles on flexibility. The strategic direction provided should be fully supported by an updated policy reflective of current conditions (i.e., living with COVID). OIR must enhance the IT and analytics capabilities to remain cutting-edge and relevant, and those two areas must be adequately resourced to ensure all areas can provide best approach and meaningful work to its workforce (rather than manual processing type tasks). A high achieving culture with investment in digital skills is required to ensure the workforce remains relevant and value-adding in a changing workforce with meaningful work that leverages off the skills and experience of OIR staff (and ensure OIR remains a first choice employer).
Negative		
	Culture & Values	Identifying and addressing poor performance and toxic behaviours.
Negative		
	Service delivery,Employee wellbeing,Leadership	Continuing to foster flexible working arrangements. The support and attention of new starters is important as the role can be daunting and for some may seem complex/overwhelming. I have found this organisation and its management to be committed to the well-being and professional development of its staff and would gladly encourage people to work for OIR.
Positive		A shift from making decisions in reaction to external and internal influences, to data driven decision making.
	Service delivery	Consultation and discussions with all levels of stakeholders especially around changes.
Neutral		
Positive	Service delivery,Leadership	#NAME?
Positive	People and Teams	collaborative
Positive	Leadership,Employee wellbeing,Communications,Culture & Values,People and Teams	A culture that focusses on the safety and wellbeing of it's people through the development of leaders who are transparent in their decision making and respectful of their teams ideas and views.
Negative	People and Teams,Resources,Employee wellbeing	Collaboration and Networking. It still feels very a silo work area and initiatives of WHS are not advised and therefore WCRS can't prepare for extra workload that may come about from the audits or initiatives by WHS.
	Service delivery,Resources,Employee wellbeing	More staff. I know we have been in a very difficult pandemic recently, but trying to find staff through government has to be streamlined. I guess always in government it has taken ages to get staff. We at MATS have experienced a lot of staff leaving (for various reasons) recently and we have had to cancel tribunals and overload existing staff to accommodate. This process through government needs to be streamlined.
Very Negative		having a growth mindset, willingness to embrace change and walking the talk by investing in the health and wellbeing of its people.
Positive	Performance & Development,Employee wellbeing	A safe proactive culture that celebrates and appreciates diversity.
Positive	Culture & Values,Diversity, Inclusion, & Fairness,Leadership	I am good worker, I like my work place
Positive	N/A	OIR still has an issue post COVID where there is a strong focus on returning workers to the office regardless of role.
	Resources,Service delivery,Leadership,Employee wellbeing	At this point we have proven in roles like mine and those I closely work with, which are not operational roles, have been more productive with full time work from home arrangements and only attending an office when required due to meetings/events.
		The thought of having everyone return and be under the same agreement makes no sense, particularly as requirements for an operational role which deals with external stakeholders is completely different to a role which deals only with internal stakeholders.
		If an individual has no performance decrease or in fact has a performance increase from working remotely/from home full time, OIR needs to stop with requirements to return these individuals to the office. Justification of return to the office because everyone is returning to the office shows that OIR management still has a disconnect with its workforce.
		A typical example of this is that older generations of workers would like to spend more time in the office, and they should be able to do so. While younger generations are more interested in remote work, have better equipment, internet and facilities at home. If these workers are able to perform on full time remote working agreements, why force a return to the office? Especially if these workers are now outperforming themselves when compared to their in -office work output.
Very Negative		
	Culture & Values	I am totally happy with the culture of the Unit I work in, but I have been made aware some areas of the organisation do not receive the same respect. Any complaints regarding bad behaviour should be managed with no repercussions on the complainant.
Mixed		I am inspired by my Executive Director of ESO.
	Leadership,Agency engagement,People and Teams	My ESM of SWLGC region is supportive of the team and very hard working.
Very Positive		
	Service delivery	Be appreciative that you have a job
		Be respectful to staff and stakeholders
		Be honest
Neutral		Be committed and put in a full days works each and every day.
Very Positive	Leadership	Respectful, trusting and hardworking.
	Employee wellbeing,Leadership,Resources	I am an executive within the organisation. I believe OIR provides one of the most supportive, pleasant and flexible work environments of any government departments. I also believe many of our staff feel the same way. It is important that the OIR leadership group work cohesively and that they are seen to work cohesively. The leadership group must not loose sight of the true services (regulatory and otherwise) we provide, and ensure the resources allocated to support the front line workers are reasonable, given that we are a small agency with finite FTE and budget.
Mixed		
	Leadership	Bad behaviour by staff within the Inspectorate is not addressed despite instances of numerous complaints being lodged. Managers with the Inspectorate either turn a blind eye to bad behaviour, don't call it out or don't bother reporting it as nothing ever happens. The OIR HR unit is hopeless regards dealing with employee complaints or instances of clear misconduct including breaches of the Code of Conduct. OIR HR should be the exemplar when dealing with bad staff behaviour yet are exactly the opposite. I have no faith in reporting any issues to them. Their discipline decisions are weak and merely move the 'problem' from one area to another exposing others to deal with what they should have.
Very Negative		
Neutral	N/A	Everyone be respectful, honest, and diligent in their work.

	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values,People and Teams	A culture of unity and leadership rather than division is the key during this challenging time for Government Regulators. Everyone can agree that decisions have been made in the last 2 years by authoritative figures in society all over the world which are ethically questionable. Human Rights Legislation has been exposed as a fraud. The consensus is very clear in society now, if the public are scared then Human Rights legislation is not worth the paper its written on. Society has a divide that may never fully heal. Over the coming years as the real world evidence catches up with the theoretical evidence. Debate could intensify and the hate towards authoritative agencies and government intervention will only grow. In the eyes of the public and duty holders we are those same decision makers, we are the government intervening in their lives once again. OIR needs to be ready for this outcome, how are we going prove that we are the innovators, the leaders and the shining beacon for the public and industry. We need to guide the way with safety and risk management strategies rather than blindly play follow the leader. A strong unified team culture is a way of achieving success. Culture can be difficult to gauge and measure. For guidance I look at the Melbourne Storm method - The Melbourne storm are a Rugby League (RL) team playing in the top RL competition in Australia called the NRL. Melbourne have been successful for a long period of time with commentators and players often talking about the successful culture that Melbourne have been able to create. For years as a supporter of the NRL I have watched average players from other clubs sign with Melbourne and in less than 12 months they are a different player. On the flip side you see fantastic players for Melbourne sign with other clubs and then magically they are average again and do nothing. So what changes? From my observations and experience within my own sport I look at: (1) Good strategic systems developed by Melbourne's club management. (2) Competent coaching staff who can take the core aims of the strategic systems and implement them practically to the team. (3) Skilled players who are willing to buy into those systems, listen to the coach and actually play the game as intended. This all sounds easy, a blueprint for how to achieve cultural success within a team.....yet time and time again we see coaching staff who have been involved in Melbourne's systems leave for another club and unsuccessfully attempt to implement this same system. So what is the missing piece of the puzzle? To find the missing puzzle piece you need to look at another variable. How are Melbourne turning average players into above average players, only for that same player to leave and return to mediocrity? My theory for how Melbourne achieve the greatest amount of success
Very Negative		
Negative	Culture & Values,Agency engagement,People and Teams	Where there is high turnover of staff within a team it should be investigated for reasons why people are leaving and if it is due to poor culture within a team.
	Leadership,Employee wellbeing,Service delivery,Communications,People and Teams	Transparency when opportunities arise, they are usually given to the same staff with no opportunity given to others, we find out behind the scenes. Management are a closed group, they support each other; I feel if I raise issues they will not be acted upon and I will be talked about. My team leader does whatever she wants, she is friends with the manager and is never held accountable, they have no monthly catch -ups re workload or work issues, no questions are asked unless staff make a fuss, and nothing gets done about it.
Very Negative		Lies are not uncommon and are easily found out about.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	A culture that genuinely respects the skills and experience of staff and genuinely seeks to develop them. A culture where jobs demands are appropriate and people aren't expected to work excessive hours, on days off, nights and/or weekends, including if they are in management roles. A culture where there is trust from executive managers, less micromanaging and streamlined, efficient approval processes from these levels, that otherwise contribute to increased job demands and frustration for all levels below. A culture that genuinely looks into why so many experienced and highly skilled staff members are leaving, identifies the organisational issues that are the main contributors rather than putting it down to people just moving on or retiring. And looks towards rectifying these issues to retain highly valuable staff. A culture that fills vacancies quickly so the demands of having less staff aren't added to other people's workloads.
Very Negative		A culture that genuinely cares about the health and safety of its staff rather than paying lip service to it.
	Performance & Development,Resources	decision making frameworks need to be developed to ensure clear decision making occurs. this includes understanding of the risks in decision making. Quite often the risks of making a decision are lower than NOT making a decision (or a reasonably timely decision). A decision can be changed as more information becomes available but this needs to be outlined in any framework and also in any notification - the decision has been changed due to x, y, z. Any decision making framework should utilise information from the Ombudsman's good decision making training and guidance.
Negative		Development of systems that can demonstrate to industry to "Do what we do" and NOT "do what we say"
Negative	Service delivery,Performance & Development	Embed succession planning and develop the staff you have.
	Leadership,People and Teams,Service delivery	The OIR is a great organisation to work for, I am a new employee and the managers and staff have policies in place for all staff members. We have our team agreement and the management staff are easy to talk to if you need to talk about persona
Very Positive		issues. I am thoroughly enjoying the OIR department.
	Performance & Development,Diversity, Inclusion, & Fairness,Service delivery,Resources	Merit based promotions and higher duties allocation. Ensure unbiased selection processes, remove panel chairs who have outside work relationships with shortlisted applicants, including having applicants who were friends with them at previous
Very Negative		locations. External agencies perhaps need to conduct regular audits to identify conveners crony and bias appointments.
Neutral	N/A	N/A
	Performance & Development,Leadership,Culture & Values,Agency engagement	* CCFS IS STILL THE MOST TOXIC PLACE TO WORK IN. *AT LEAST 40 CONSTRUCTION INSPECTORS HAVE EITHER LEFT OR MOVED TO OTHER AREAS OF THE ORGANISATION. HELEN BURGESS' (DIRECTOR CONSTRUCTION) EXCUSE FOR THIS IS THAT THEY HAVE AN AGING WORKFORCE. *HELEN BURGESS HAS COMPLETELY FUCKED OVER THE CONSTRUCTION INSPECTORATE. CHRIS MUTTON AND MARK HOUSTON (OPERATIONS MANAGERS) AND JANE BAKER ARE PART OF HER CREW, AND ARE ALSO FUCKING DOGS. MARK HOUSTON HAS LEFT THE ORGANISATION RECENTLY, THANK FUCK. * I AM ONE OF THE CONSTRUCTION INSPECTORS THAT HAS MOVED TO ANOTHER AREA OF THE ORGANISATION. FROM THE FIRST DAY I STARTED IN MY NEW ROLE, I HAVE BEEN HAPPY AT WORK. THIS HAS BEEN A LONG TIME COMING. * HELEN BURGESS IS CURRENTLY UNDER INVESTIGATION BY THE CCC FOR CORRUPTION. IS ANYONE FROM WITHIN LOOKING INTO THAT? YOU SHOULD BE, NOW THAT I'VE TOLD YOU! * THE BEST THING I DID WAS TO LEAVE THE CONSTRUCTION INSPECTORATE.
Mixed		
Positive	People and Teams	Everyone being involved and cooperation within the various teams to achieve a response/result.
	Resources,Leadership,Service delivery,Culture & Values,People and Teams	Union interaction takes a significant amount of our times where most of the complaints are unwarranted creating a negative culture with minimal support within the organisation, senior management has demonstrated more support towards the unions then over their employees findings. Unions should be held accountable and fined for wasting resources where we are all time poor on fake allegations, not supported by our management allowing this culture to thrive where a significant of the department have resigned or moved on leaving with the rest of the team in a difficult situation and untrained, losing years of experienced workers where the public can be place at risked from inexperienced workers in the field.
Very Negative		
	Diversity, Inclusion, & Fairness	OIR need to be an effective regulator and place more responsibility on inspectors and support the diversity of experiences. Support from the section in Brisbane is very much one way. We are always called upon to do extras i.e. audit programs ;
Negative		which is fine and understood but when we have asked for assistance in some of the areas such assistance is denied.
	N/A	
Neutral		
Mixed	N/A	I think OIR is heading in the right direction and has been working towards improving concerns identified by staff over the previous years. But this is a continuing journey and there is still room for improvement.
	Resources,Leadership,Performance & Development,Agency engagement,Culture & Values,People and Teams	Organisations can suffer from high staff turnover, as it carries clear costs such as recruitment costs, the cost of training, and the opportunity cost of not having technical expertise. However, I think OIR's cultural challenge is the opposite; everyone I meet has been here for an extraordinary amount of time, which I think it imposing hidden costs. A lack of staff turnover results in cultural stagnation, groupthink, set-in-stone culture, criticism of change, and bad blood going back years (it is not normal for colleagues to have gripes about something that happened 10 years ago). I think OIR needs to become more agile in general, and that includes the flow of bodies in and out of the organisation.
Very Negative		

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	Continue the great support for flexible working arrangements - the time saved each remote working day allows me (and others) to manage excessive workloads better. Remote working has been great for work life balance and mental health as well. My staff are happier and more productive too. To reduce excessive workloads, managers need to be able to focus on delivering organisational plans with their teams. Currently there is an overreliance on managers and team leaders to help create organisational strategies and plans via leadership meetings and document review. The executive is charged with doing this job and therefore has the time to come up with strategy. Managers don't necessarily have the same luxury of time, skill or pay to do this. (That isn't to say they cannot be consulted, just reduce the reliance managers and team leaders for this.) The outsourcing of recruitment, hr and finance tasks to staff in other areas that do not generally have peak proficiency in these tasks, has added to the red tape and work overload. This is cost shifting within the organisation that results in the organisation not being able to perform efficiently because its people cannot focus on doing what they do best. Resources need to be focused in fixing known organisational problems which impact the organisation greatly, such as red tape, the IT system or in procuring more help with existing workloads. There is a lot of money being spent on hr consultants to determine what the organisational issues are which could be spent on dealing with the important issues we already know about from other sources, such as the WFQ survey.
Mixed		Can we also not have large organisational events or meetings at peak covid times, like winter? Planning days etc should be held, wherever possible, outside of these times.
	Performance & Development,Culture & Values,Service delivery,Leadership	1. An inclusive culture that treats all employees (and stakeholders) equally irrespective of background.
Negative		2. Focus on career development which can mean different things to different staff (i.e. career development can be both capability development and career progression).
Neutral	Culture & Values	Culture focused on the group as a whole, rather than just those with the loudest voices
	Leadership,Service delivery,Performance & Development,Communications,People and Teams	- Listening to internal staff and actually taking action in response to concerns raised by workers - Prioritise internal staff well-being and rather than focusing solely on external stakeholders - Set clear departmental goals that are based on evidence/data rather than setting generic goals - Be transparent, including releasing the Working for Qld survey results for our team/workgroup to all staff and not just kept at the manager level.
Very Negative		
Very Positive	Service delivery,Leadership	Continued empowerment and trust to do our job will lead to ethical, enthusiastic, efficient and professional performance
	Culture & Values,Service delivery,Leadership	OIR desperately needs better senior management to fix OIR's culture. OIR doesn't hold any accountability to management and their poor performance. I beg of Kym the new DDG to take this seriously. Start asking questions - ask why so many things are covered up. Enforce the Code of Conduct. Remove poor performers.
Very Negative		
	N/A	
Neutral		
	Communications,Resources,Leadership,People and Teams	Break down the silos across OIR particularly in the regional offices. Senior Management believe there are no silos but they exist and are fostered by Regional Directors and Operations Managers. Sharing information and resources across programs is non existent. CFS Admin are reluctant to provide assistance to other programs.
Very Negative		
	Performance & Development,Agency engagement,Service delivery,Leadership	OIR need to start treating the Inspectorate differently. The requirements of the role are not commensurate with a worker from an AO stream. We have field based Inspectors covering 4 pay levels (AO4 to AO7), and we all do the EXACT same work. There is no career progression in the Inspectorate unless someone dies, retires or moves on to a different department. It takes up to 18 months/2 years to adequately train a competent Inspector, yet they are undervalued and no effort is made to retain them. Policies do not adequately remunerate Inspector on-call requirements (4 weeks average per year on call!!) I could write more but I really can't be bothered, nothing ever gets done. I won't bother with future surveys either, I perceive them as a waste of my time.
Very Negative		
	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	OIR provided plenty of information to how they are of a wonderful culture, it would be great if they could actually meat 50% of what they portray. OIR expects a model culture of external stake holders, this model is to be fair and reasonable to employees, provided appropriate training, procedures and expectations, provide appropriate support, provide appropriate tools to do the job. OIR fails every aspect that they expect and enforce on an external stakeholder. As an inspector in investigating a serious event and identifying the raft of failures as present in OIR / ESO it would be an expectation for the business to undergo a show cause with strong consideration to a risk based prosecution for their failure to obligation. Overview of failure to obligation Lack of staff unrealistic work loads and expectations unrealistic policies and procedures, at this time it is shown that over 80% of our policies and procedures are out of date, incoherent and conflicting. we are told that management is working on it, it will take years to rectify, when asked by staff what are we meant to do in between there is no answer. actually listen and act on the feed back provided by the employee. provide appropriate training - training is a joke. lets just bash through the training, lets not address the massive holes in the training, lets not take any notice of the end user feedback to the inadequate training. WILL DO - turn around and to the employee detriment take actions against the employee to failure to adhere to training or policy.
Very Negative		
Very Positive	Service delivery	Strive for excellence and best practice.
Negative	Culture & Values,Service delivery	A culture of accountability: Making all workers irrespective of role be accountable for their actions or inactions.
Neutral	Culture & Values	An interdependent culture where it reflects the behaviours that it expects from those it regulates.
Neutral	Culture & Values,Performance & Development	A culture where one reflects and learns.
	Resources,Leadership,Service delivery,Agency engagement,People and Teams	Kim Bancroft if you're reading this please look closely at ICTS. It is flailing directionless and wasting money at a rate that makes me ashamed to work for the public service. Every week it seems like a new shiny thing has attracted the attention of the senior management and a new set of tails to chase is presented to the staff. There is apparently, an exercise underway to plan for the next several years, but the staff have been told that they have to tell the senior management what the plan is. How does this possibly make sense? Call me old fashioned but doesn't the captain tell the crew where the ship is going? Weeks and weeks and weeks have gone by with managers away at planning days and apparently all that has been produced are some feel good sentences and vague visions of a far off paradise. There is no plan, yet there seems to be more AO8 managers in ICTS than technical staff. And each one is going in a different direction, because... there is no direction or plan. Nothing happens, ICTS keeps going around in circles with nothing produced. It's worse now than it had ever been, and that is really saying something. Staff moral is at an all time low, and ICTS staff know they only way to get by is to smile and say everything is fine. Please ask about the projects that have spent hundreds of thousands or millions on contractors and produced nothing. Nothing a member of the public could look at or use or even see. That isn't a joke. Please ask about the dead ends of technology platforms purchased at great expense, then left to rust when the next technology whim attracts the attention of senior management. Teams of contractors are being paid huge sums of money on projects that don't even know what they are trying to produce. ICTS has no plans on how to progress once the contractors leave, and systems are being planned with no future operating budget or commitment from OIR, apart from perpetually using contractors because it hides actual staff numbers... until what ever it is isn't the shiny thing of the moment, then it too, will go on the scrap heap. Kim if you're still reading, thank you for your time. There are many good staff in ICTS that want to work hard on something they are proud of, however at present that's almost impossible as they are going around in circles not knowing how to progress.
Very Negative		
Neutral	Culture & Values,Leadership	A people focussed safety culture that displays respect and trust, where positive behaviours are demonstrated across all levels and in particular Executive leaders.

	Employee wellbeing,Leadership	Moving forward to be able to maintain a WFH arrangement back to 2 days a week with the options during school holidays to WFH full time without formal approval. Keeping cost of outside of hours school care down.
		Continuing to be supportive of flexible working arrangements Long and short shifted days to help to get to appointments and not affect my leave.
Positive		Continued support of the director, manager and supervisor.
Neutral	Communications	Clear communication about expectations is the key to understanding.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Agency engagement,Culture & Values	A culture that respects employees, provides positive feedback on work and allows people to work autonomously is essential in any organisation - often due to the approach of management and especially executive directors etc. This is currently the case in WHS Engagement and Policy Services.
		However, at other times I have experienced previous executive directors that have a controlling, micro-managing approach which imposes a negative culture which does not motivate or encourage innovation or diversity of work.
Very Negative		
Very Positive	Communications,Service delivery,Leadership	Transparency in all processes, encouragement of critical thinking and expression of free speech, clear and frequent communication of expectations of being kind to fellow staff members.
Negative	Leadership	Look to improve senior management and the way forward. Too top heavy
Negative	N/A	There's no value adding comment here. Each year we do the same thing and nothing changes.
	Leadership,Employee wellbeing,Service delivery,Agency engagement,Culture & Values	From my experiences, OIR is a great place to work and I often recommend it to friends.
		A better culture of trust, which OIR already predominately performs the vast majority of time, would most help OIR be successful. Sometimes there appears to be a lack of trust or moreso, an underlining preference for employees not to work from home. This appears to be a top-down mentality; with manager's being very supportive of such arrangements. However, once in a blue moon, there will be comments made from more senior OIR members about their dislike for people to wfh and questioning employees work ethics at home. There is nothing wrong with questioning practices, however, this should be supported with facts, rather than pushing personal preferences.
Mixed		
Very Positive	Leadership	Flexible, trusting, supportive
	Resources,Leadership,Service delivery,Communications,Agency engagement,Culture & Values,People and Teams	It's ironic that we advise stakeholders that organisational change starts at the top and works its way down, however we have toxic and corrupt leadership that is resulting in the collapse of the inspectorate and no matter how many casualties are inflicted at the bottom, nothing ever happens to the top!
		The vaccination policy is another example of weak, unethical and highly coercive behaviour displayed by the executive team. I feel sick to the stomach every time I receive any email from Tony James, and as I write this response now low and behol d I just received another email from him, I thought he was gone now? This man boasts of how proud he is of his work, the organisation, collaboration, respect and trust blah blah blah (it makes me want to vomit in my mouth).
		The executive team completely ignored, bullied and intimidated anyone who was challenged the vaccination policy and their narrative. When valid and important information regarding experimental vaccination, adverse reactions and death rates was supplied to the executive team, they simply said we are not interested in this information. I encourage you to look at Tony James emails he sent out to staff regarding vaccination, nothing but coercion, bullying and threats.
		It seems the higher you are in this organisation the less you have to adhere to, or be concerned with ethical standards, policy and procedures and the threat of being made accountable for your actions.
Very Negative		
Negative	Service delivery	Inconsistencies between regions on how internal procedures and policies are implemented and followed.
	Communications,Leadership	The behaviour you accept is the behaviour you walk past.
		People must be encouraged and supported to report negative workplace behaviour.
Very Negative		Managers and executive level staff need to be honest and transparent about decisions made and the direction of OIR. Staff who feel valued and appreciated are loyal and will work hard for the organisation.
Very Negative	Leadership,Agency engagement,Communications	Authenticity and transparency would go a long way to increasing respect for management in this organisation. Words and actions need to be congruent. If they're not, I find it very difficult to be engaged 'in the journey'.
Very Positive	Agency engagement	ESO is generally a great place to work.
Very Positive	People and Teams,Culture & Values,Communications,Leadership	A positive and respectful culture that focuses on transparency across all levels. Also focusing on collaborative work across departments
Positive	N/A	Flexibility - in the way we work and the things we do
	Agency engagement,Leadership	Reports made by staff about Bullying Behaviours by managers are taken seriously within the organization.
Negative		High Turnover of staff, is one indication that allegations into behaviours/complaints of bullying should be investigated .
	Resources,Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	I'm not sure I've interpreted the questions correctly, but I think OIR could benefit from a results-oriented culture. One where we have clearly articulated our goals and everyone in the organisation has access to the systems and processes they need to achieve those goals. But that needs a clear understanding across the organisation of what results we are meant to be achieving. Currently there seems to be a strong focus on activities, but little interest in what those activities are achieving. There also seems to be a strong focus on compliance with policies and procedures, but again, very little effort put into aligning those procedures to clear goals and objectives. Similarly, systems to support staff achieving their objectives have been left to degrade through severe under investment so even when staff are trying to work towards their objectives, they're stymied by inefficient and archaic systems. I note this survey has dropped the questions on red tape which I think is a pathetic attempt to ignore the issue or acceptance that our senior leadership are bereft of ideas about how to address it. But it is central to the work that we all do. It is staff saying that they feel they are being asked to do work that they feel contributes nothing to their goals, objectives, targets etc. or hamstrung by systems and processes that get in the way of them achieving their objectives. Why on earth would you not want to know that as a leadership group?? But I want to bring my comments back to staff being clear what results they are meant to be achieving. And while I have this anonymous platform, I just want to say that the OIR Strategy is woeful. It provides next to no clarity on our purpose, our goals, our direction and how we will achieve...anything. If no one is saying this in other forums, I just want to take this opportunity to say that it is a laughing stock within OIR. I have spoken to no one in OIR who thinks it was a good outcome. It has diminished the reputation of the leadership team and has been a backward step for reducing red tape and providing staff with clarity of their purpose. This would be a good starting point for reducing red tape...get clear on what it is we are trying to achieve and articulate a vision for achieving it. Then let staff get on with achieving those objectives.
Very Negative		
Negative	Culture & Values,Service delivery	A culture that strives for excellence and reduces red tape, duplication and non value adding bureaucratic processes that hinder streamlining processes and achieving 'economy of actions'.
Negative	Performance & Development,Leadership	Big picture thinking should be more prevalent, energies are often devoted to the procedural minutiae of an activity which takes the focus off the strategic objectives of the organisation.
Negative	Performance & Development,People and Teams,Resources	Hiring the best people for the job based on skills and potential, not on creating the appearance of being diversely correct
	Performance & Development,Resources,Leadership,Employee wellbeing	Senior Leadership need to acknowledge the staff on the ground are tired!
		Work loads have increased significantly with no increase in capacity.
		Workgroups are finding their own capacity by shifting some of the workload back onto managers within other units to complete tasks. i.e. HR and Finance
		Capacities could be gained by having up-to-date IT systems which allow staff to complete tasks more efficiently but again due to decreased capacity and lack of funds within ICT, systems are now failing.
Very Negative		PDAs with goals and priorities are created but many staff within OIR are unable to achieve these due to the reactive nature of their work.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR is currently extremely risk adverse and supports a culture of rewarding (or giving in to) unreasonable demands, poor behaviour and performance.
		My experience has been more to 'try and make the problem go away quickly' by giving in to demands which can impact on service delivery, have toxic consequences on a workgroup and the health, safety and wellbeing of a whole team.
		Whilst engaging in positive performance conversations works for 98% of people, what is the organisations approach to manage the remaining 2%?
Very Negative		
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Performance & Development,Culture & Values	This particular office of OIR lacks a clear direction and lacks gender diversity and fairness. There is no way that a female will progress in this office, because it still is very male dominated and a blokes club. When you report behaviours, such lack of mentoring for new inspectors, you're seen as being difficult. When in fact training of staff not only costs the department monetarily, but it adds to the workload of inspectors with their powers already. As new inspectors can't go onto the on call roster for 12 months. The culture through out the region and not just this office is poor and the continuation of putting people in management positions, with little or no management experience, needs to seriously be looked at. If there has been one Regional Director and 4 different Operations Managers in one office and 3 different Operations Managers in another office, you have to ask yourself, what is the common denominator?
Very Negative		

	Resources,Leadership,Service delivery,Performance & Development,Agency engagement	I experienced bullying for a period of almost a year, finally stopping about 18 months ago. When I sought assistance from HR, they went directly to my (acting) supervisor who was the person responsible (and they knew this). What a dreadful betrayal. My acting supervisor also white -anted me with our director. I felt I had absolutely no organisational support and, in effect, had none. I was able to maintain professionalism, but the experience badly undermined my confidence and is the main reason for early retirement. I sought advice externally but felt unable to cope with a grievance process given how little support HR had exhibited in the past. I hope things have improved and that there are a lot more resources for workers in these situations - at least as much as for managers/supervisors. Check it out. All that was offered were a very few sessions with external psychology, then I had to go private. Thanks for nothing on this episode. Not a happy way to end an otherwise happy and proud working career.
Very Negative		
Negative	N/A	Within the WHSQ area, I believe a more advisory approach, while still maintaining a level of regulatory enforcement, would go well to gain the respect and cooperation of employers and workers.
Negative	Performance & Development,Service delivery	I believe OIR needs to ensure consistency across it's operations (both external to PCBUs and internal across it process & procedure) to be successful and achieve its priorities and goals.
	Service delivery	Individuals need to be held accountable for their actions.
Negative		Changes and actions still need to be made in this space.
	Culture & Values,Service delivery	To support field staff exposed to intimidation, rudeness and in some cases threats. This specifically relates to inspectors exposed not only to particular stakeholder organisations - but senior staff directing particular responses from the inspectorate to appease those organisations. This has been experienced by overhearing phone calls where it has been uncomfortable to listen to. The demands are unreasonable in my opinion. It is my understanding that staff are leaving because of this somehow accepted culture.
Very Negative		
	Leadership	Review management's bullying behaviours.
Negative		It is time to address workplace bullying.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	OIR is an ambitious organisation, under an ambitious Minister in an ambitious Government. As such, there is always a lot to do. This isn't a problem, because it is important work that helps Queensland. But it does mean that OIR leadership need to be careful that their new initiatives and strategies don't unnecessarily add to the busy workload of staff. Doing so can divert energy, capability and resources away from less "sexy" actions that are important for achieving the priorities and goals of the organisation. For example, if a significant proportion of WFQ respondents say they want more personal and career development at OIR, then it is great that OIR senior leaders look at providing staff with more. But this shouldn't result in a rigid, mandatory system of PDPs etc., with staff involvement being mandatory whether they or their Managers think they need it or not.
Mixed		OIR is a great place to work, but sometimes the senior leadership's plans need to be more geared towards "what will help our staff to do their job well?", with an off-hands approach to management sometimes being the right course of action - less can be more!
	Culture & Values,Service delivery,Leadership	A culture that does not tolerate inappropriate behaviour by external stakeholders towards OIR staff. Senior management need to set and manage expectations of behaviour with all external stakeholders, which will enable OIR to have a positive internal culture and be considered a professional and ethical regulator.
Negative		
Negative	N/A	OIR needs a reconciliation action plan
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	Nimble, flexible, forwardthinking, competitive (with other agencies in terms of being a desirable place to work). Show that we prioritise the mental health, wellbeing and work -life balance of staff, and demonstrate trust in our people. If our organisation can't demonstrate true flexibility and nail mental health and wellbeing in the workplace, how are we going to regulate that for other organisations? We need to be able to attract and retain quality candidates, and recruit for fit as well as skills to build a culture of excellence.
Very Negative		
	Culture & Values,Leadership	For management to continue to give updates to staff and include them in discussion regarding changes, what we are trying to achieve and how we are going to reach the goal. Also a culture where coming into work is enjoyable and the work you do is meaningful creates a great culture.
Negative		
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	The culture in OIR needs to change if it's to genuinely achieve priorities and goals. There are pockets of positive workplace culture at local office levels and within certain areas. However as a collective the culture is a poor one, largely brought down by the toxic culture within the Construction area of Compliance and Field Services. The perception is that this part of OIR is purely there to facilitate CFMEU needs, nothing I've seen both internally and externally suggests this isn't the case. There is a clear culture of favouritism for those that 'toe the line' and reprisal for those that don't, even when they're carrying out their work in accordance with their training and legislative requirements. OIR needs to build a people first culture, where the wellbeing of it's employees is always the number 1 priority. A culture that ensures it's people are not placed at risk of injury or illness over the demands of certain stakeholder and lobby groups. A culture where all staff are supported and empowered by their leaders to act without fear or favour and carry out their duties without influence. OIR's people need to be able to genuinely trust each other on every level, be it peer, supervisor or senior leadership. Currently this exists in pockets but is significantly lacking in some of our most forward facing business units. OIR needs to be able to take the positive local workplace cultures and replicate it throughout the organisation. It starts with trust, care and support. The establishment of OIR's own values last year was a step in the right direction. These now need to be lived by all, but especially the senior leaders. OIR needs to start treating all of it's people like its most valuable asset instead of like they're a PCBU failing to comply with its demands The last comment I'll make on improving culture is again to do with Construction. As the regulator I don't understand how we can essentially stand by and let the mental health and wellbeing of our construction inspectors be completely destroyed to the point of either quitting work or threatening self-harm because of the leadership of Construction Compliance and Field Services. If OIR can address the 'elephant in the room' and take the necessary action to remove the cause then we will almost instantaneously so a positive shift in culture. We will definitely see a reduction in risk of to mental health for our Construction inspectors. Having a director there that supports their staff over the interests and demands of the CFMEU, isn't vindictive towards those that are perceived to have wronged them and takes responsibility for the health, safety and wellbeing of their workers will shift the culture. Failure to do this will continue to see it deteriorate and not only create further WHS risk but also greater reputational, operational and legal risk.
Very Negative		
	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	I just think that the middle level management, that is Team Leaders/Managers/Directors need to take a good hard look at themselves. The same thing is asked almost every year and each year it's clear that, in our team, we have a resident bully who is given special treatment, they don't contribute to the team culture, they're rude to colleagues, they create drama by interfering with promotional opportunities of a colleague (this bully emailed the Director following an EOI for the manager role complaining about my colleague and that if my colleague applied for the role and was given the EOI that she would take 2 weeks sick leave, my colleague applied, she was unsuccessful, and then the bully boasted to other members of staff about what she had done. In the meantime, the bully already had planned leave - she basically interfered with an EOI process for no reason other than to ensure my colleague was not given an opportunity.) I mean this is simply outrageous given the Ethical Standards training that we have just been required to complete. This bully travels all of the time when the rest of the team don't. Facts show that this bully is the only one travelling and that this bully is continually allowed to brief the same 2 barristers over and over again. This has created a real inequity within the team. The Team Leader and the Manager, and also the Director, know about this yet they continue to allow it to happen. In fact, the Manager of our team encourages and condones her behaviour. The rest of us have to sit back in silence. If we raise issues, the bully is defended at all times. Another colleague raised concerns about the bully's behaviour towards him and the Manager defended her behaviour. The behaviour towards him included ignoring phone calls from him when he was asking for an update on "his" matter and not hers, yelling at him, belittling him (she belittled him to our barrister panel), talking over him, etc. It goes on and on, under the eyes of the Team Leader and the Manager but they do nothing but encourage the bully. This bully sends intimidating emails when she doesn't get her way with things. This has been raised on a number of occasions yet it doesn't change. A colleague just recently made reference about her behaviour given the team has new team members and they were worried about how this bully would treat the new team member and the Team Leader had the audacity to say that he wasn't aware of any issues, even though it has been raised with the Team Leader by a number of team members. This issue about this bully has been raised in Culture Surveys year after year after year after year and yet nothing happens. Because of this failure, this bully thinks that she can do no wrong and throws tantrums when she doesn't get her way. It's simply incredulous. The reason for all of this commentary is that the question asks "What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals?" The answer to this question is the performance management of the Team Leaders, Managers and Director will provide the type of culture to enable OIR to be successful and achieve its priorities and goals.
Very Negative		
Mixed	Leadership,People and Teams	There has been change to management over the last 12 months and I think it has been for the better. I am mostly happy with where the team I'm in sits but there's always room for improvement.
Neutral	N/A	No comment
	Communications,Service delivery,Leadership,People and Teams	Too much red tape and no transparency from corporate services and no consistency from senior management. Every decision is the opposite of a decision made 2 weeks earlier creating a lot of wasted time and effort. This has created the very real situation of people not putting in the effort as they know the department will flip flop in a couple more days. The department comes across as fractured and different areas don't communicate or want to work with each other. There is no support internally from the business areas that are set up to 'support' you, creating a sense of each business unit being on their own. This feeds into creating an 'us and them' mentality.
Very Negative		
	Communications,Culture & Values,Leadership	Drop the ATSI virtue signalling and start representing the entire OIR organisation regardless of their race. This year there was not one message from senior leadership in relation to Australia day, however there were 14 different emails regarding Naidoc week. I believe the key to success is to include all cultures, celebrate being Australian and the wonderful people we serve as Queensland public servants.
Negative		

	Culture & Values,Agency engagement,Leadership	I am aware of a toxic culture in the Construction Inspectorate or WHSQ. There is bullying and aggression expressed to employees by Management. I have been approached by employees and had disclosures expressed to me. The employees do not feel safe to report matters of abuse through their Managers as they are the bullys.
Very Negative		The toxic culture is evidenced by the high attrition rate within that group. Unless the Management is addressed the situation will worsen.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Communications,Culture & Values,People and Teams	In the OIR People Strategy we have a priority goal - Culture and Environment 1. Value inclusion and diversity, 2. Build effective and collaborative teams 3. Implement a cultural improvement program and 4. Improve internal communications.
		I think focussing on the internal communications is working well and this feeds into other teams working more closely together improving team collaboration.
		I am unaware of any of the work from the people strategy regarding the development of a vision for the culture of OIR.
Negative		
	Leadership,Communications	Open, Honest, transparent and INDEPENDENT.
Very Negative		Trade Union influence whilst perfectly understandable is currently ridiculous and removes the Independence of the role of a Statutory authority/Regulator.
Very Positive	Culture & Values	A culture that is inclusive, realistic, respectful, curious, insightful and progressive.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	At the grass-roots level in some areas of OIR there seems to be a disconnect between the staff on the ground, and the staff who accumulate in head office advisory/policy/management/technical review and the growth of the employees who provide internal advice and direction as opposed to those that deliver the services to the public. If you have a majority of the staff in a watch the staff position, and no staff delivering the services, then the end result is that the work won't get done, and that those delivering the services (including the enforcement services) will burn out.
Very Negative		
	Culture & Values,Diversity, Inclusion, & Fairness	Culture that does not appear to be externally influenced or have Union bias in its actions, especially involving construction matters.
Negative		
		WHSQ needs to be independent, impartial and free from perceived bias of Union priority actions.
Negative	Leadership	It would be good if the executive management would listen to staff on the 'shop floor' instead of blindly accepting what the managers are telling them. There seems to be a big divide between people up there and below.
	Performance & Development,Leadership,Culture & Values,People and Teams	There will be no cultural change until the bully team leaders, condescending lying managers and complete absent direct is moved on. You cannot pretend like there is no significant damaging history and forbid people to acknowledge and talk about it. You cannot pretend like it is a different place, it is simply not.
		My last awful experience with team leaders in the review unit were to bully me in training and orchestrating a colleague to make a complaint to the manager about me. These are the group of three bully team leaders who have not yet been moved on or out.
Very Negative		You can only build a positive culture when there is new leadership, not pretend new leadership.
	Service delivery,Communications,People and Teams	Be more open
		Having a streamlined process for everything
		More efficient communication between teams
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	Building on an approach to address health, safety and wellbeing is the best - we can't just isolate safety and focus on that - it is about the whole picture. Leveraging off Dept. Education and their existing policies/procedures and structures would be ideal. Using some of our internal resources more such as the healthy workplace audit tool, healthy workers survey and interventions to address the needs of workers would be ideal. Supports for workers that are out and about such as eski/drinkin g items would help support the work that is being done and the ad hoc nature of peoples working days. The executive particularly Yasmin in SHSS has been doing an amazing job to not only overhaul SHSS to be a high performing area but start to build on the great work and there are many great things coming because of her dedication and strive for excellence - Yasmin had a tough job coming in to the role and has absolutely smashed it.
Mixed		
	Service delivery,Culture & Values,Employee wellbeing	Clarity on central agency function for IR
Negative		performance and values based approach which embraces risk (especially around workload planning and workload prioritisation
Negative	People and Teams,Service delivery	More collaboration throughout full change processes with employees.
	Service delivery,Agency engagement,Leadership	Support from all senior leadership, including the MO, to not tolerate any threats, abuse or the like from external stakeholders and to terminate, suspend or vary relations (e.g. only accepting written submissions) with said stakeholders when
Negative		incidents do occur. It is a health risk for staff and is detrimental to the retention of staff.
Positive	Performance & Development	Clear SHSS directorate aims and objectives and an understanding of who we are (within OIR) and what we are expected to work towards.
	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	Allow 4 days to work from home if staff require instead of 3 days. My commute is long and the office environment is distracting with noise.
Very Negative		The PDA process is tedious and HR do not really seem to support staff. I have felt supported by my team leader and unit manager but HR do not seem responsive.
Negative	Leadership	Treating staff with respect- domineering members shouldn't be made leaders
Neutral	Employee wellbeing	Support for employees seeking to balance work-life priorities, e.g. encouragement of flexible work.
Positive	Employee wellbeing,Service delivery	Continue to allow flexible work practices.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-8 in the statement of Kym Susanne Bancroft sworn at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Working for Queensland survey

Response Rate

86%

Responses
780 of 909

Exportable Summary

For printing using Export Page, with hide filters and hide header unchecked.

The 2022 Working for Queensland (WfQ) survey uses the Resources - Demands - Outcomes Model of Engagement.

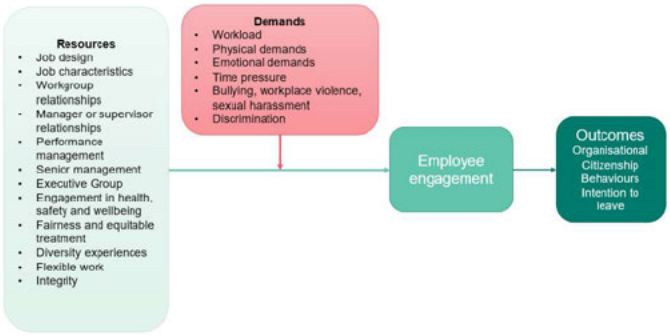
How to interpret this report

By focusing on the relationship between resources and demands, and improving that relationship, will have positive impacts on employee engagement, leading to better work outcomes for your agency.

1. Employee Engagement;
2. Resources;
3. Demands;
4. Workplace Bullying, Sexual harassment, and Workplace Violence and Aggression;
5. Racism and Discrimination;
6. Outcomes; and
7. Explanatory information.

Please note that where trend data is available, it has been included. Use all trend comparisons indicatively as the 2022 WfQ survey has changed considerably, this has likely impacted trend data. Some questions have been slightly reworded to improve respondent clarity.

Resources - Demands - Outcomes Model of Engagement



1. Employee Engagement The overall engagement score (% favourable) and the individual engagement score items are shown below.

Employee Engagement

60%

vs 2021	vs QLD public sector
▲ 5	▲ 3

Employee Engagement questions

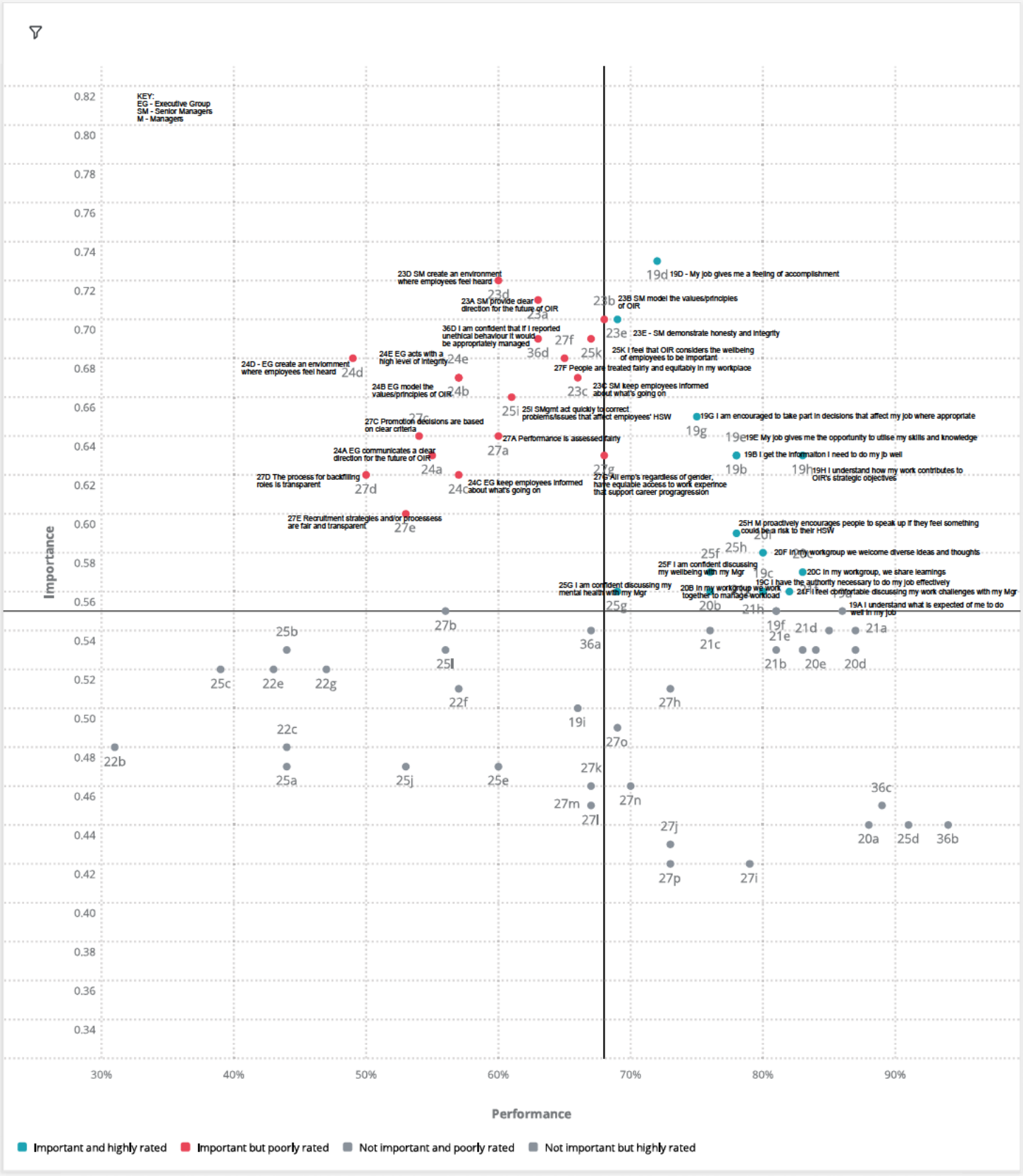
Question	Responses	Distribution	vs 2021	vs QLD public sector
35k - I am proud to tell others I work for my organisation	724	66% 22%	+6	0
35j - I would recommend my organisation as a great place to work	724	62% 21% 17%	+5	+3
35n - My organisation inspires me to do the best in my job	723	59% 24% 17%	+7	+5
35m - My organisation motivates me to help it achieve its objectives	723	58% 25% 16%	+5	+5
35l - I feel strong personal attachment to my organisation	723	53% 29% 18%	0	-1

Employee Engagement Importance and Performance quadrant plot

This quadrant plot displays the key drivers of employee engagement for this agency/work unit. It is a prioritisation tool - use it to identify the key drivers that have the greatest impact on employee engagement.

Improve
performance of items in the top left

Maintain
performance of items in the top right



Monitor
items in the bottom left for improvement

Review
resources allocation for items in the bottom right

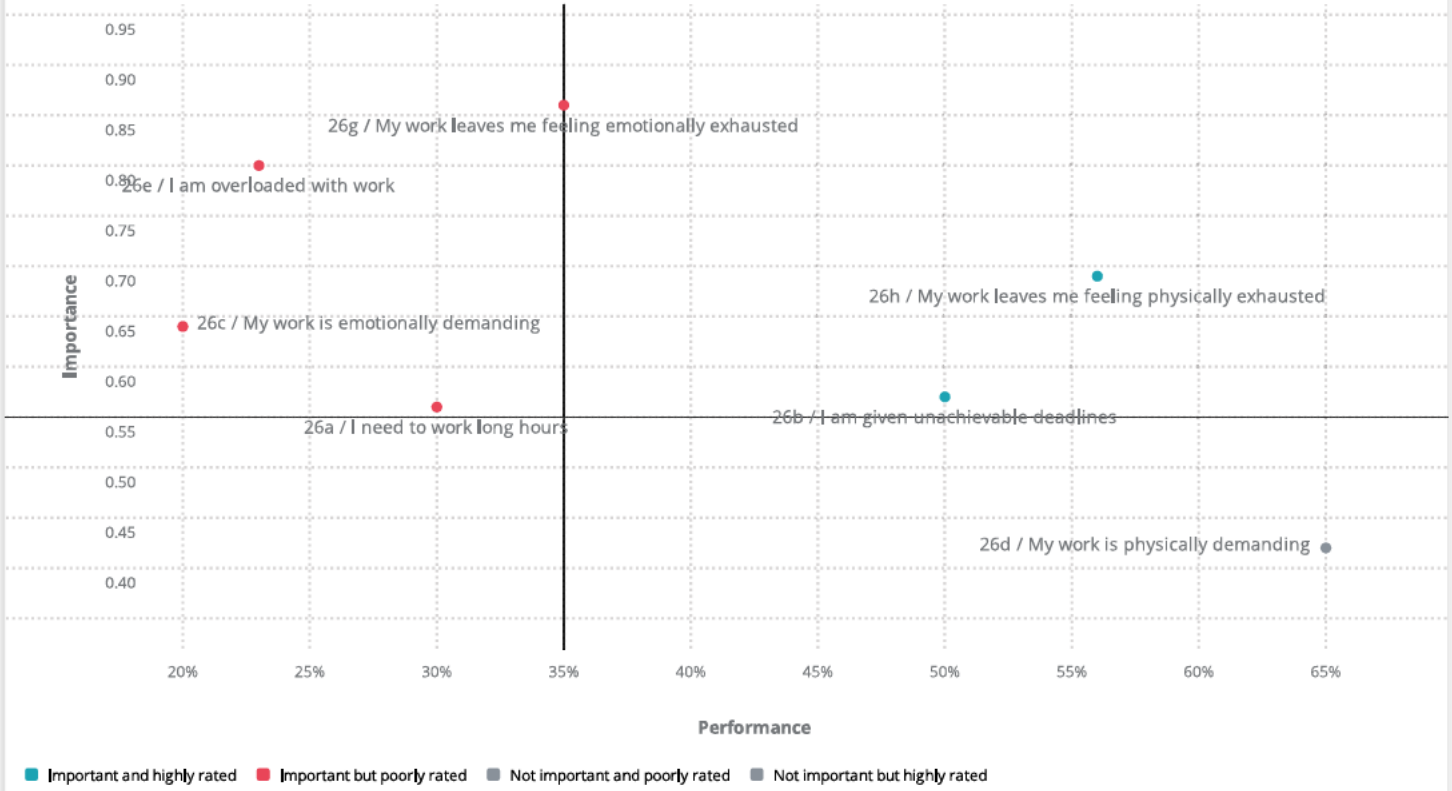
2. Resources

Name	Distribution	vs 2021	vs QLD public sector
Your Job: Autonomy	79% 12% 10%	-	+7
Your Job: Clarity	82% 10% 8%	+3	+2
Your Job: Task Significance	83% 11% 6%	-5	+2
Your Job: Task Identity	72% 15% 13%	+4	+3
Your Job: Task Variety	78% 12% 10%	+1	+3
Your Job: Human Rights and My Job	66% 19% 15%	+2	-10
Social Support: My Workgroup Effectiveness	82% 10% 7%	-	+1
Social Support: Workgroup Respect and Psychological Safety	83% 8% 8%	-	+5
Social Support: My Manager and Workgroup Performance	80% 11% 9%	-	+6
Social Support: My Manager and Respectful Relationship	83% 9% 8%	-	+6
Social Support: My Manager Honesty and Integrity	85% 8% 7%	+4	+5
Building Your Future: Professional Development	39% 45% 16%	-	+9
Building Your Future: Performance Discussions	48% 42% 10%	-	+12
Keeping You Well: My Obligations	91% 6%	-	+3
Keeping You Well: My Confidence Discussing Wellbeing with My Manager	73% 13% 14%	-	+9
Keeping You Well: In My Workgroup	42% 44% 14%	-	+6
Keeping You Well: Leadership	70% 16% 14%	-	+8
Keeping You Well: My Organisation Values My Wellbeing	67% 16% 17%	+10	+9
Keeping You Well: Cultural Safety	56% 41%	-	-8
Leadership: Senior Managers	65% 19% 15%	-	+13
Leadership: Executive Group	55% 32% 13%	-	+9
Fair and Equitable Treatment: Fair and Equitable Treatment	65% 17% 18%	-	+9
Fair and Equitable Treatment: Promotion Process	54% 26% 21%	-	+10
Fair and Equitable Treatment: Backfilling Process	50% 26% 24%	-	+10
Fair and Equitable Treatment: Performance management	58% 23% 19%	-	+3
Fair and Equitable Treatment: Recruitment Process	53% 28% 20%	-	+7
Fair and Equitable Treatment: Gender	72% 21% 8%	-	+4
Fair and Equitable Treatment: Age	73% 17% 10%	+6	+7
Fair and Equitable Treatment: Aboriginal and/or Torres Strait Islander People	67% 31%	-	-1
Fair and Equitable Treatment: Australian South Sea Islander People	67% 32%	-	0
Fair and Equitable Treatment: Cultural Background	70% 26%	+3	+1
Fair and Equitable Treatment: Disability	69% 27%	+6	+11
Fair and Equitable Treatment: Sexual Orientation	73% 25%	+3	+3
Flexible Work: Flexibility I need	86% 9% 5%	-	+12
Flexible Work: Work Together to make Flexibility Work	73% 15% 12%	-	+9
Flexible Work: Free to use Flexibility	74% 14% 12%	+5	+18
Code of Conduct: Integrity	78% 13% 9%	-	+4

3. Demands

This quadrant plot displays the key drivers of burnout for this agency/work unit. It is a prioritisation tool - use it to identify the key drivers that have the greatest impact on burnout.
Refer to the *Explanatory information section*.

I feel burned out by my work: Importance and Performance quadrant plot



Percentage of staff who responded with ALWAYS and OFTEN (the darker the purple the more negative)

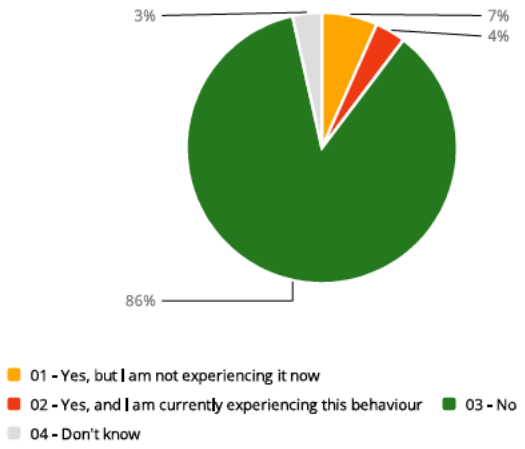
Comparison: **Current Unit**
Breakout: **One level below**

		Office of Industrial ...	Business and Corpo...	Electrical Safety O...	Industrial Relations	Office of the Deputy...	Office of the WHS P...	Queensland Industr...	Specialised Health ...	WHS Compliance a...	WHS Engagement a...	Workers' Compens...
Responses	780	94	75	84	15	16	16	55	230	110	85	
26a - I need to work long hours	**22%**	29%	24%	15%	14%	19%	14%	29%	19%	20%	29%	
26b - I am given unachievable deadlines	**15%**	16%	17%	11%	14%	6%	7%	19%	17%	12%	21%	
26c - My work is emotionally demanding	**22%**	22%	18%	18%	21%	13%	27%	9%	26%	13%	39%	
26d - My work is physically demanding	**4%**	5%	1%	4%	7%	0%	7%	2%	5%	2%	6%	
26e - I am overloaded with work	**21%**	25%	26%	13%	29%	13%	0%	25%	18%	22%	30%	
26f - I feel burned out by my work	**18%**	19%	18%	19%	7%	6%	0%	22%	18%	16%	27%	
26g - My work leaves me feeling emotionally exhausted	**18%**	20%	15%	17%	14%	6%	7%	15%	18%	18%	25%	
26h - My work leaves me feeling physically exhausted	**10%**	11%	9%	10%	7%	6%	0%	9%	11%	7%	13%	

4. Workplace Bullying, Sexual Harassment, and Workplace Violence and Aggression

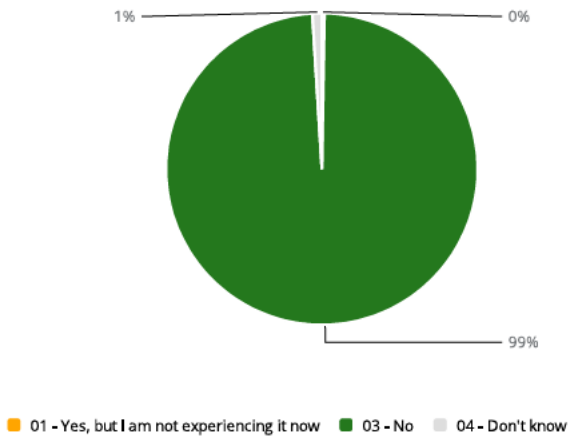
In the last 12 months, have you experienced...

Workplace bullying



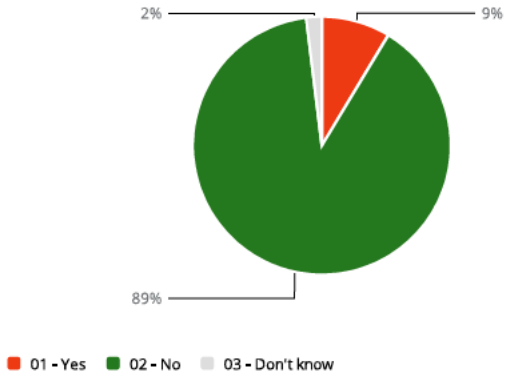
38a : During the last 12 months, have you experienced any of the following in your workplace? - Workplace bullying	Count	%
01 - Yes, but I am not experiencing it now	48	7%
02 - Yes, and I am currently experiencing this behaviour	26	4%
03 - No	620	86%
04 - Don't know	25	3%

Sexual harassment



38c : During the last 12 months, have you experienced any of the following in your workplace? - Sexual harassment	Count	%
01 - Yes, but I am not experiencing it now	2	0%
03 - No	710	99%
04 - Don't know	7	1%

Workplace violence and aggression

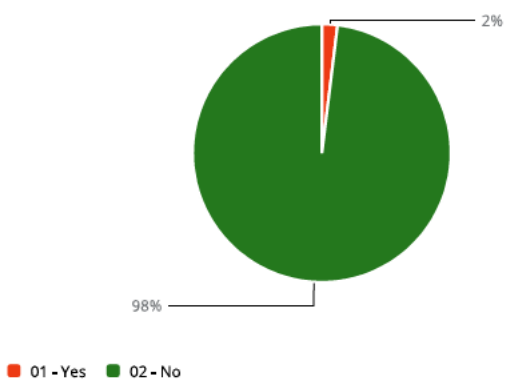


38b : During the last 12 months, have you experienced any of the following in your workplace? - Workplace violence and aggression	Count	%
01 - Yes	62	9%
02 - No	643	89%
03 - Don't know	14	2%

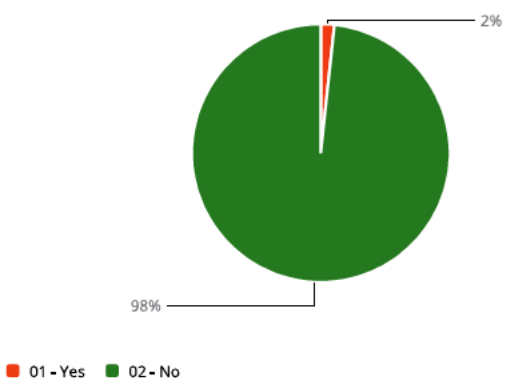
5. Racism and Discrimination

In the last 12 months, have you experienced...

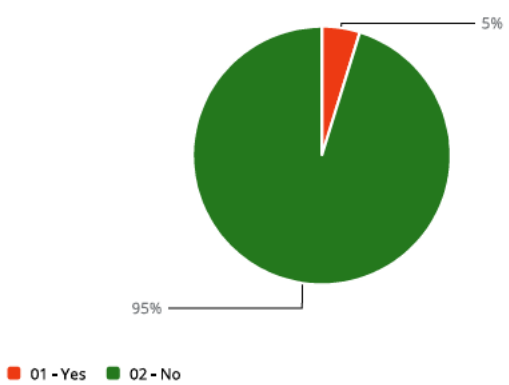
Racism



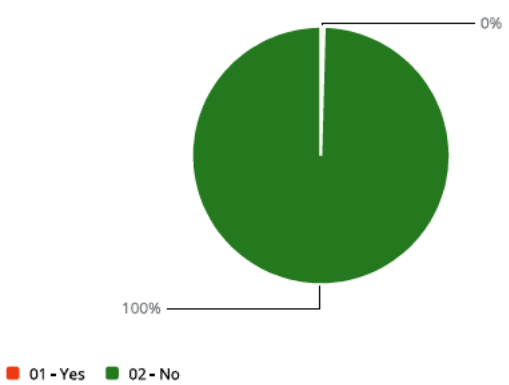
Discrimination because of my disability



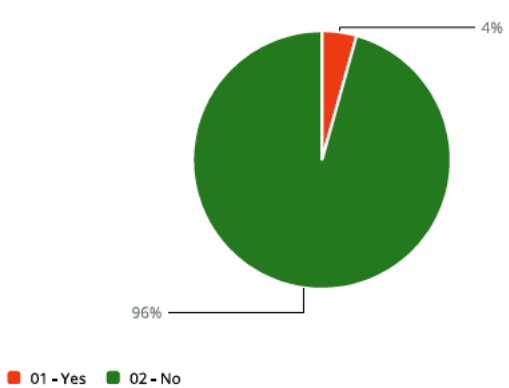
Discrimination because of my gender



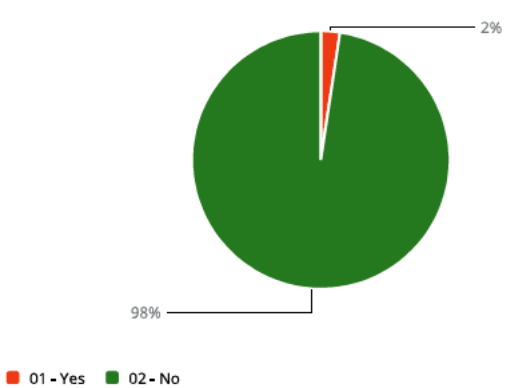
Discrimination because of my sexual orientation



Discrimination because of my age

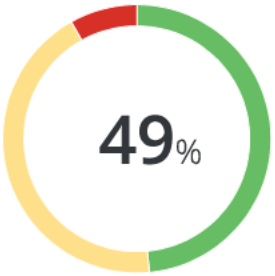


Discrimination because of my cultural background



6. Outcomes

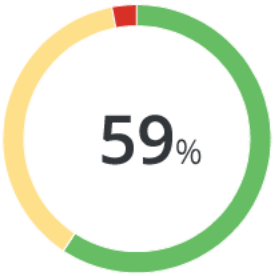
Connection with Work



vs QLD public sector

▲ 2

Continuous Improvement



vs QLD public sector

▼ 3

Impact

Question	Responses	Distribution	vs QLD public sector
35i - My organisation has a positive impact on the lives of the people of Queensland	723	83% 13%	+5
35h - My work has a positive impact on the lives of the people of Queensland	724	79% 17%	+1

INTENTION TO LEAVE

44a : Which of the following statements best reflects your current thoughts about working in your current position?	Count	Percent
01 - I want to leave my position as soon as possible	67	9%
02 - I want to leave my position within the next 12 months	104	15%
03 - I want to stay working in my position for the next one to two years	218	31%
04 - I want to stay working in my position for at least the next three years	324	45%

INTENTION TO LEAVE

44b : What best describes your plans involved with leaving your current position?	Count	Percent
01 - I am planning to retire	15	9%
02 - I am applying for/have applied for new roles within my agency	32	19%
03 - I am applying for/have applied for new roles in another agency	71	42%
04 - I am applying for/have applied for roles in the private sector	21	12%
06 - It is the end of my non-ongoing, casual or contracted employment	5	3%
07 - Other	26	15%

7. Explanatory Information

How to use the quadrants

- Maintain (high importance, high performance) - Maintain these positive scores.
- Improve (high importance, low performance) - Improve these scores.
- Monitor (low importance, low performance) - Monitor these scores and to further explore what the root causes may be when resources become available.
- Review (low importance, high performance) - Understand how to maintain these positive scores, review the level of resources allocated to these items and possibly divert them to priority areas.

How to interpret the Employee Engagement quadrant plot

Performance axis (horizontal)

- Reflects the % favourable score of the key driver
- This threshold is set to 68% favourable for the quadrant plot

Importance axis (vertical)

- Indicates how well the key driver predicts employee engagement (correlation coefficient)
- This threshold is 0.55 correlation coefficient

How to interpret the Demands quadrant plot

Performance axis (horizontal)

- Reflects the % favourable score of the key driver
- This threshold is set to % favourable median score of the drivers Q26a-Q26e, and Q26g-Q26h

Importance axis (vertical)

- Indicates how well the key driver predicts burnout (correlation coefficient)
- This threshold is 0.55 correlation coefficient

Questions for Employee Engagement Quadrant plot

19a - I understand what is expected of me to do well in my job
19b - I get the information I need to do my job well
19c - I have the authority necessary to do my job effectively
19d - My job gives me a feeling of accomplishment
19e - My job gives me the opportunity to utilise my skills and knowledge
19f - I have choice in deciding how I carry out day to day work tasks
19g - I am encouraged to take part in decisions that affect my job, where appropriate
19h - I understand how my work contributes to my organisation's strategic objectives
19i - I understand how the *Human Rights Act 2019* applies to my work
20a - I discuss my work challenges with the people in my workgroup
20b - In my workgroup, we work together to manage workload
20c - In my workgroup, we share learnings
20d - In my workgroup, we treat each other respectfully
20e - In my workgroup, I am comfortable speaking up to share a different view to my colleagues
20f - In my workgroup, we welcome diverse ideas and thoughts
21a - My manager/supervisor treats people in our work environment respectfully
21b - My manager/supervisor encourages discussion on ways to improve workgroup performance
21c - My manager/supervisor clearly communicates performance expectations
21d - My manager/supervisor demonstrates honesty and integrity
21e - My manager/supervisor listens to what I have to say
21f - I feel comfortable discussing my work challenges with my manager/supervisor
21g - I can rely on my manager/supervisor to help me work through work challenges
21h - My manager/supervisor shows appreciation for my contribution to our work objectives
22b - My manager/supervisor and I discuss my professional development
22c - My manager/supervisor takes the time to provide informal feedback on my performance
22e - My manager/supervisor provides me with constructive feedback to help improve my performance
22f - My manager/supervisor recognises and acknowledges when I do something well
22g - My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities
23a - Senior managers provide clear direction for the future of the organisation
23b - Senior managers model the values/principles of my organisation
23c - Senior managers keep employees informed about what's going on
23d - Senior managers create an environment where employees feel heard
23e - Senior managers demonstrate honesty and integrity
24a - The Executive Group communicates a clear direction for the future of the organisation
24b - The Executive Group model the values/principles of my organisation
24c - The Executive Group keep employees informed about what's going on
24d - The Executive Group creates an environment where employees feel heard
24e - The Executive Group acts with a high level of integrity

25a - In my workgroup, we proactively discuss workplace safety
25b - In my workgroup, we discuss ways to promote wellbeing
25c - In my workgroup, we discuss ways to promote mental health
25d - I am confident in my understanding of my health and safety obligations
25e - My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues
25f - I am confident discussing my wellbeing with my manager/supervisor
25g - I am confident discussing my mental health with my manager/supervisor
25h - My manager/supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing
25i - In my workplace senior management acts quickly to correct problems/issues that affect employees' health, safety or wellbeing
25j - I feel that my manager/supervisor takes responsibility for ensuring the cultural safety of Aboriginal and Torres Strait Islander employees
25k - I feel that my organisation considers the wellbeing of employees to be important
25l - I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees
27a - Performance is assessed fairly
27b - I understand the process to manage poor performance in my workgroup
27c - Promotion decisions are based on clear criteria
27d - The process for backfilling roles is transparent
27e - Recruitment strategies and/or processes are fair and transparent
27f - People are treated fairly and equitably in my workplace
27g - All employees, regardless of gender, have equitable access to work experiences that support career progression
27h - Age is not a barrier to success in my organisation
27i - Being a woman is not a barrier to success in my organisation
27j - Being a man is not a barrier to success in my organisation
27k - Being gender diverse is not a barrier to success in my organisation
27l - Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation
27m - Being an Australian South Sea Islander person is not a barrier to success in my organisation
27n - Cultural background is not a barrier to success in my organisation
27o - Disability is not a barrier to success in my organisation
27p - Sexual orientation is not a barrier to success in my organisation
36a - Discussions about appropriate and ethical behaviour are common in my workplace
36b - I am confident in my understanding of what ethical behaviour means within my workplace
36c - I am confident I would know how to report unethical behaviour if I became aware of it
36d - I feel confident that if I reported unethical behaviour in my workplace, it would be appropriately managed

Agency specific questions

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

*This is a negatively worded question. "Strongly disagree" and "Disagree" responses are classified as positive/favourable responses.

Question	Responses	Distribution	vs 2021	OIR	Departments
47f_OIR - Employees are encouraged to communicate within and across teams	714	72% 16% 12%	+2	0	0
47a_OIR - I understand the strategic direction of the organisation	713	68% 20% 11%	-3	0	0
47e_OIR - I know where to go to find information when I need it	713	67% 20% 13%	+3	0	0
47c_OIR - Managers and leaders in OIR encourage us to embrace change	713	66% 27% 8%	-3	0	0
47g_OIR - I feel safe to speak up at work without fear of negative consequences	712	63% 17% 21%	-3	0	0
47d_OIR - The information delivered by senior managers is clear and consistent	712	55% 26% 19%	-4	0	0
47b_OIR - I generally feel uncertain about changes happening in the workplace*	713	28% 27% 44%	+3	0	0

Threats

47h_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Threats	Count	Percent	2021 %
01 - Never	582	83%	81%
02 - Rarely	97	14%	14%
03 - Monthly	16	2%	4%
04 - Weekly	5	1%	1%
05 - Daily	4	1%	0%

Intimidation

47i_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Intimidation	Count	Percent	2021 %
01 - Never	527	74%	73%
02 - Rarely	136	19%	18%
03 - Monthly	30	4%	5%
04 - Weekly	9	1%	3%
05 - Daily	7	1%	1%

Assault (including spitting, punching, kicking, shoving)

47j_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Assault (including spitting, punching, kicking, shoving)	Count	Percent	2021 %
01 - Never	684	97%	98%
02 - Rarely	20	3%	2%
03 - Monthly	-	-	0%
04 - Weekly	1	0%	-
05 - Daily	-	-	0%

Inappropriate remarks made on social media

47k_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Inappropriate remarks made on social media	Count	Percent	2021 %
01 - Never	647	92%	93%
02 - Rarely	45	6%	5%
03 - Monthly	7	1%	2%
04 - Weekly	5	1%	0%
05 - Daily	1	0%	1%

Question	Responses	Distribution	vs 2021	OIR	Departments
47l_OIR - I feel that the organisation will support me if I report work-related violence and aggression	713	74% 17% 10%	+3	0	0
47m_OIR - The organisation is taking reasonable steps to manage work-related violence and aggression	712	64% 26% 11%	+1	0	0

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-9 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

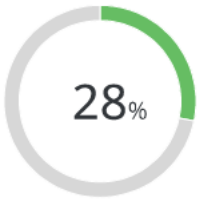
Jack Dominic Kerin .....

Witness (Lawyer)

Construction and Major Projects WfQ 2022 Results

Working for Queensland survey

Response rate and count



Responses

15 of 53

Welcome to the Working for Queensland 2022 Highlights Report

The Highlights Report is designed to help users understand and navigate the results of the Working for Queensland Survey 2022. It also enables users to compare the quantitative and benchmark the 2022 results against the sector and previous year's results (where available).

The Working for Queensland Survey provides an important opportunity for 200,000 people to have a say about their workplace and to help make the public sector a better place to work. The survey was conducted from the 5th September to 5th October.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into the three categories of resources, demands and outcomes.

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction and wellbeing.

The pages within the results dashboard can be used to interrogate and understand the 2022 results. Please note that each page will have further instructions and explanations on each component of that page. The pages are as follows:

- Resources
- Demands
- Employee Engagement
- Outcomes
- Resources by hierarchy and demographic group
- Demands by hierarchy and demographic group
- Outcomes by hierarchy and demographic group
- Diversity Experience: Aboriginal and Torres Strait Islander
- Diversity Experience: Australian South Sea Islander
- Diversity Experience: Living with Disability
- Diversity Experience: Gendered Experience
- Diversity Experience: LGBTIQ+
- Diversity Experience: Linguistically Diverse
- Flexible Work
- Racism and Discrimination
- Domestic and Family Violence
- Workplace Bullying, Sexual Harassment and Work-related Violence
- Patient Safety (HHS + QAS only)
- Officer in Charge (Police only)
- Agency Specific Questions

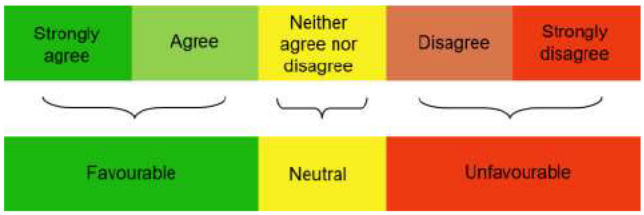
There are several resources embedded in links throughout the Highlights Report that provide you with guidance on data analysis and interpretation as well as information on specific themes. A great place to start is with this Highlights Report guide and the 2022 WfQ Resources.

You can view the full 2022 WfQ Survey Questions list. In 2022, due to the significant strain on Queensland Health, the Hospital and Health Services undertook a shortened version of the survey.

Interpretation guide

Privacy
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

Agreement scale
Across WfQ reporting the agreement scale is largely expressed as % positive/favourable, % neutral or % negative/unfavourable.



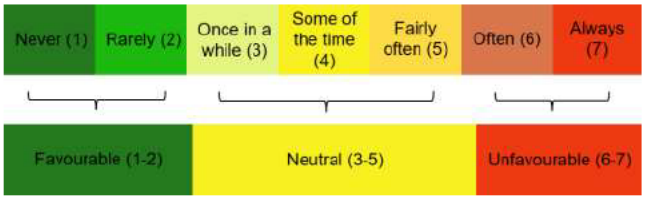
- % positive presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.
- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.

Some items asked on the agreement scale are negatively worded e.g 'It is difficult for me to adopt a flexible working arrangement because of a lack of support from my manager/supervisor'.

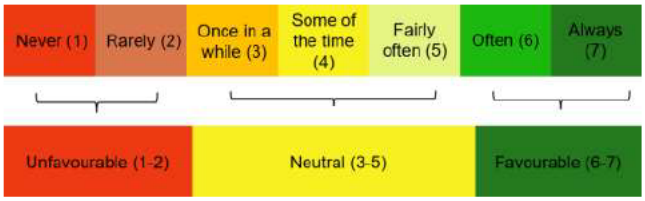
When responding to a negatively worded question, 'Strongly disagree' and 'Disagree' responses are classified as positive. In the context of the example question it means your manager/supervisor is supportive of flexible working arrangements.

'Strongly disagree' and 'Disagree' responses, to negatively worded items, are combined to calculate the % positive score.

Frequency scale
For *negatively worded questions*, the lower the average score, the more favourable. Where the % favourable, % neutral or % unfavourable is used, the more infrequent the response the more favourable the outcome.
Example: An average frequency score of 3.45 for 'I feel burned out by my work' means that on average, employees experience burn out once in a while.

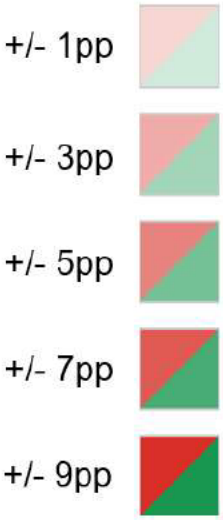


For *positively worded items*, higher average scores are favourable whereas lower frequency scores are unfavourable.
Example: An average frequency score of 6.20 for 'My job inspires me to do my best' means that on average, employees are often inspired by their job.



Heat map colouring (used in result summary heatmaps by child unit and demographic group)
Heat maps are colour coded according to the difference scores between the unit's scores and the parent unit's scores from the range of dark red to dark green.

Percentage point(pp)
difference from comparison



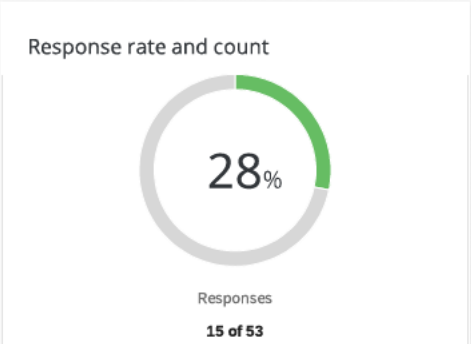
Key driver analysis

Key driver analysis uses statistical techniques including Pearson's correlation analysis. The purpose of the key driver analysis is to identify individual

Working for Queensland - Response Rate

This page displays your overall agency response rate.

Overall: This is your overall agency response rate.
Invited: This is the number of people in your hierarchy listed as respondents (headcount) and invited to complete your survey.
Responded: The number of completed responses.
Participation (Response) Rate: The percentage of those invited who responded. This is calculated as (Responded / Invited) x 100.

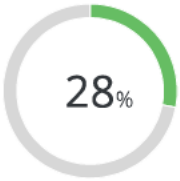


Response Rate by Hierarchy

Name	Invited	Responded	Participation Rate
Overall			
Overall	53	15	28%
2022 WfQ			
Construction Compliance and Major Projects			
Toowoomba/Ipswich/Mt Gravatt/Logan/Gold Coast	24	-	
Brendale/Maroochydore/Maryborough/Bundaberg and Cons Strategy	29	10	34%

Working for Queensland survey

Response Rate



Responses
15 of 53

Exportable Summary

For printing using Export Page, with hide filters and hide header unchecked.

The 2022 Working for Queensland (WfQ) survey uses the Resources - Demands - Outcomes Model of Engagement.

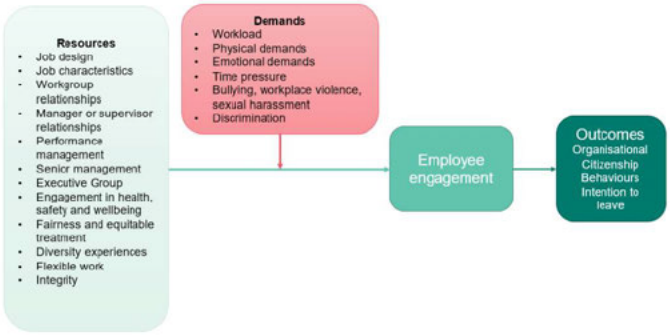
How to interpret this report

By focusing on the relationship between resources and demands, and improving that relationship, will have positive impacts on employee engagement, leading to better work outcomes for your agency.

1. Employee Engagement;
2. Resources;
3. Demands;
4. Workplace Bullying, Sexual harassment, and Workplace Violence and Aggression;
5. Racism and Discrimination;
6. Outcomes; and
7. Explanatory information.

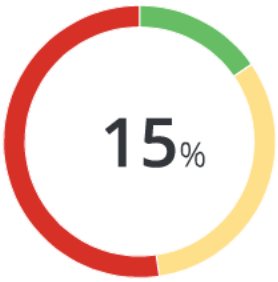
Please note that where trend data is available, it has been included. Use all trend comparisons indicatively as the 2022 WfQ survey has changed considerably, this has likely impacted trend data. Some questions have been slightly reworded to improve respondent clarity.

Resources - Demands - Outcomes Model of Engagement



1. Employee Engagement The overall engagement score (% favourable) and the individual engagement score items are shown below.

Employee Engagement



vs 2021	vs QLD public sector
▼ 10	▼ 42

Employee Engagement questions

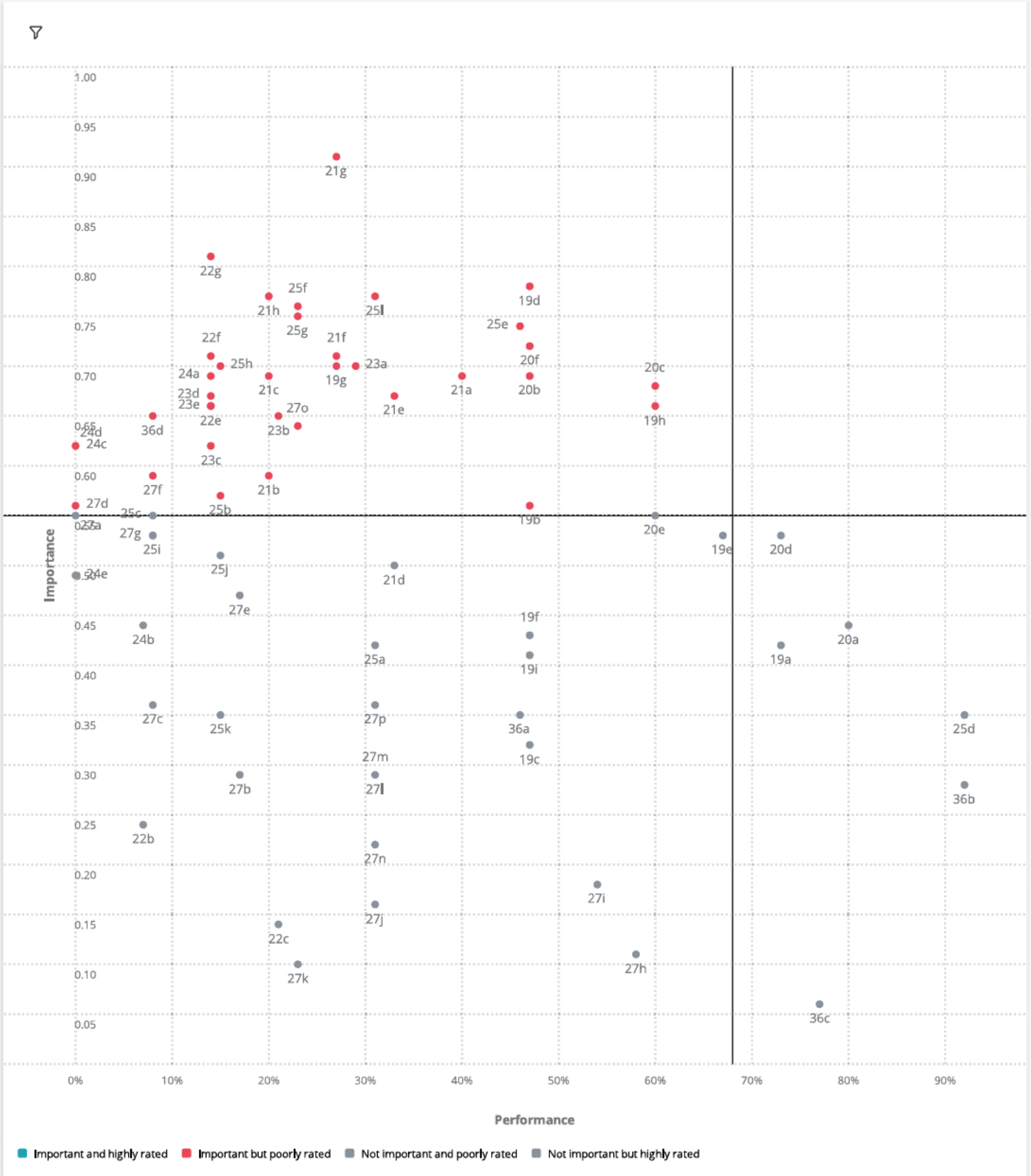
Question	Responses	Distribution	vs 2021	vs QLD public sector
35k - I am proud to tell others I work for my organisation	13	23% 31% 46%	-10	-43
35n - My organisation inspires me to do the best in my job	13	15% 31% 54%	-7	-38
35m - My organisation motivates me to help it achieve its objectives	13	15% 38% 46%	-7	-38
35j - I would recommend my organisation as a great place to work	13	15% 23% 62%	-1	-44
35l - I feel strong personal attachment to my organisation	13	38% 54%	-26	-46

Employee Engagement Importance and Performance quadrant plot

This quadrant plot displays the key drivers of employee engagement for this agency/work unit. It is a prioritisation tool - use it to identify the key drivers that have the greatest impact on employee engagement.

Improve
performance of items in the top left

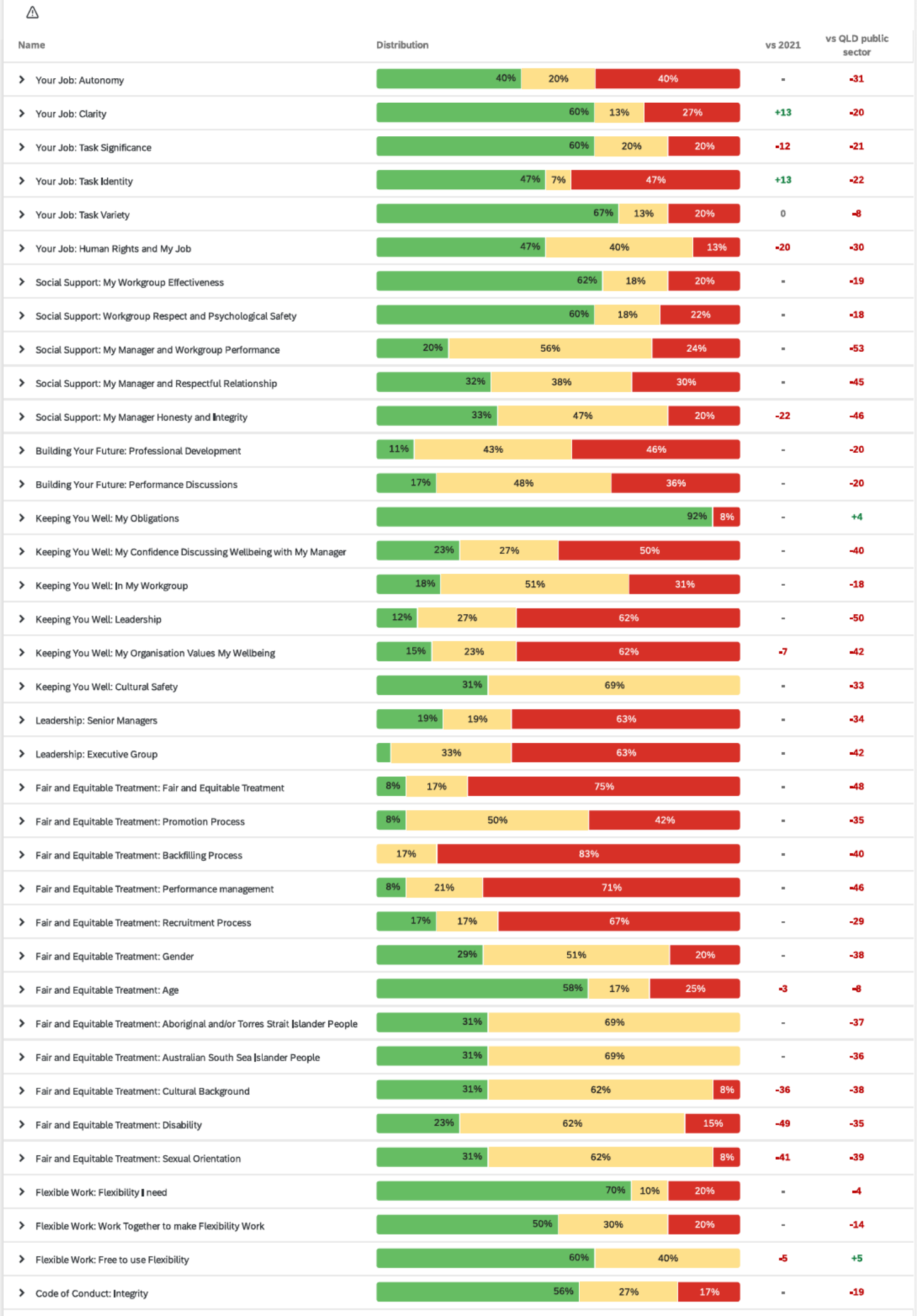
Maintain
performance of items in the top right



Monitor
items in the bottom left for improvement

Review
resources allocation for items in the bottom right

2. Resources

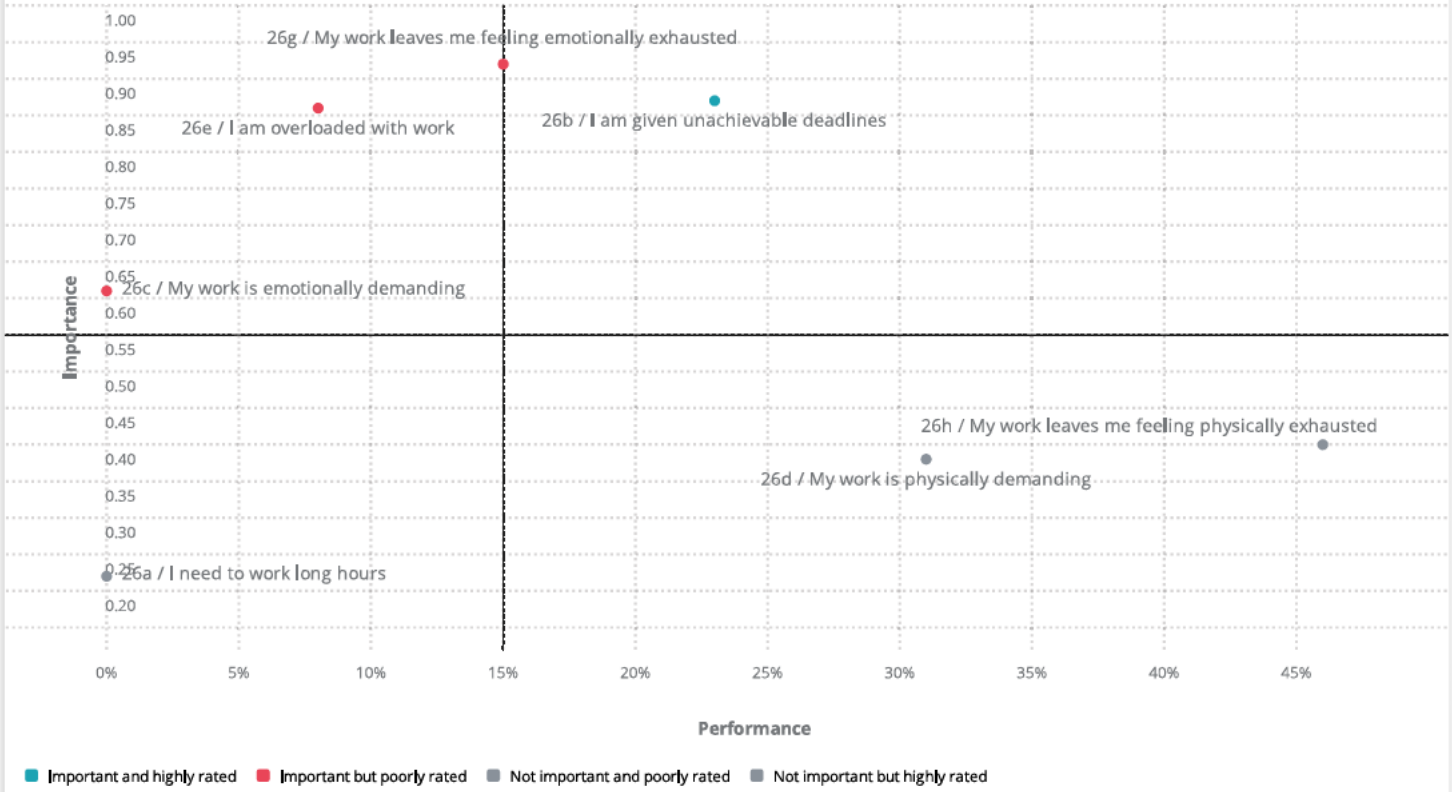


Name	Distribution	vs 2021	vs QLD public sector
Your Job: Autonomy	40% 20% 40%	-	-31
Your Job: Clarity	60% 13% 27%	+13	-20
Your Job: Task Significance	60% 20% 20%	-12	-21
Your Job: Task Identity	47% 7% 47%	+13	-22
Your Job: Task Variety	67% 13% 20%	0	-8
Your Job: Human Rights and My Job	47% 40% 13%	-20	-30
Social Support: My Workgroup Effectiveness	62% 18% 20%	-	-19
Social Support: Workgroup Respect and Psychological Safety	60% 18% 22%	-	-18
Social Support: My Manager and Workgroup Performance	20% 56% 24%	-	-53
Social Support: My Manager and Respectful Relationship	32% 38% 30%	-	-45
Social Support: My Manager Honesty and Integrity	33% 47% 20%	-22	-46
Building Your Future: Professional Development	11% 43% 46%	-	-20
Building Your Future: Performance Discussions	17% 48% 36%	-	-20
Keeping You Well: My Obligations	92% 8%	-	+4
Keeping You Well: My Confidence Discussing Wellbeing with My Manager	23% 27% 50%	-	-40
Keeping You Well: In My Workgroup	18% 51% 31%	-	-18
Keeping You Well: Leadership	12% 27% 62%	-	-50
Keeping You Well: My Organisation Values My Wellbeing	15% 23% 62%	-7	-42
Keeping You Well: Cultural Safety	31% 69%	-	-33
Leadership: Senior Managers	19% 19% 63%	-	-34
Leadership: Executive Group	33% 63%	-	-42
Fair and Equitable Treatment: Fair and Equitable Treatment	8% 17% 75%	-	-48
Fair and Equitable Treatment: Promotion Process	8% 50% 42%	-	-35
Fair and Equitable Treatment: Backfilling Process	17% 83%	-	-40
Fair and Equitable Treatment: Performance management	8% 21% 71%	-	-46
Fair and Equitable Treatment: Recruitment Process	17% 17% 67%	-	-29
Fair and Equitable Treatment: Gender	29% 51% 20%	-	-38
Fair and Equitable Treatment: Age	58% 17% 25%	-3	-8
Fair and Equitable Treatment: Aboriginal and/or Torres Strait Islander People	31% 69%	-	-37
Fair and Equitable Treatment: Australian South Sea Islander People	31% 69%	-	-36
Fair and Equitable Treatment: Cultural Background	31% 62% 8%	-36	-38
Fair and Equitable Treatment: Disability	23% 62% 15%	-49	-35
Fair and Equitable Treatment: Sexual Orientation	31% 62% 8%	-41	-39
Flexible Work: Flexibility I need	70% 10% 20%	-	-4
Flexible Work: Work Together to make Flexibility Work	50% 30% 20%	-	-14
Flexible Work: Free to use Flexibility	60% 40%	-5	+5
Code of Conduct: Integrity	56% 27% 17%	-	-19

3. Demands

This quadrant plot displays the key drivers of burnout for this agency/work unit. It is a prioritisation tool - use it to identify the key drivers that have the greatest impact on burnout.
Refer to the *Explanatory information section*.

I feel burned out by my work: Importance and Performance quadrant plot



Percentage of staff who responded with ALWAYS and OFTEN (the darker the purple the more negative)

Comparison: **Current Unit**

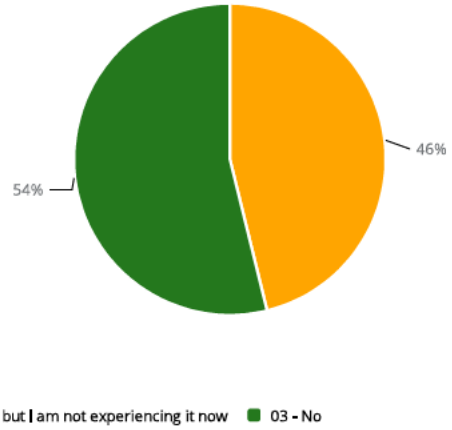
Breakout: **One level below**

Responses	Construction Comp... 15
26a - I need to work long hours	**38%**
26b - I am given unachievable deadlines	**38%**
26c - My work is emotionally demanding	**62%**
26d - My work is physically demanding	**8%**
26e - I am overloaded with work	**38%**
26f - I feel burned out by my work	**46%**
26g - My work leaves me feeling emotionally exhausted	**46%**
26h - My work leaves me feeling physically exhausted	**23%**

4. Workplace Bullying, Sexual Harassment, and Workplace Violence and Aggression

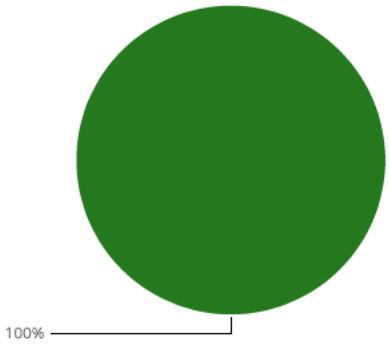
In the last 12 months, have you experienced...

Workplace bullying



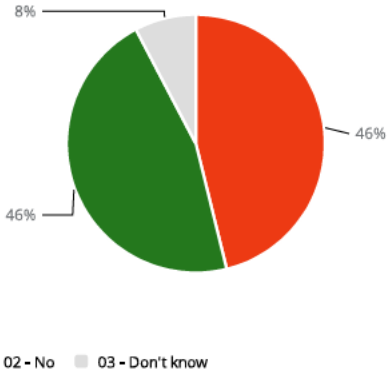
38a : During the last 12 months, have you experienced any of the following in your workplace? - Workplace bullying	Count	%
01 - Yes, but I am not experiencing it now	6	46%
03 - No	7	54%

Sexual harassment



38c : During the last 12 months, have you experienced any of the following in your workplace? - Sexual harassment	Count	%
03 - No	13	100 %

Workplace violence and aggression

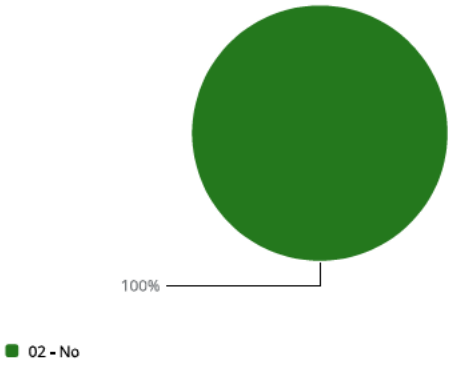


38b : During the last 12 months, have you experienced any of the following in your workplace? - Workplace violence and aggression	Count	%
01 - Yes	6	46%
02 - No	6	46%
03 - Don't know	1	8%

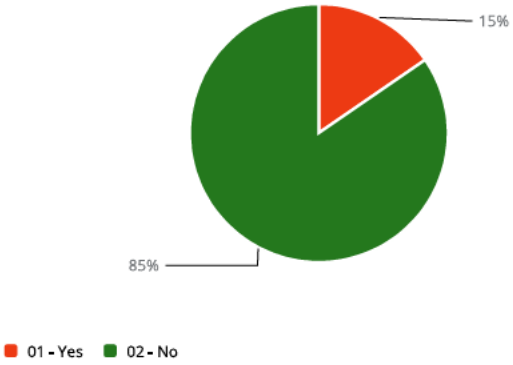
5. Racism and Discrimination

In the last 12 months, have you experienced...

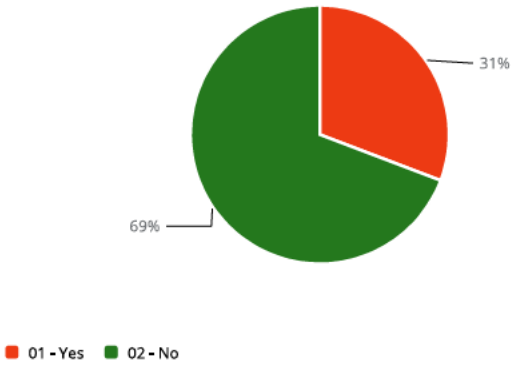
Racism



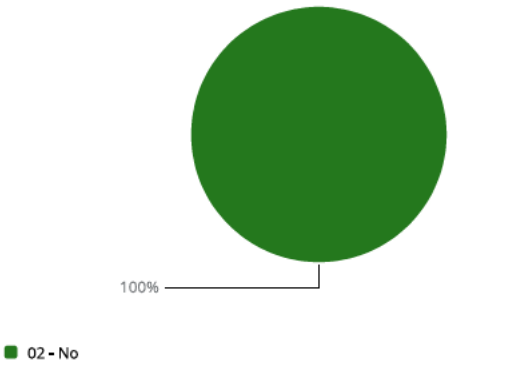
Discrimination because of my disability



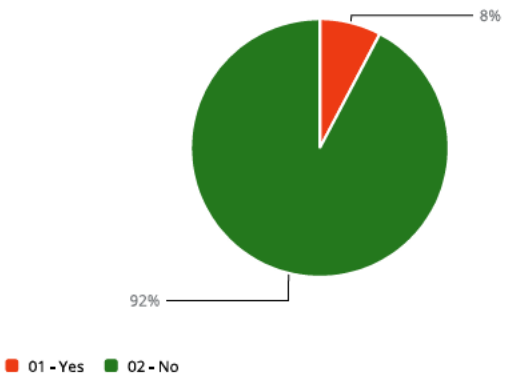
Discrimination because of my gender



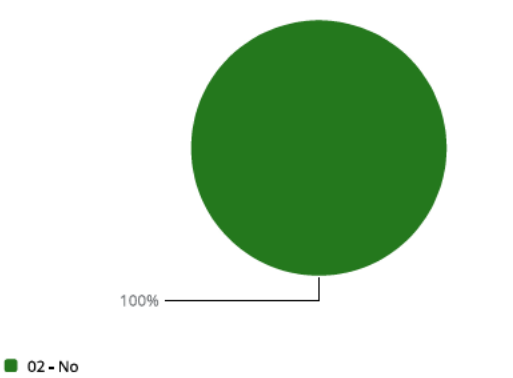
Discrimination because of my sexual orientation



Discrimination because of my age

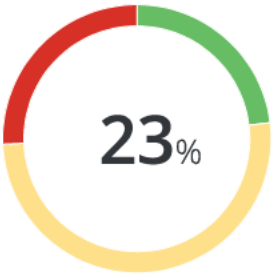


Discrimination because of my cultural background



6. Outcomes

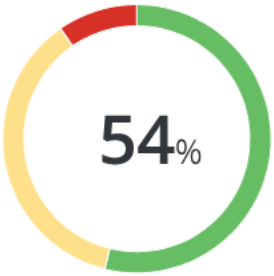
Connection with Work



vs QLD public sector

▼ 24

Continuous Improvement



vs QLD public sector

▼ 8

Impact

Question	Responses	Distribution	vs QLD public sector
35h - My work has a positive impact on the lives of the people of Queensland	13	77% 23%	-1
35i - My organisation has a positive impact on the lives of the people of Queensland	13	54% 31% 15%	-24

INTENTION TO LEAVE

44a : Which of the following statements best reflects your current thoughts about working in your current position?	Count	Percent
01 - I want to leave my position as soon as possible	6	46%
02 - I want to leave my position within the next 12 months	1	8%
04 - I want to stay working in my position for at least the next three years	6	46%

INTENTION TO LEAVE

No data found - your filters may be too exclusive!

7. Explanatory Information

How to use the quadrants

- Maintain (high importance, high performance) - Maintain these positive scores.
- Improve (high importance, low performance) - Improve these scores.
- Monitor (low importance, low performance) - Monitor these scores and to further explore what the root causes may be when resources become available.
- Review (low importance, high performance) - Understand how to maintain these positive scores, review the level of resources allocated to these items and possibly divert them to priority areas.

How to interpret the Employee Engagement quadrant plot

Performance axis (horizontal)

- Reflects the % favourable score of the key driver
- This threshold is set to 68% favourable for the quadrant plot

Importance axis (vertical)

- Indicates how well the key driver predicts employee engagement (correlation coefficient)
- This threshold is 0.55 correlation coefficient

How to interpret the Demands quadrant plot

Performance axis (horizontal)

- Reflects the % favourable score of the key driver
- This threshold is set to % favourable median score of the drivers Q26a-Q26e, and Q26g-Q26h

Importance axis (vertical)

- Indicates how well the key driver predicts burnout (correlation coefficient)
- This threshold is 0.55 correlation coefficient

Questions for Employee Engagement Quadrant plot

19a - I understand what is expected of me to do well in my job
19b - I get the information I need to do my job well
19c - I have the authority necessary to do my job effectively
19d - My job gives me a feeling of accomplishment
19e - My job gives me the opportunity to utilise my skills and knowledge
19f - I have choice in deciding how I carry out day to day work tasks
19g - I am encouraged to take part in decisions that affect my job, where appropriate
19h - I understand how my work contributes to my organisation's strategic objectives
19i - I understand how the *Human Rights Act 2019* applies to my work
20a - I discuss my work challenges with the people in my workgroup
20b - In my workgroup, we work together to manage workload
20c - In my workgroup, we share learnings
20d - In my workgroup, we treat each other respectfully
20e - In my workgroup, I am comfortable speaking up to share a different view to my colleagues
20f - In my workgroup, we welcome diverse ideas and thoughts
21a - My manager/supervisor treats people in our work environment respectfully
21b - My manager/supervisor encourages discussion on ways to improve workgroup performance
21c - My manager/supervisor clearly communicates performance expectations
21d - My manager/supervisor demonstrates honesty and integrity
21e - My manager/supervisor listens to what I have to say
21f - I feel comfortable discussing my work challenges with my manager/supervisor
21g - I can rely on my manager/supervisor to help me work through work challenges
21h - My manager/supervisor shows appreciation for my contribution to our work objectives
22b - My manager/supervisor and I discuss my professional development
22c - My manager/supervisor takes the time to provide informal feedback on my performance
22e - My manager/supervisor provides me with constructive feedback to help improve my performance
22f - My manager/supervisor recognises and acknowledges when I do something well
22g - My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities
23a - Senior managers provide clear direction for the future of the organisation
23b - Senior managers model the values/principles of my organisation
23c - Senior managers keep employees informed about what's going on
23d - Senior managers create an environment where employees feel heard
23e - Senior managers demonstrate honesty and integrity
24a - The Executive Group communicates a clear direction for the future of the organisation
24b - The Executive Group model the values/principles of my organisation
24c - The Executive Group keep employees informed about what's going on
24d - The Executive Group creates an environment where employees feel heard
24e - The Executive Group acts with a high level of integrity

25a - In my workgroup, we proactively discuss workplace safety
25b - In my workgroup, we discuss ways to promote wellbeing
25c - In my workgroup, we discuss ways to promote mental health
25d - I am confident in my understanding of my health and safety obligations
25e - My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues
25f - I am confident discussing my wellbeing with my manager/supervisor
25g - I am confident discussing my mental health with my manager/supervisor
25h - My manager/supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing
25i - In my workplace senior management acts quickly to correct problems/issues that affect employees' health, safety or wellbeing
25j - I feel that my manager/supervisor takes responsibility for ensuring the cultural safety of Aboriginal and Torres Strait Islander employees
25k - I feel that my organisation considers the wellbeing of employees to be important
25l - I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees
27a - Performance is assessed fairly
27b - I understand the process to manage poor performance in my workgroup
27c - Promotion decisions are based on clear criteria
27d - The process for backfilling roles is transparent
27e - Recruitment strategies and/or processes are fair and transparent
27f - People are treated fairly and equitably in my workplace
27g - All employees, regardless of gender, have equitable access to work experiences that support career progression
27h - Age is not a barrier to success in my organisation
27i - Being a woman is not a barrier to success in my organisation
27j - Being a man is not a barrier to success in my organisation
27k - Being gender diverse is not a barrier to success in my organisation
27l - Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation
27m - Being an Australian South Sea Islander person is not a barrier to success in my organisation
27n - Cultural background is not a barrier to success in my organisation
27o - Disability is not a barrier to success in my organisation
27p - Sexual orientation is not a barrier to success in my organisation
36a - Discussions about appropriate and ethical behaviour are common in my workplace
36b - I am confident in my understanding of what ethical behaviour means within my workplace
36c - I am confident I would know how to report unethical behaviour if I became aware of it
36d - I feel confident that if I reported unethical behaviour in my workplace, it would be appropriately managed

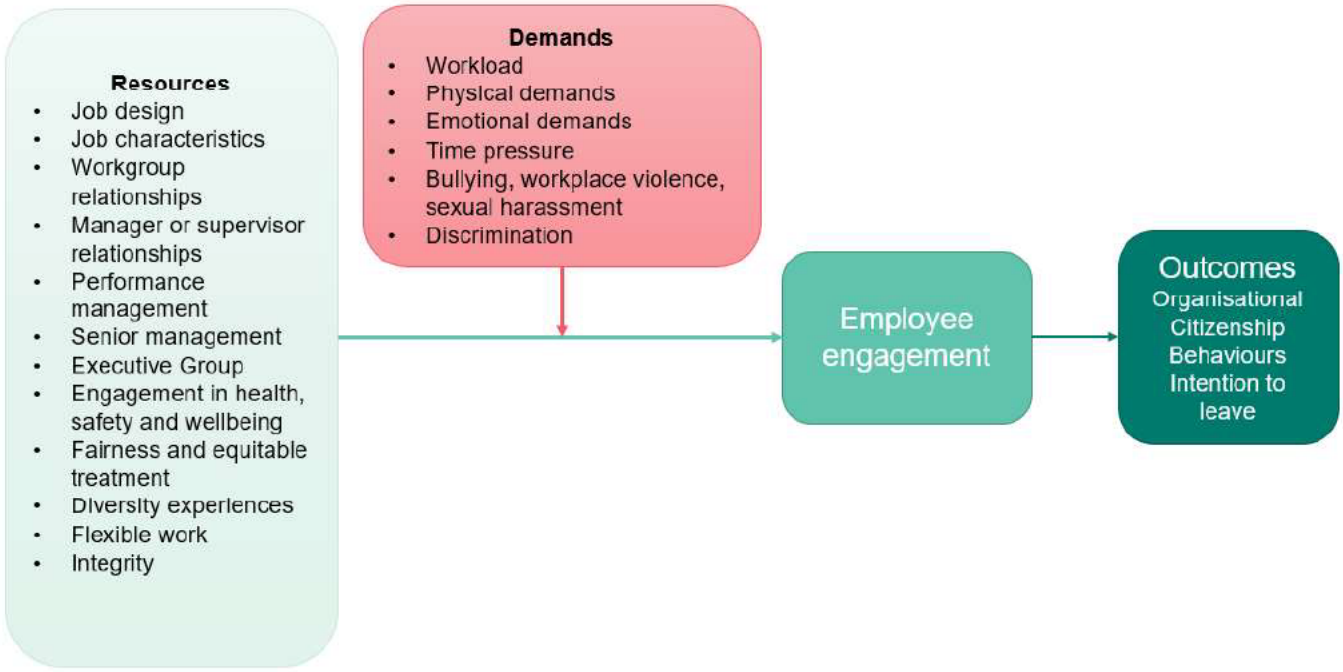
Resources - Demands - Outcomes Model of Engagement

Background:

- The job demand-resources (JD-R) model was introduced in the early 2000s to understand burnout.
- After some years the model was supplemented with work engagement.
- This model has been extensively validated with research confirming that the demand elements of the model primarily contribute to exhaustion and burnout, while the job resources contribute to engagement.
- The model has been validated across a wide range of occupations and industries.

By focusing on the relationship between resources and demands, and improving that relationship, this will have positive impacts on employee engagement leading to better work outcomes for your agency. Each page within this dashboard explores the different resources, demands and outcomes, with a summary of topics shown in the diagram below.

If you would like to understand the conceptual framework of the WfQ survey in greater detail, including the impact job demands have on stress and motivation, click here.

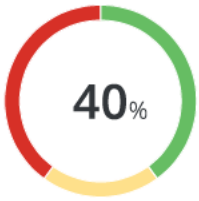


Resources

Job resources are aspects of the job that may do any of the following:
(a) be functional in achieving work goals;
(b) reduce job demands and the associated physiological and psychological costs;
(c) stimulate personal growth and development.

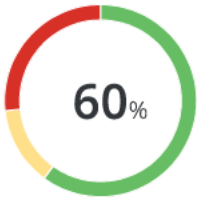
Your Job

Autonomy



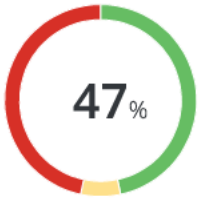
vs QLD public sector
▼ 31

Clarity



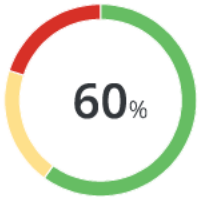
vs QLD public sector
▼ 20

Task Identity



vs QLD public sector
▼ 22

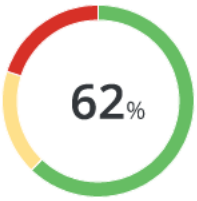
Task Significance



vs QLD public sector
▼ 21

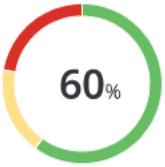
Social Support

My Workgroup Effectiveness



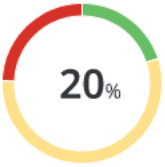
vs QLD public sector
▼ 19

Respect and Psychological Safety



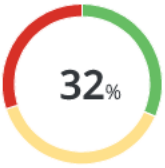
vs QLD public sector
▼ 18

My Manager and Workgroup Performance



vs QLD public sector
▼ 53

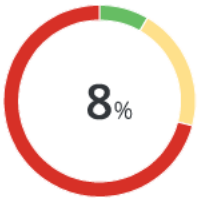
My Manager and Respectful Relationships



vs QLD public sector
▼ 45

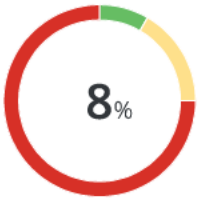
Fair and Equitable Treatment

Performance Management



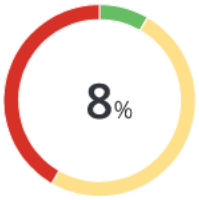
vs QLD public sector
▼ 46

Fair and Equitable Treatment



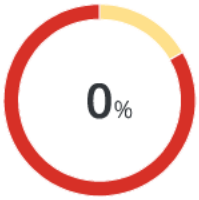
vs QLD public sector
▼ 48

Promotion Process



vs QLD public sector
▼ 35

Backfilling Roles



vs QLD public sector
▼ 40

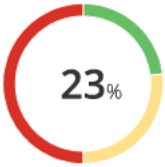
Keeping You Well

My Obligations



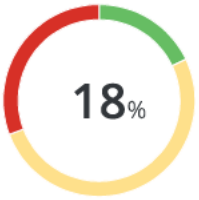
vs QLD public sector
▲ 4

My Confidence Discussing Wellbeing with My Manager



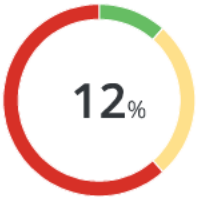
vs QLD public sector
▼ 40

In My Workgroup



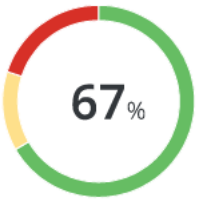
vs QLD public sector
▼ 18

Leadership



vs QLD public sector
▼ 50

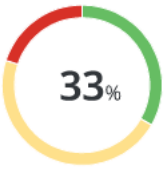
Task Variety



vs QLD public sector

▼ 8

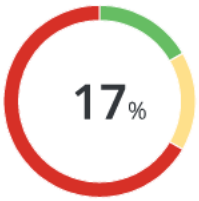
My Manager, Honesty and Integrity



vs QLD public sector

▼ 46

Recruitment Process



vs QLD public sector

▼ 29

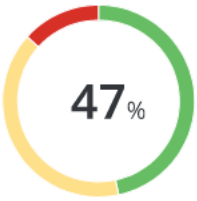
My Organisation Values My Wellbeing



vs QLD public sector

▼ 42

Human Rights and My Job

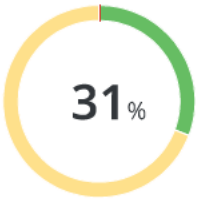


vs QLD public sector

▼ 30

Cultural Safety

Cultural Safety



vs QLD public sector

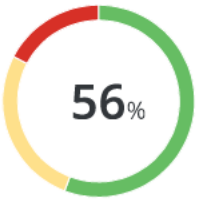
▼ 33

Integrity

Leadership

Flexible Work

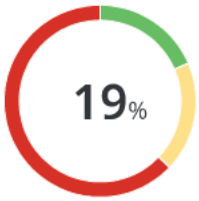
Integrity



vs QLD public sector

▼ 19

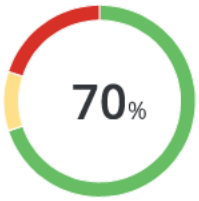
Senior Managers



vs QLD public sector

▼ 34

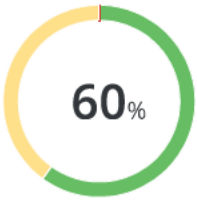
Flexibility I Need



vs QLD public sector

▼ 4

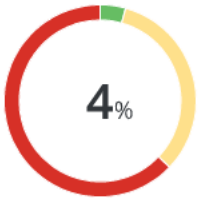
Free to Use Flexibility



vs QLD public sector

▲ 5

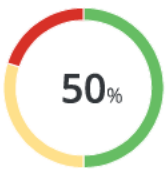
Executive Group



vs QLD public sector

▼ 42

Work Together to Make Flexibility Work

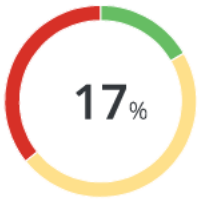


vs QLD public sector

▼ 14

Building My Future

Performance Discussions



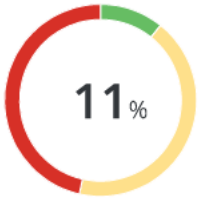
vs QLD public sector

▼ 20

My manager/supervisor ensures I have, or am developing, a performance and development agreement

22a : My manager/supervisor ensures I have, or am developing, a performance and development agreement	Count	Percent
01 - Yes - I have a current development plan	6	43%
02 - Yes - we are working on one at the moment	4	29%
03 - Yes - but it has not been updated/reviewed for 6 months or more	4	29%

Professional Development



vs QLD public sector

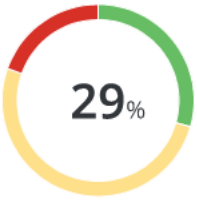
▼ 20

My manager/supervisor and I meet at least twice per year to formally discuss my performance

22d : My manager/supervisor and I meet at least twice per year to formally discuss my performance	Count	Percent
01 - Yes	5	36%
02 - No	5	36%
03 - I am new to the role or my manager is new to the role	4	29%

Equitable Treatment

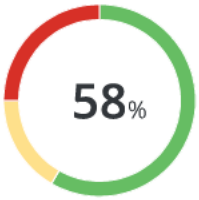
Equitable Treatment: Gender



vs QLD public sector

▼ 38

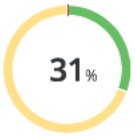
Equitable Treatment: Age



vs QLD public sector

▼ 8

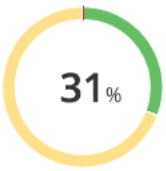
Equitable Treatment: Aboriginal and/or Torres Strait Islander



vs QLD public sector

▼ 37

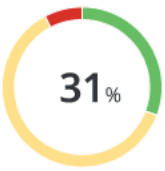
Equitable Treatment: Australian South Sea Islander



vs QLD public sector

▼ 36

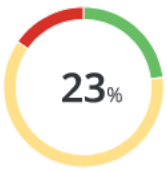
Equitable Treatment: Cultural Background



vs QLD public sector

▼ 38

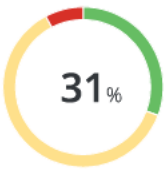
Equitable Treatment: Disability



vs QLD public sector

▼ 35

Equitable Treatment: Sexual Orientation



vs QLD public sector

▼ 39

Some pie charts above reflect several survey questions. Click > in the Resources table below to expand to see all questions.

Please note that where trend data is available, it has been included in 2022 WfQ reporting. Please use all trend comparisons indicatively. The 2022 WfQ survey has changed considerably, and this restructure has likely impacted trend data. Some questions have been slightly reworded to improve respondent clarity.

Resources ⚠

Name	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
Your Job: Autonomy		40% 20% 40%	-	-33	-39	-39	-31
19c - I have the authority necessary to do my job effectively	15	47% 13% 40%	-3	-34	-33	-33	-27
19f - I have choice in deciding how I carry out day to day work tasks	15	47% 27% 27%	+8	-25	-34	-34	-26
19g - I am encouraged to take part in decisions that affect my job, where appropriate	15	27% 20% 53%	-	-40	-48	-48	-40
Your Job: Clarity		60% 13% 27%	+13	-21	-22	-22	-20
19a - I understand what is expected of me to do well in my job	15	73% 13% 13%	+7	-14	-13	-13	-15
19b - I get the information I need to do my job well	15	47% 13% 40%	+19	-28	-31	-31	-27
Your Job: Task Significance		60% 20% 20%	-12	-19	-23	-23	-21
19h - I understand how my work contributes to my organisation's strategic objectives	15	60% 20% 20%	-12	-19	-23	-23	-21
Your Job: Task Identity		47% 47%	+13	-22	-25	-25	-22
19d - My job gives me a feeling of accomplishment	15	47% 47%	+13	-22	-25	-25	-22
Your Job: Task Variety		67% 13% 20%	0	-8	-12	-12	-8
19e - My job gives me the opportunity to utilise my skills and knowledge	15	67% 13% 20%	0	-8	-12	-12	-8
Your Job: Human Rights and My Job		47% 40% 13%	-20	-12	-19	-19	-30
19i - I understand how the Human Rights Act 2019 applies to my work	15	47% 40% 13%	-20	-12	-19	-19	-30
Social Support: My Workgroup Effectiveness		62% 18% 20%	-	-17	-20	-20	-19
20a - I discuss my work challenges with the people in my workgroup	15	80% 13%	-	-5	-8	-8	-5
20b - In my workgroup, we work together to manage workload	15	47% 27% 27%	-	-26	-30	-30	-31
20c - In my workgroup, we share learnings	15	60% 13% 27%	-	-21	-23	-23	-21
Social Support: Workgroup Respect and Psychological Safety		60% 18% 22%	-	-19	-23	-23	-18
20d - In my workgroup, we treat each other respectfully	15	73% 20%	-4	-11	-14	-14	-8
20e - In my workgroup, I am comfortable speaking up to share a different view to my colleagues	15	60% 27% 13%	-	-20	-24	-24	-18
20f - In my workgroup, we welcome diverse ideas and thoughts	15	47% 20% 33%	-	-25	-33	-33	-28
Social Support: My Manager and Workgroup Performance		20% 56% 24%	-	-56	-60	-60	-53
21b - My manager/supervisor encourages discussion on ways to improve workgroup performance	15	20% 53% 27%	-	-55	-61	-61	-55
21c - My manager/supervisor clearly communicates performance expectations	15	20% 60% 20%	-	-55	-56	-56	-51
21h - My manager/supervisor shows appreciation for my contribution to our work objectives	15	20% 53% 27%	-	-58	-61	-61	-54

Name	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
Social Support: My Manager and Respectful Relationship		32% 38% 30%	-	-46	-51	-51	-45
21a - My manager/supervisor treats people in our work environment respectfully	15	40% 33% 27%	-4	-41	-47	-47	-42
21e - My manager/supervisor listens to what I have to say	15	33% 40% 27%	-28	-46	-50	-50	-45
21f - I feel comfortable discussing my work challenges with my manager/supervisor	15	27% 47% 27%	-	-50	-55	-55	-48
21g - I can rely on my manager/supervisor to help me work through work challenges	15	27% 33% 40%	-	-48	-53	-53	-45
Social Support: My Manager Honesty and Integrity		33% 47% 20%	-22	-47	-51	-51	-46
21d - My manager/supervisor demonstrates honesty and integrity	15	33% 47% 20%	-22	-47	-51	-51	-46
Building Your Future: Professional Development		43% 46%	-	-28	-28	-28	-20
22b - My manager/supervisor and I discuss my professional development	14	43% 50%	-	-22	-23	-23	-17
22g - My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities	14	14% 43% 43%	-	-33	-33	-33	-23
Building Your Future: Performance Discussions		17% 48% 36%	-	-30	-31	-31	-20
22c - My manager/supervisor takes the time to provide informal feedback on my performance	14	21% 50% 29%	-	-21	-22	-22	-10
22e - My manager/supervisor provides me with constructive feedback to help improve my performance	14	14% 36% 50%	-	-29	-29	-29	-20
22f - My manager/supervisor recognises and acknowledges when I do something well	14	14% 57% 29%	-	-40	-42	-42	-31
Keeping You Well: My Obligations		92%	-	-2	+1	+1	+4
25d - I am confident in my understanding of my health and safety obligations	13	92%	-	-2	+1	+1	+4
Keeping You Well: My Confidence Discussing Wellbeing with My Manager		23% 27% 50%	-	-46	-50	-50	-40
25f - I am confident discussing my wellbeing with my manager/supervisor	13	23% 38% 38%	-	-48	-53	-53	-45
25g - I am confident discussing my mental health with my manager/supervisor	13	23% 15% 62%	-	-44	-46	-46	-36
Keeping You Well: In My Workgroup		18% 51% 31%	-	-23	-24	-24	-18
25a - In my workgroup, we proactively discuss workplace safety	13	31% 38% 31%	-	-18	-14	-14	-6
25b - In my workgroup, we discuss ways to promote wellbeing	13	15% 54% 31%	-	-23	-28	-28	-22
25c - In my workgroup, we discuss ways to promote mental health	13	62% 31%	-	-27	-31	-31	-26
Keeping You Well: Leadership		27% 62%	-	-53	-58	-58	-50
25h - My manager/supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing	13	15% 31% 54%	-	-59	-63	-63	-54
25i - In my workplace senior management acts quickly to correct problems/issues that affect employees' health, safety or wellbeing	13	23% 69%	-	-47	-53	-53	-46
Keeping You Well: My Organisation Values My Wellbeing		15% 23% 62%	-7	-42	-51	-51	-42
25k - I feel that my organisation considers the wellbeing of employees to be important	13	15% 23% 62%	-7	-42	-51	-51	-42

Name	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
Keeping You Well: Cultural Safety		31% 69%	-	-23	-26	-26	-33
25e - My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues	13	46% 54%	-	-12	-14	-14	-25
25l - I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees	13	31% 69%	-	-22	-25	-25	-31
25j - I feel that my manager/supervisor takes responsibility for ensuring the cultural safety of Aboriginal and Torres Strait Islander employees	13	15% 85%	-	-35	-38	-38	-44
Leadership: Senior Managers		19% 19% 63%	-	-39	-47	-47	-34
23a - Senior managers provide clear direction for the future of the organisation	14	29% 21% 50%	-	-26	-34	-34	-22
23b - Senior managers model the values/principles of my organisation	14	21% 14% 64%	-	-38	-47	-47	-35
23c - Senior managers keep employees informed about what's going on	14	14% 14% 71%	-	-47	-52	-52	-38
23d - Senior managers create an environment where employees feel heard	14	14% 14% 71%	-	-39	-46	-46	-32
23e - Senior managers demonstrate honesty and integrity	14	14% 29% 57%	-25	-45	-55	-55	-43
Leadership: Executive Group		33% 63%	-	-41	-51	-51	-42
24a - The Executive Group communicates a clear direction for the future of the organisation	14	14% 29% 57%	-	-32	-40	-40	-35
24b - The Executive Group model the values/principles of my organisation	14	36% 57%	-	-39	-50	-50	-41
24c - The Executive Group keep employees informed about what's going on	14	36% 64%	-	-50	-57	-57	-48
24d - The Executive Group creates an environment where employees feel heard	14	21% 79%	-	-40	-49	-49	-38
24e - The Executive Group acts with a high level of integrity	14	43% 57%	-11	-44	-57	-57	-47
Fair and Equitable Treatment: Fair and Equitable Treatment		17% 75%	-	-52	-56	-56	-48
27f - People are treated fairly and equitably in my workplace	12	17% 75%	-	-52	-56	-56	-48
Fair and Equitable Treatment: Promotion Process		50% 42%	-	-40	-45	-45	-35
27c - Promotion decisions are based on clear criteria	12	50% 42%	-	-40	-45	-45	-35
Fair and Equitable Treatment: Backfilling Process		17% 83%	-	-44	-50	-50	-40
27d - The process for backfilling roles is transparent	12	17% 83%	-	-44	-50	-50	-40
Fair and Equitable Treatment: Performance management		21% 71%	-	-52	-50	-50	-46
27a - Performance is assessed fairly	12	17% 83%	-	-61	-60	-60	-52
27b - I understand the process to manage poor performance in my workgroup	12	17% 25% 58%	-	-43	-40	-40	-40
Fair and Equitable Treatment: Recruitment Process		17% 17% 67%	-	-32	-36	-36	-29
27e - Recruitment strategies and/or processes are fair and transparent	12	17% 17% 67%	-	-32	-36	-36	-29
Fair and Equitable Treatment: Gender		29% 51% 20%	-	-36	-43	-43	-38

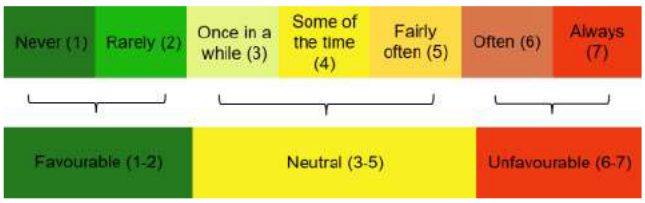
Name	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
27g - All employees, regardless of gender, have equitable access to work experiences that support career progression	12	50% 42%	-	-53	-60	-60	-53
27i - Being a woman is not a barrier to success in my organisation	13	54% 31% 15%	-	-19	-25	-25	-20
27j - Being a man is not a barrier to success in my organisation	13	31% 46% 23%	-	-34	-43	-43	-40
27k - Being gender diverse is not a barrier to success in my organisation	13	23% 77%	-	-40	-44	-44	-42
Fair and Equitable Treatment: Age		58% 17% 25%	-3	-12	-15	-15	-8
27h - Age is not a barrier to success in my organisation	12	58% 17% 25%	-3	-12	-15	-15	-8
Fair and Equitable Treatment: Aboriginal and/or Torres Strait Islander People		31% 69%	-	-33	-36	-36	-37
27l - Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation	13	31% 69%	-	-33	-36	-36	-37
Fair and Equitable Treatment: Australian South Sea Islander People		31% 69%	-	-33	-36	-36	-36
27m - Being an Australian South Sea Islander person is not a barrier to success in my organisation	13	31% 69%	-	-33	-36	-36	-36
Fair and Equitable Treatment: Cultural Background		31% 62%	-36	-35	-39	-39	-38
27n - Cultural background is not a barrier to success in my organisation	13	31% 62%	-36	-35	-39	-39	-38
Fair and Equitable Treatment: Disability		23% 62% 15%	-49	-42	-46	-46	-35
27o - Disability is not a barrier to success in my organisation	13	23% 62% 15%	-49	-42	-46	-46	-35
Fair and Equitable Treatment: Sexual Orientation		31% 62%	-41	-41	-42	-42	-39
27p - Sexual orientation is not a barrier to success in my organisation	13	31% 62%	-41	-41	-42	-42	-39
Flexible Work: Flexibility I need		70% 20%	-	-16	-16	-16	-4
34i - I have the flexibility I need to manage my work and non-work interests	10	70% 20%	-	-16	-16	-16	-4
Flexible Work: Work Together to make Flexibility Work		50% 30% 20%	-	-22	-23	-23	-14
34j - In my workgroup, we discuss individual needs for flexible work arrangements, and we work together to accommodate them	10	50% 30% 20%	-	-22	-23	-23	-14
Flexible Work: Free to use Flexibility		60% 40%	-5	-11	-14	-14	+5
34k - My commitment to this organisation would be questioned if I chose to use flexible work options*	10	60% 40%	-5	-11	-14	-14	+5
Code of Conduct: Integrity		56% 27% 17%	-	-22	-22	-22	-19
36a - Discussions about appropriate and ethical behaviour are common in my workplace	13	46% 38% 15%	-	-22	-21	-21	-14
36b - I am confident in my understanding of what ethical behaviour means within my workplace	13	92%	-	-4	-2	-2	0
36c - I am confident I would know how to report unethical behaviour if I became aware of it	13	77% 23%	-	-11	-12	-12	-9
36d - I feel confident that if I reported unethical behaviour in my workplace, it would be appropriately managed	13	38% 54%	-	-50	-55	-55	-51

Demands

Job demands are aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs.

Benchmark report - Queensland public sector
Benchmark report - Departments
Benchmark report - Public Service Offices
Benchmark report - Hospital and Health Services

These benchmark reports are shared strictly-in-confidence for internal-to-government use only to enable agencies to perform benchmarking.



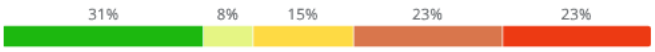
Average scores

26a - I need to work long hours	5.15
26b - I am given unachievable deadlines	4.31
26c - My work is emotionally demanding	5.46
26d - My work is physically demanding	3.23
26e - I am overloaded with work	4.92
26f - I feel burned out by my work	4.62
26g - My work leaves me feeling emotionally exhausted	4.85
26h - My work leaves me feeling physically exhausted	3.54

I need to work long hours (i.e. beyond those formally agreed through my HR arrangements/employment contract) to meet performance expectations



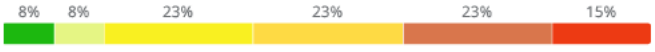
I feel burned out by my work



I am given unachievable deadlines



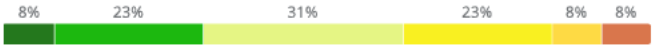
I am overloaded with work



My work is emotionally demanding



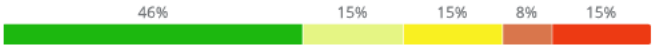
My work is physically demanding



My work leaves me feeling emotionally exhausted



My work leaves me feeling physically exhausted



Importance and performance quadrant plot

This Importance and performance quadrant plot is designed to give an overview of the following:

- The correlation (Importance) each demand within the 2022 survey has on perceptions of feeling burned out; and
- The % favourable rating (Performance) of each demand within the 2022 survey.

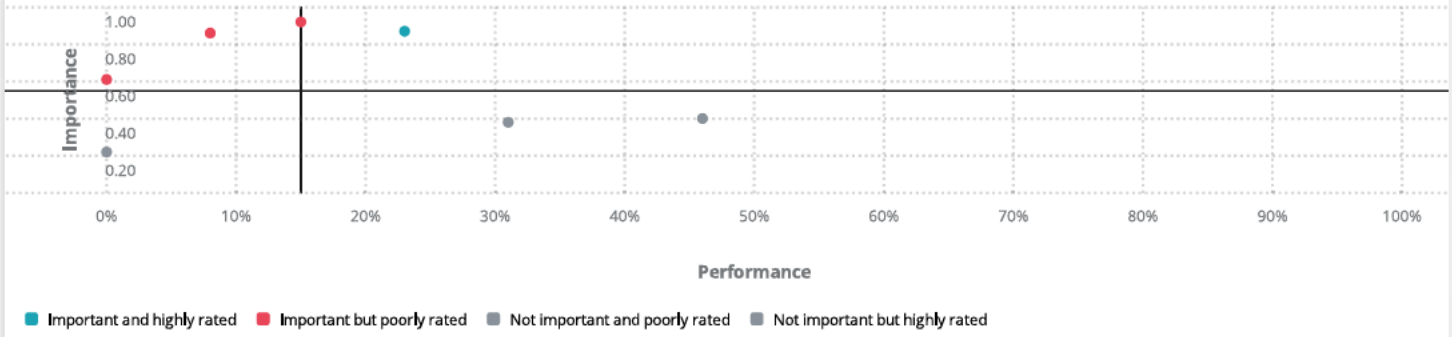
Each question is represented by a dot placed within one of four quadrants:

1. **Maintain (high correlation, high score) -** Questions in this quadrant have a high correlation (importance) with perceptions of feeling burned out and also have a higher % favourable score than the average of the questions within the plot. It is important to maintain these positive scores.
2. **Improve (high correlation, low score) -** Questions in this quadrant have a high correlation (importance) with perceptions of feeling burned out but have a % favourable score lower than the average of the questions within the plot. You should improve scores on these questions.
3. **Monitor (low correlation, low score) -** Questions in this quadrant have a low correlation (importance) with perceptions of feeling burned out and have a % favourable score of lower than the average of the questions within the plot. It is still important to monitor these scores and to further explore what the root causes may be when resources become available.
4. **Review (low correlation, high score) -** Questions in this quadrant have a low correlation (importance) with perceptions of feeling burned out, yet have a % favourable score higher than the average of the questions within the plot. It is still useful to understand how to maintain these positive scores and also review the level of resources allocated to these items and possibly divert them to priority areas.

Improve
performance of items in the top left

Maintain
performance of items in the top right

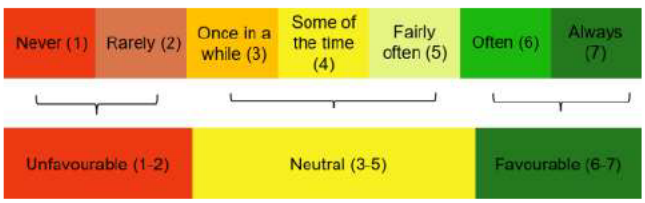
I feel burned out by my work



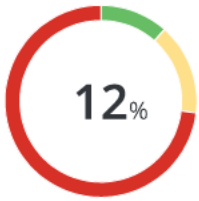
Monitor
items in the bottom left for improvement

Review
resources allocation for items in the bottom right

Positively worded questions



Change management



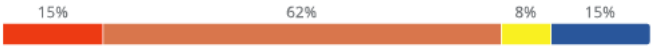
vs QLD public sector

▼ 17

Average scores

26i - Staff are consulted about significant change at work	2.62
26j - I have the opportunity to provide feedback on change processes that directly affect me	2.69

Staff are consulted about significant change at work



I have the opportunity to provide feedback on change processes that directly affect me



Racism and Discrimination

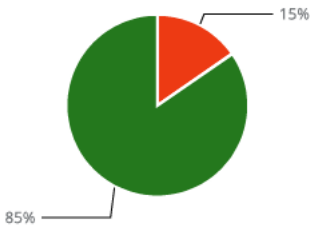
In the last 12 months, have you experienced....

Racism 13



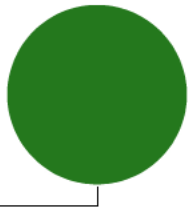
02 - No

Discrimination because of my disability 13



01 - Yes 02 - No

Discrimination because of my sexual orientation 13



02 - No

Discrimination because of my gender 13



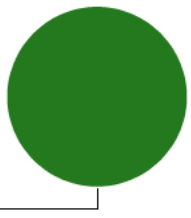
01 - Yes 02 - No

Discrimination because of my age 13



01 - Yes 02 - No

Discrimination because of my cultural background 13



02 - No

Workplace bullying, sexual harassment and work-related violence

In the last 12 months, have you experienced....

Workplace bullying 13



01 - Yes, but I am not experiencing... 03 - No

Workplace violence and aggression 13



01 - Yes 02 - No 03 - Don't know

Sexual harassment 13



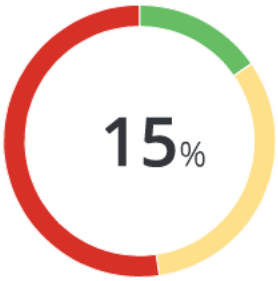
03 - No

Employee engagement insights

Employee engagement is an individual's connection to their organisation. It is a global measure of employee experience. Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability, and flexible work to name a few.

Please note that where trend data is available, it has been included in 2022 WfQ reporting. Please use all trend comparisons indicatively. The 2022 WfQ survey has changed considerably, and this restructure has likely impacted trend data. Some questions have been slightly reworded to improve respondent clarity.

Employee Engagement



vs 2021	vs QLD public sector
▼ 10	▼ 42

Employee Engagement questions

Question	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
35k - I am proud to tell others I work for my organisation	13	46%	-10	-35	-43	-43	-43
35n - My organisation inspires me to do the best in my job	13	54%	-7	-38	-44	-44	-38
35m - My organisation motivates me to help it achieve its objectives	13	38% 46%	-7	-36	-43	-43	-38
35j - I would recommend my organisation as a great place to work	13	62%	-1	-38	-47	-47	-44
35l - I feel strong personal attachment to my organisation	13	38% 54%	-26	-40	-45	-45	-46

Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Impact	Question	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
	21g - I can rely on my manager/supervisor to help me work through work challenges	15	27% 33% 40%	-	-48	-53	-53	-45
	19d - My job gives me a feeling of accomplishment	15	47% 47%	+13	-22	-25	-25	-22
	21h - My manager/supervisor shows appreciation for my contribution to our work objectives	15	20% 53% 27%	-	-58	-61	-61	-54
	25l - I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees	13	31% 69%	-	-22	-25	-25	-31
	25f - I am confident discussing my wellbeing with my manager/supervisor	13	23% 38% 38%	-	-48	-53	-53	-45
	25g - I am confident discussing my mental health with my manager/supervisor	13	23% 15% 62%	-	-44	-46	-46	-36
	25e - My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues	13	46% 54%	-	-12	-14	-14	-25
	20f - In my workgroup, we welcome diverse ideas and thoughts	15	47% 20% 33%	-	-25	-33	-33	-28
	21f - I feel comfortable discussing my work challenges with my manager/supervisor	15	27% 47% 27%	-	-50	-55	-55	-48
	25h - My manager/supervisor proactively encourages people to speak up if they feel something could be a risk to their	13	31% 54%	-	-59	-63	-63	-54

Employee Engagement

This Importance and performance quadrant plot is designed to give an overview of the following:

- The correlation (Importance) each question within the 2022 survey has on employee engagement; and
- The % favourable rating (Performance) of each question within the 2022 survey.

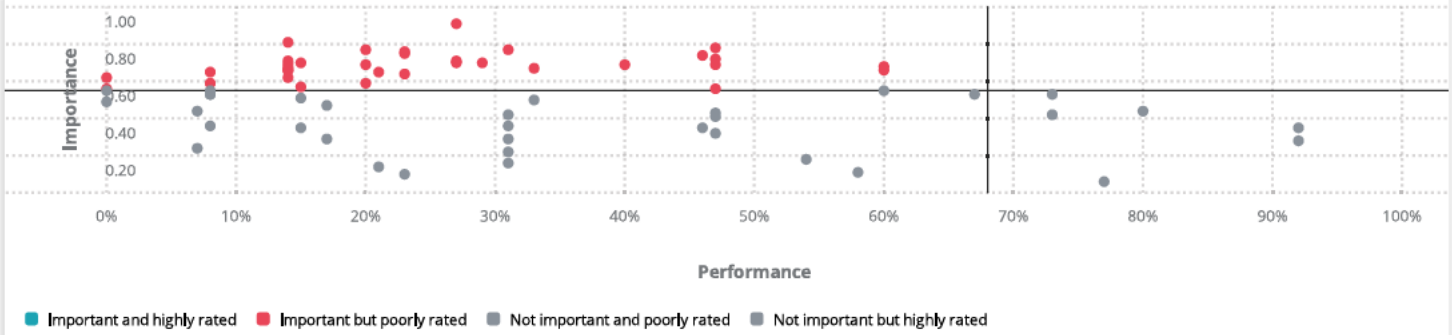
Each question is represented by a dot placed within one of four quadrants:

1. **Maintain (high correlation, high score) -** Questions in this quadrant have a high correlation (importance) with employee engagement and also have a % favourable score of 68% and above. It is important to maintain these positive scores.
2. **Improve (high correlation, low score) -** Questions in this quadrant have a high correlation (importance) with employee engagement but have a % favourable score less than 68%. You should improve scores on these questions.
3. **Monitor (low correlation, low score) -** Questions in this quadrant have a low correlation (importance) with employee engagement and have a % favourable score of less than 68%. It is still important to monitor these scores and to further explore what the root causes may be when resources become available.
4. **Review (low correlation, high score) -** Questions in this quadrant have a low correlation (importance) with employee engagement, yet have a % favourable score of 68% and above. It is still useful to understand how to maintain these positive scores and also review the level of resources allocated to these items and possibly divert them to priority areas.

The thresholds for the quadrant plot axis are set to the median values for the Queensland Public Sector as a whole. Performance threshold is 68% favourable and importance threshold is 0.55 correlation coefficient.

Improve
performance of items in the top left

Maintain
performance of items in the top right



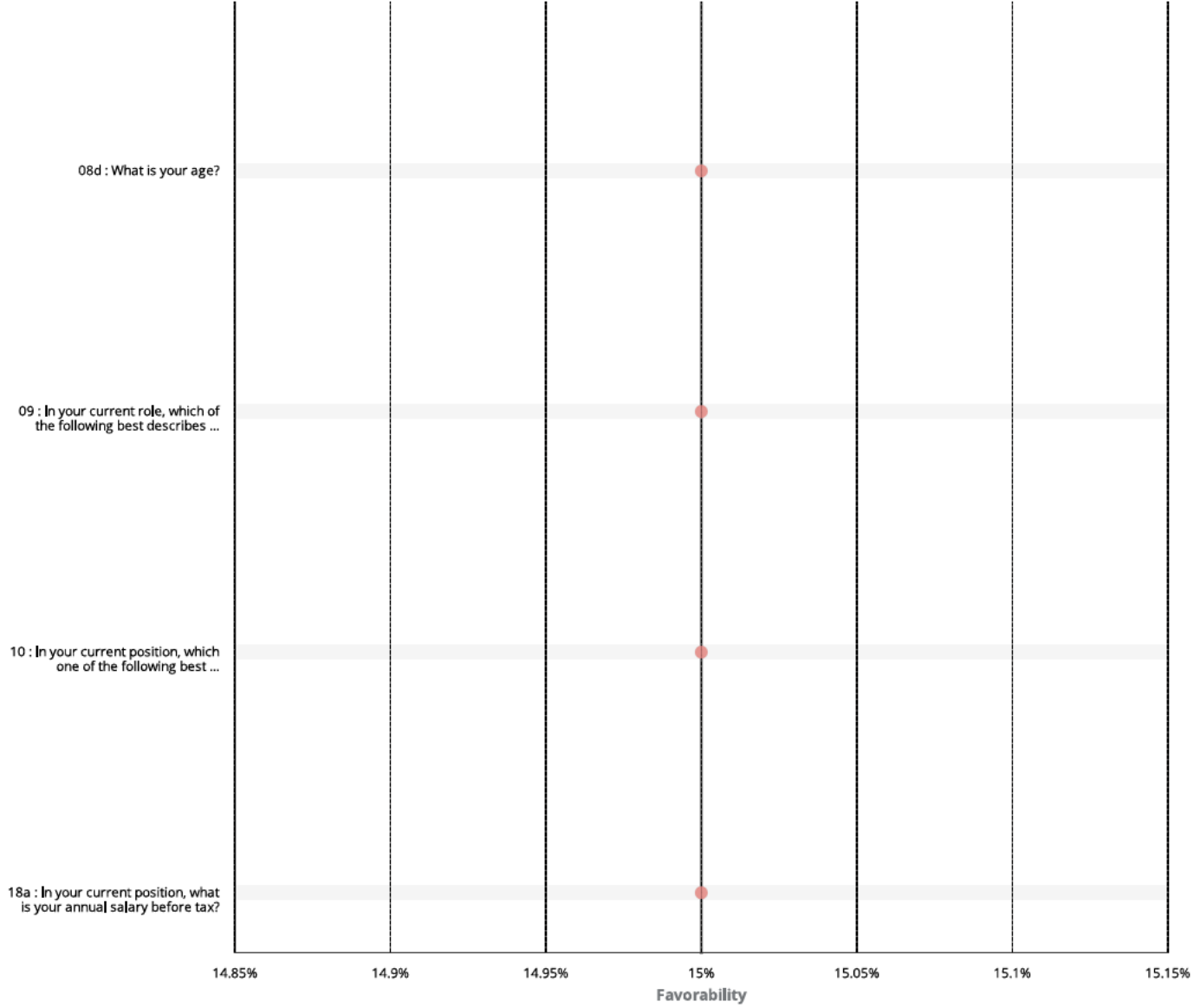
Monitor
items in the bottom left for improvement

Review
resources allocation for items in the bottom right

Employee engagement breakout by demographics

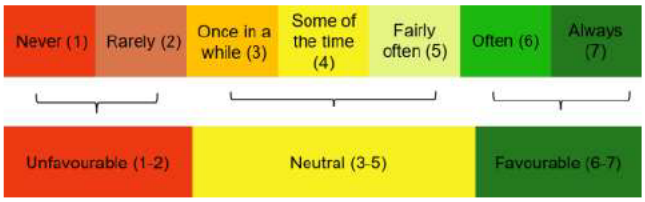
Comparison: **Construction Compliance and Major Projects**




08d : What is your age?
09 : In your current role, which of the following best describes ...
10 : In your current position, which one of the following best ...
18a : In your current position, what is your annual salary before tax?
14.85%
14.9%
14.95%
15%
15.05%
15.1%
15.15%
Favorability

Outcomes

Outcomes include organisational citizenship behaviours and intention to leave.
By focusing on the relationship between resources and demands, and improving that relationship, this will have positive impacts on employee engagement leading to better work outcomes for your agency.

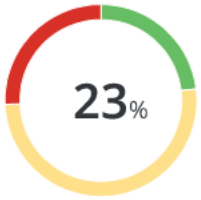


Average scores

35a - I feel energised by my work	3.38
35b - My job inspires me to do my best	4.00
35c - I am proud of the work that I do	4.92
35d - I proactively seek new and better ways of doing my job	5.23
35e - I help co-workers learn new skills or share job knowledge	5.38
35f - I help co-workers who have too much to do	4.54
35g - I work with colleagues to identify better practice	5.31

Connection with Work

Connection with Work



vs QLD public sector

▼ 24

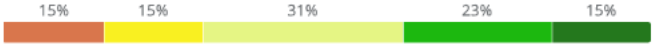
My job inspires me to do my best



I feel energised by my work

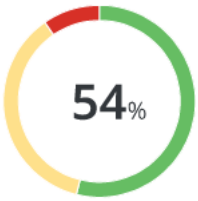


I am proud of the work that I do



Continuous improvement

Continuous Improvement



vs QLD public sector

▼ 8

I proactively seek new and better ways of doing my job



I help co-workers learn new skills or share job knowledge



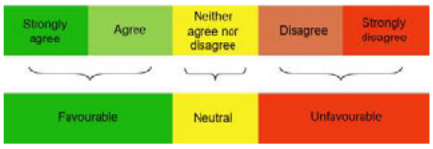
I help co-workers who have too much to do



I work with colleagues to identify better practice



Impact



Question	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	vs QLD public sector
35h - My work has a positive impact on the lives of the people of Queensland	13	77%	-	-2	-2	-1
35i - My organisation has a positive impact on the lives of the people of Queensland	13	54%	-	-26	-29	-24

Intention to leave

Which of the following statements best reflects your current thoughts about working in your current position?

44a : Which of the following statements best reflects your current thoughts about working in your current position?	Count	Percent
01 - I want to leave my position as soon as possible	6	46%
02 - I want to leave my position within the next 12 months	1	8%
04 - I want to stay working in my position for at least the next three years	6	46%

What best describes your plans involved with leaving your current position?

No data found - your filters may be too exclusive!

What is the primary reason behind your desire to leave your current position?

No data found - your filters may be too exclusive!

All resources questions by unit heatmap

This page shows the breakdown of all attitudinal questions at various levels in your agency hierarchy, as well as demographic groups. The scores shown are the % positive. The scores are coloured on a scale of red to green, based on their comparison to the first column. The darker the colour, the greater the difference to the comparison.

To change the breakout of the data, please click the down arrow next to the text 'Breakout' on the heatmap:

Breakout: **One level below**

** Scales have been reversed for negative questions. % positive indicates those who have no issues with the matter referenced.*

Responses

15

Percentage point(pp) difference from comparison



Topic and question results by hierarchy and demographics ⚠

Comparison: **Current Unit**

Breakout: **One level below**

Responses	15	10
		Construction Comp...
		Brendale/Maroochy...
Your Job: Autonomy	40%	+7
Your Job: Clarity	60%	+5
Your Job: Task Significance	60%	+10
Your Job: Task Identity	47%	+13
Your Job: Task Variety	67%	+3
Your Job: Human Rights and My Job	47%	-7
Social Support: My Workgroup Effectiveness	62%	+4
Social Support: Workgroup Respect and Psychol...	60%	-3
Social Support: My Manager and Workgroup Perf...	20%	+7
Social Support: My Manager and Respectful Relat...	32%	+8
Social Support: My Manager Honesty and Integrity	33%	+7
Building Your Future: Professional Development	11%	-
Building Your Future: Performance Discussions	17%	-
Keeping You Well: My Obligations	92%	-
Keeping You Well: My Confidence Discussing Wel...	23%	-
Keeping You Well: In My Workgroup	18%	-
Keeping You Well: Leadership	12%	-
Keeping You Well: My Organisation Values My We...	15%	-
Keeping You Well: Cultural Safety	31%	-
Leadership: Senior Managers	19%	-
Leadership: Executive Group	4%	-
Fair and Equitable Treatment: Fair and Equitable T...	8%	-
Fair and Equitable Treatment: Promotion Process	8%	-
Fair and Equitable Treatment: Backfilling Process	0%	-
Fair and Equitable Treatment: Performance mana...	8%	-
Fair and Equitable Treatment: Recruitment Process	17%	-
Fair and Equitable Treatment: Gender	29%	-
Fair and Equitable Treatment: Age	58%	-
Fair and Equitable Treatment: Aboriginal and/or T...	31%	-
Fair and Equitable Treatment: Australian South Se...	31%	-
Fair and Equitable Treatment: Cultural Background	31%	-
Fair and Equitable Treatment: Disability	23%	-
Fair and Equitable Treatment: Sexual Orientation	31%	-
Flexible Work: Flexibility I need	70%	-
Flexible Work: Work Together to make Flexibility ...	50%	-
Flexible Work: Free to use Flexibility	60%	-

> Code of Conduct: Integrity	56%	-

All demands questions by unit heatmap

This page shows the breakdown of the demand attitudinal questions at various levels in your agency hierarchy, as well as demographic groups.

This information is displayed in two ways.

1. The scores shown are the % positive - respondents who **never or rarely** experience this type of demand. Reporting on the % positive means the **higher** the score the better.
The scores are coloured on a scale of **green** to **red**, based on their comparison to the first column. The darker the colour, the greater the difference to the comparison.

2. The scores shown are the % negative - respondents who **always or often** experience this type of demand. Reporting on the % negative means the **lower** the score the better.
The scores are coloured on a scale of **brown** to **purple**, based on their comparison to the first column. The darker the colour, the greater the difference to the comparison.

To change the breakout of the data, please click the down arrow next to the text 'Breakout' on the heatmap:

Breakout: **One level below**

Responses

15

Percentage point(pp) difference from comparison

+/- 1pp

+/- 3pp

+/- 5pp

+/- 7pp

+/- 9pp

POSITIVE: Q26a-Q26h NEVER and RARELY; Q26i-Q26j ALWAYS and OFTEN: By hierarchy and demographics (the darker the green the more positive)

Comparison: **Current Unit**

Breakout: **One level below**

Responses	15
26i - Staff are consulted about significant change at work	15%
26j - I have the opportunity to provide feedback on change processes that directly affect me	8%
26a / I need to work long hours	0%
26b / I am given unachievable deadlines	23%
26c / My work is emotionally demanding	0%
26d / My work is physically demanding	31%
26e / I am overloaded with work	8%
26f / I feel burned out by my work	31%
26g / My work leaves me feeling emotionally exhausted	15%
26h / My work leaves me feeling physically exhausted	46%

NEGATIVE: ALWAYS and OFTEN: By hierarchy and demographics (the darker the purple the more negative)

Comparison: **Current Unit**

Breakout: **One level below**

Responses	15
	Construction Comp...
26a - I need to work long hours	38%
26b - I am given unachievable deadlines	38%
26c - My work is emotionally demanding	62%
26d - My work is physically demanding	8%
26e - I am overloaded with work	38%
26f - I feel burned out by my work	46%
26g - My work leaves me feeling emotionally exhausted	46%
26h - My work leaves me feeling physically exhausted	23%

All outcomes questions by unit heatmap

This page shows the breakdown of all attitudinal questions at various levels in your agency hierarchy, as well as demographic groups. The scores shown are the % positive. The scores are coloured on a scale of red to green, based on their comparison to the first column. The darker the colour, the greater the difference to the comparison.

To change the breakout of the data, please click the down arrow next to the text 'Breakout' on the heatmap:

Breakout: **One level below**

** Scales have been reversed for negative questions. % positive indicates those who have no issues with the matter referenced.*

Responses

15

Percentage point(pp) difference from comparison

+/- 1pp

+/- 3pp

+/- 5pp

+/- 7pp

+/- 9pp

Topic and question results by hierarchy and demographics

Comparison: **Current Unit**

Breakout: **One level below**

Responses	15	Construction Comp...
Outcomes: Connection with Work	**23%**	
Outcomes: Continuous Improvement	**54%**	
Engagement	**15%**	
Outcomes: Impact	**65%**	

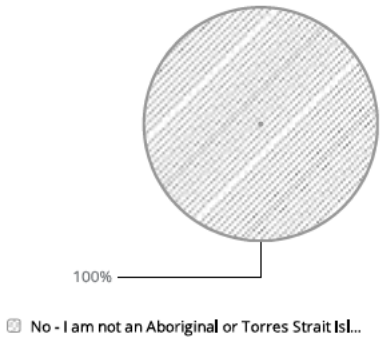
Aboriginal and Torres Strait Islander People

In this section we explore the employment experiences of Aboriginal and/or Torres Strait Islander peoples. Aboriginal and Torres Strait Islander people are the First Peoples of Australia.

Cultural capability is the understanding of Aboriginal and Torres Strait Islander cultures and their history, the integration of those cultures into work practices, and an appreciation of those cultures in our decision making and service delivery.

Asked of all

Do you identify as an Aboriginal and/or Torres Strait Islander person?



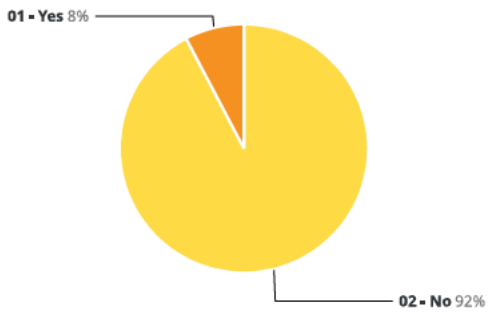
Do you identify as an Aboriginal and/or Torres Strait Islander person?

03 : Do you identify as an Aboriginal and/or Torres Strait Islander person?	Count	Percent
04 - No - I am not an Aboriginal or Torres Strait Islander person • 05 - Prefer not to say	15	100%

Comparison: **Current Unit**
Breakout: **03 : Do you identify as an Aboriginal and/or Torr...**

Responses	15	15
		Construction Comp... / Grouped...
25e - My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues	46%	0
25l - I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islan...	31%	0
27l - Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation	31%	0
28c - In my workplace the cultural practices (e.g. Acknowledgement of Country) and significant dates (e....	46%	0
28d - Leaders across my organisation take responsibility for building cultural capability of employees	0%	0
25j - I feel that my manager/supervisor takes responsibility for ensuring the cultural safety of Aborig...	15%	0

In your work do you deliver services to and/or work directly with Aboriginal and Torres Strait Islander peoples and communities?



Asked of Aboriginal and Torres Strait Islander people only

Have you shared that information with your agency through your agency's HR system?

No data found – your filters may be too exclusive!

What is preventing you from sharing this information with your agency's HR system?

No data found - your filters may be too exclusive!

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector

View items (8) with too few responses

Asked of non-Aboriginal and Torres Strait Islanders only

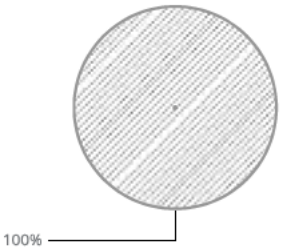
Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
28k - I am confident embedding the perspectives of Aboriginal peoples and Torres Strait peoples in my work	12	50% / 42% / 8%	+3	+7	+7	-9
28l - I consider the way my work may impact Aboriginal and Torres Strait Islander peoples	12	42% / 58%	-4	-3	-3	-22
28j - I am confident asking Aboriginal and/or Torres Strait Islander peoples for their perspectives on my work	12	42% / 42% / 17%	-10	-11	-11	-21

Australian South Sea Islanders

Australian South Sea Islander people are the direct descendants of South Sea Islanders brought to Australia between 1863 and 1904 to work as indentured labourers.

Asked of all

Do you identify as an Australian South Sea Islander person?



02 - No - I am not an Australian South Sea Islander person • 03 - Prefer not to say

Asked of Australian South Sea Islander people

Have you shared that you are an Australian South Sea Islander person with your agency through your agency's HR system?

No data found - your filters may be too exclusive!

What is preventing you from sharing this information with your agency's HR system?

No data found - your filters may be too exclusive!

As an Australian South Sea Islander person, I feel culturally safe at work

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector

View items (1) with too few responses

Living with Disability

A person has disability if they have a limitation, restriction or impairment which has lasted, or is likely to last, for at least six months and restricts everyday activities. There are many different kinds of disability, usually resulting from accidents, illness or genetic disorders, and may include:

- Physical – affects a person's mobility, dexterity, stamina/fatigue, speech
- Sensory – affects a person's ability to hear, see, touch, smell or concentrate
- Intellectual – affects a person's abilities to learn
- Mental illness – affects a person's thinking processes, including PTSD, anxiety disorders, depression
- Neurological – affects the person's brain and central nervous system and/or autonomic nervous system e.g., stroke, acquired brain injury.

Other:

- receiving treatment or medication for any other long-term conditions or ailments but still restricted in everyday activities
- any other long-term conditions resulting in a restriction in everyday activities.

Asked of all

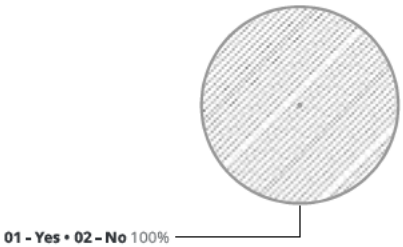
2022 data

Do you live with disability?



2021 data

Do you live with disability?



Asked of people living with disability

Have you shared that information with your agency through your agency's HR system?

No data found - your filters may be too exclusive!

What is preventing you from sharing this information with your agency's HR system?

No data found - your filters may be too exclusive!

Have you had a conversation with your manager/supervisor about your disability?

No data found – your filters may be too exclusive!

When did you have this conversation?

No data found – your filters may be too exclusive!

Do you have a workplace adjustment in place to assist you in managing work and life with your disability?

No data found – your filters may be too exclusive!

I feel safe and respected at work

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector

View items (1) with too few responses

Recruitment process within the Queensland Public Sector for people living with disability

In the past 12 months, have you been an applicant in a recruitment process for a position with the Queensland public sector?

No data found – your filters may be too exclusive!

Did you find this recruitment process to be accessible and inclusive?

No data found – your filters may be too exclusive!

Were you asked about accessibility, adjustments and support requirements during the recruitment process?

No data found - your filters may be too exclusive!

Do you feel confident applying for new and different job opportunities within your organisation?

No data found - your filters may be too exclusive!

Do you feel confident applying for new and different job opportunities outside of your current organisation?

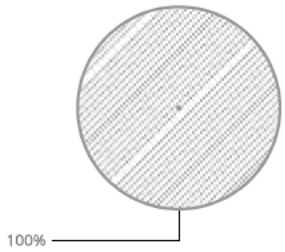
No data found - your filters may be too exclusive!

Gendered Experience

Asked of all

2022 data

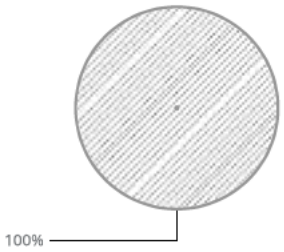
Which of the following best describes your gender?



01 - Woman • 02 - Man • 04 - Gender diverse • 05 - Prefer no...

2021 data

Which of the following best describes your gender?



01 - Woman • 02 - Man • 03 - Non-binary

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
27i - Being a woman is not a barrier to success in my organisation	13	54% 31% 15%	-19	-25	-25	-20
27j - Being a man is not a barrier to success in my organisation	13	31% 46% 23%	-34	-43	-43	-40
27k - Being gender diverse is not a barrier to success in my organisation	13	23% 77%	-40	-44	-44	-42

Asked of people who identify as gender diverse and/or non-binary

No data found - your filters may be too exclusive!

Have you shared that you identify as gender diverse with your agency through your agency's HR system?

No data found – your filters may be too exclusive!

What is preventing you from sharing this information with your agency's HR system?

No data found - your filters may be too exclusive!

Asked of people who identified as a woman

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector

View items (6) with too few responses

LGBTIQ+

Asked of all

2022 data

Do you identify as LGBTIQ+?



2021 data

Do you identify as LGBTIQ+?



Asked of people who identify as LGBTIQ+

No data found - your filters may be too exclusive!

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector

View items (7) with too few responses

Linguistically Diverse

Asked of all

In which country were you born?

05 : In which country were you born?	Count	Percent
01 - Australia • 02 - Born overseas in a mainly English-speaking country, including but not limited to: New Zealand, United Kingdom, Ireland, Canada, United States of America and South Africa • 04 - Prefer not to say	15	100%

Do you speak another language other than English?



02 - No • 03 - Prefer not to say

Asked of people who speak a language other than English at home

Have you shared this information with your agency through your HR system?

No data found - your filters may be too exclusive!

What is preventing you from sharing this information with your agency's HR system?

No data found - your filters may be too exclusive!

Flexible Work Arrangements

Please note that where trend data is available, it has been included in 2022 WfQ reporting. Please use all trend comparisons indicatively. The 2022 WfQ survey has changed considerably, and this restructure has likely impacted trend data. Some questions have been slightly reworded to improve respondent clarity.

Asked of all

Do you currently use any of the following flexible work options?

34a : Do you currently use any of the following flexible work options?	Count	Percent
02 - Remote working: a location other than your official place of work and other than your home e.g. distributed work centre, on-site	5	38%
03 - Remote working: from home	11	85%
04 - Flexible work hours (e.g., accumulated hours as 'flexitime')	6	46%
05 - Flexible work hours for example start late or early to meet responsibilities external to work	5	38%
06 - Self-selecting schedules	3	23%
07 - Flexible shifts/scheduling	1	8%
14 - Casual/on call	1	8%
15 - Hot desks	1	8%
17 - Leave at half pay	5	38%
19 - None of the above	1	8%

Have you made a request regarding flexible work arrangements in the last 12 months?

34b : Have you made a request regarding flexible work arrangements in the last 12 months?	Count	Percent	2021 %
01 - Yes, I requested one or more flexible work arrangements	3	23 %	39 %
02 - No, I have not requested a flexible work arrangement but I am content with my current arrangements	9	69 %	39 %
03 - No, I have not requested a flexible work arrangement and I would like to adjust my current arrangements	1	8%	22 %

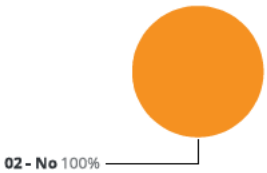
Was your request for flexible work arrangements:

No data found - your filters may be too exclusive!

Why haven't you made a request to change your work arrangements? Response options have changed between 2021 and 2022

No data found - your filters may be too exclusive!

Do you work shiftwork (i.e. hours of work are regularly rotated in accordance with a shift roster covering 24 hours per day over a 7 day week)?



Do you have the opportunity to contribute to the design of the shiftwork schedule/roster?

No data found - your filters may be too exclusive!

We are interested in understanding more about attitudes towards workplace flexibility. Please chose the option that best describes your access to workplace flexibility.

34h : We are interested in understanding more about attitudes towards workplace flexibility. Please choose the option that best describes your access to workplace flexibility.	Count	Percent
01 - A range of flexible work options are available to me in my job. Flexible work is the norm. I am able to adapt my flexible work arrangement to suit my work and personal needs	4	31%
02 - A range of flexible options are available to me in my job. I am able to agree formal flexible arrangements with my manager/supervisor. I feel OK about asking for ad hoc flexibility, although changing arrangements (e.g. work patterns) is discouraged	4	31%
03 - Flexibility is closely managed and only through formal agreements. Ad hoc arrangements are by exception, and I don't like to ask. I feel flexibility is seen as an inconvenience in my workplace	1	8%
04 - Flexibility is available but options are limited to the exception. Flexibility is possible under certain circumstances e.g. If I need to care for a sick child or family member or if I have an appointment that must be scheduled during work hours. I would only ask if I had no other option	1	8%
07 - No, given the nature of my work, flexible arrangements are not possible	3	23%

Asked of those who have the option of flexible working arrangements

Question	Responses	Distribution	vs 2021	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
34o - It is difficult for me to adopt a flexible working arrangement because of a lack of support from my manager/supervisor*	10	70% 30%	-	-5	-10	-10	+4
34i - I have the flexibility I need to manage my work and non-work interests	10	70% 20%	-	-16	-16	-16	-4
34k - My commitment to this organisation would be questioned if I chose to use flexible work options*	10	60% 40%	-5	-11	-14	-14	+5
34j - In my workgroup, we discuss individual needs for flexible work arrangements, and we work together to accommodate them	10	50% 30% 20%	-	-22	-23	-23	-14
34l - All employees, regardless of gender, are actively encouraged to adopt flexible working arrangements in this organisation	10	30% 60%	-	-24	-35	-35	-18
34n - Being a part-time manager is an option in this organisation	10	60% 40%	-	-20	-26	-26	-22

Asked of people who identified as being a carer

For whom do you have carer responsibilities?

No data found - your filters may be too exclusive!

Do you provide unpaid care or support to another person who requires assistance with everyday tasks because of disability, chronic illness or pain, or who are frail/aged?

No data found - your filters may be too exclusive!

Does your agency publish a Carer specific policy that explains who is defined as a carer and the supports that are available to carers?

No data found - your filters may be too exclusive!

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
34m - All employees, regardless of whether they have responsibilities as a carer, are actively encouraged to adopt flexible working arrangements in this organisation	10	20% 70% 10%	-29	-40	-40	-25

View items (1) with too few responses

Asked of people who reported using remote working options

(either from home or at another location from their official place of work)

Which of the following best describes your remote/hybrid work arrangement?

34e : Which of the following best describes your remote/hybrid work arrangement?	Count	Percent
01 - On average, I work one day per week remotely	1	9%
02 - On average, I work two days per week remotely	1	9%
03 - On average, I work three days per week remotely	2	18%
04 - On average, I work four days per week remotely	4	36%
05 - On average, I work five days per week remotely	3	27%

Which of the following best describes your hybrid work arrangement?

34f : Which of the following best describes your hybrid work arrangement?	Count	Percent
01 - I have a formal arrangement in place, and a specific day/s of the week scheduled to work remotely	2	18%
02 - I adjust my schedule of remote work (i.e. day/s of week) depending on work activities	6	55%
03 - I adjust my schedule of remote work (i.e. day/s of week) depending on responsibilities outside of work	1	9%
04 - I adjust the number of days I work remotely per week depending on work activities	4	36%
05 - I adjust the number of days I work remotely per week depending on responsibilities outside of work	2	18%

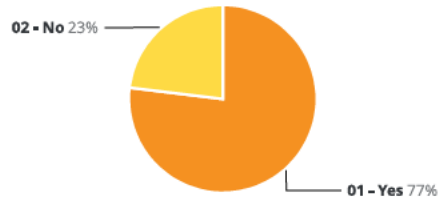
What benefits or needs are met by coming into your employer provided workplace?

34g : What benefits or needs are met by coming into your employer provided workplace?	Count	Percent
01 - Social interaction - I like to catch up with colleagues socially	7	64%
02 - Collaboration - I find it easier to collaborate face-to-face	6	55%
03 - I enjoy the energy of being with people all working on similar things	4	36%
04 - Preference for workspaces at least some of the time - I like to work in a formal work environment sometimes	1	9%
05 - Preference for workspaces for certain types of work - I feel I am more effective at completing some tasks when I am in a formal work environment	2	18%
06 - To meet project needs and workflows	4	36%
07 - My mental health is better when I spend some time in the office	4	36%
08 - I am more active - getting to and from the office and throughout the day	1	9%
09 - I only come into the office because I feel I must	2	18%
10 - I feel like if I don't come into the office, people won't think of me for promotion	2	18%
11 - I feel like if I don't come into the office, I may miss out on development opportunities	3	27%
12 - Other	2	18%

Domestic and Family Violence

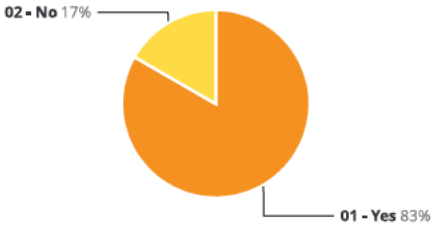
2022 data

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?



2021 data

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

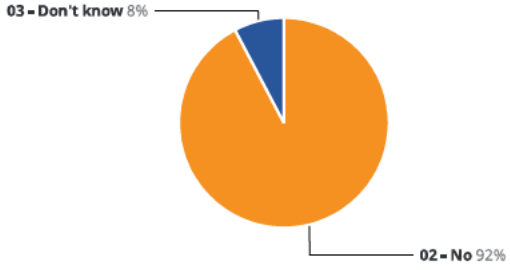


For the above question: the 2021 'don't know' responses have been removed and the 'yes' and 'no' responses rebased to 100%

Domestic and Family Violence

Question	Responses	Distribution	WHS Compliance and Field Services	Office of Industrial Relations	OIR	vs QLD public sector
42e - I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	13	69% 15% 15%	-10	-10	-10	-14
42c - If I was approached directly by a colleague affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	13	69% 15% 15%	-6	-6	-6	-12
42d - If I became aware that domestic and family violence was affecting a colleague, I am confident that I could respond appropriately	13	62% 23% 15%	-13	-15	-15	-19
42b - I am confident that I could sensitively communicate with colleagues affected by domestic and	13	62% 21% 0%	-16	-16	-16	-18

In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by domestic and family violence?



Racism and Discrimination

In QLD public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

Definitions

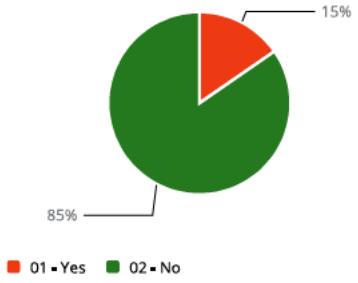
- **Racism** refers to prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.
- **Discrimination** occurs when a person, or group of people, is treated less favourably than another person or group because of their background or certain personal characteristics.

In the last 12 months, have you experienced....

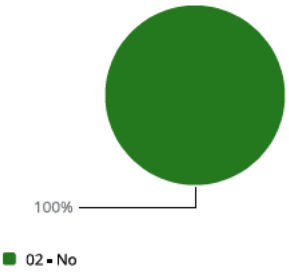
Racism 13



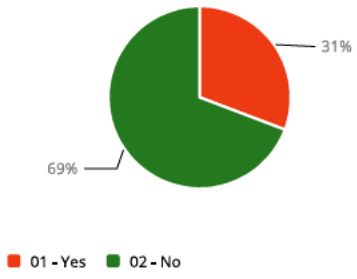
Discrimination because of my disability 13



Discrimination because of my sexual orientation 13



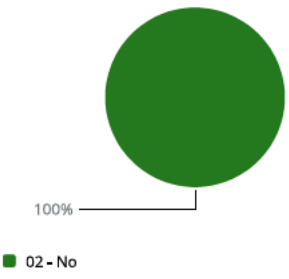
Discrimination because of my gender 13



Discrimination because of my age 13



Discrimination because of my cultural background 13

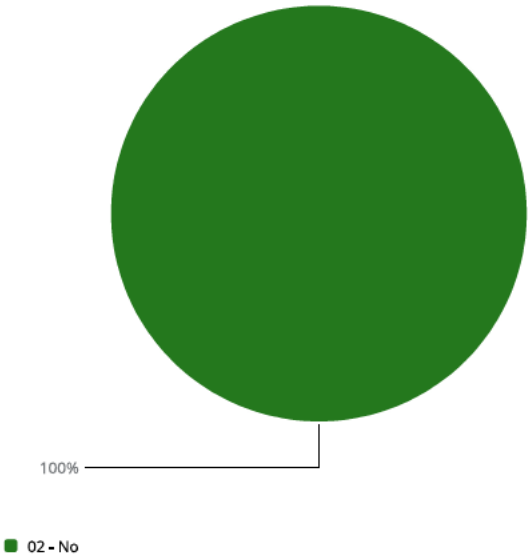


Racism

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced racism? 13



Did you report the racism or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

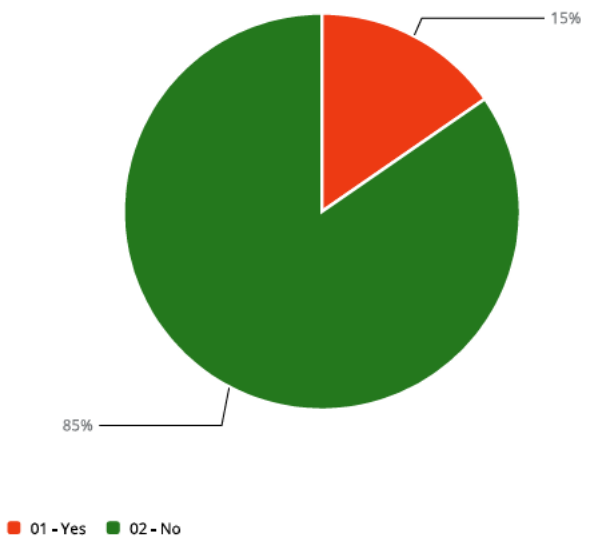
No data found - your filters may be too exclusive!

Discrimination because of my disability

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced discrimination because of your disability? 13



Did you report the discrimination because of your disability or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

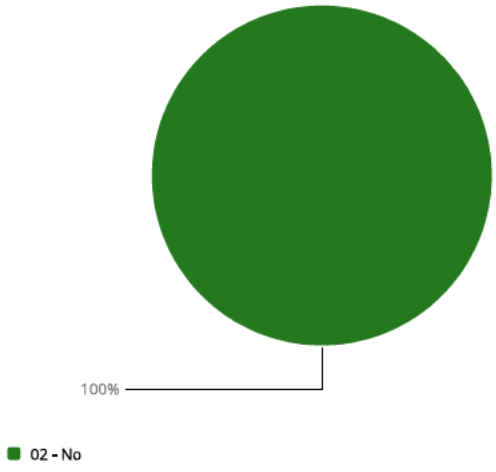
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Discrimination because of my sexual orientation

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced discrimination because of your sexual orientation? 13



Did you report the discrimination because of your sexual orientation or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

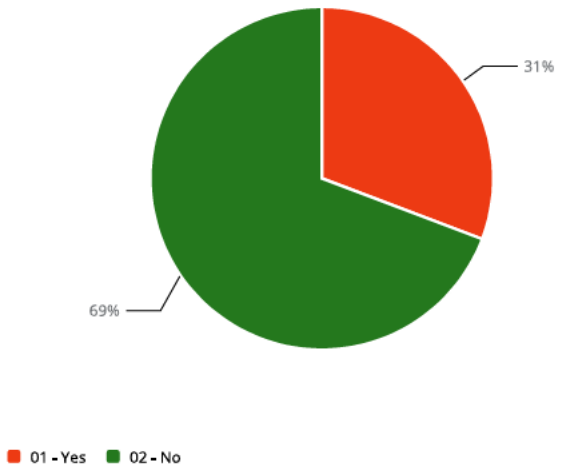
No data found - your filters may be too exclusive!

Discrimination because of my gender

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced discrimination because of your gender? 13



Did you report the discrimination because of your gender or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

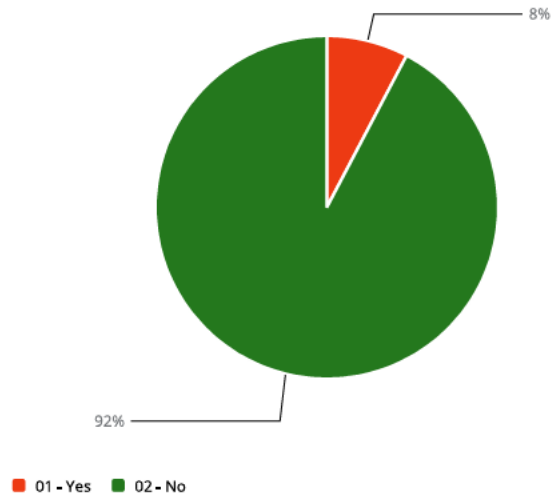
No data found - your filters may be too exclusive!

Discrimination because of my age

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced discrimination because of your age? 13



Did you report the discrimination because of your age or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

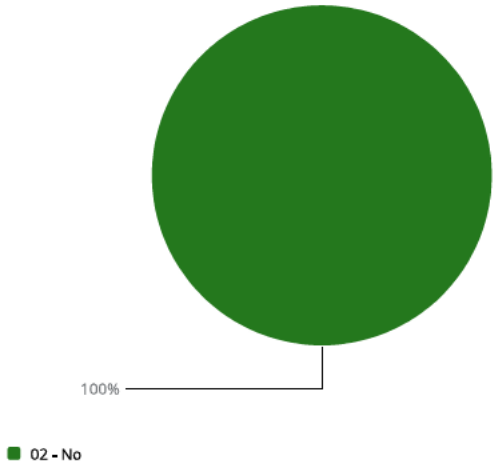
No data found - your filters may be too exclusive!

Discrimination because of my cultural background

Who was the source of this experience?

No data found - your filters may be too exclusive!

In the last 12 months, have you experienced discrimination because of your cultural background? 13



Did you report the discrimination because of your cultural background or tell someone about your experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

No data found - your filters may be too exclusive!

Workplace Bullying, Sexual Harassment, and Workplace Violence and Aggression

In Queensland public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

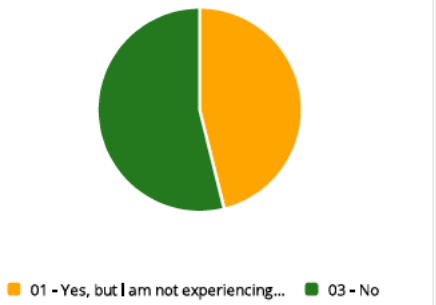
Definitions

- **Workplace bullying** is repeated and unreasonable behaviour by someone you work with directed towards a worker or group of workers that creates a risk to health and safety.
- **Workplace violence and aggression** is any incident where an employee is abused, harassed, threatened or assaulted by clients/customers, patients, consumers, visitors or members of the public, in circumstances arising out of, or in the course of their employment, irrespective of the intent for harm. This does not include sexual harassment, which is captured separately.
- **Sexual harassment** is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal. It can be experienced in the course of employment (i.e., person-to-person conduct) or through the workplace context (i.e., sexualised workplace environment).

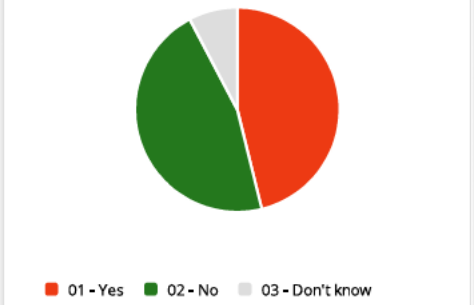
The bullying, workplace violence and aggression, and sexual harassment sections compares your 2022 results (left hand column) against your 2021 results (right hand column).

In the last 12 months, have you experienced....

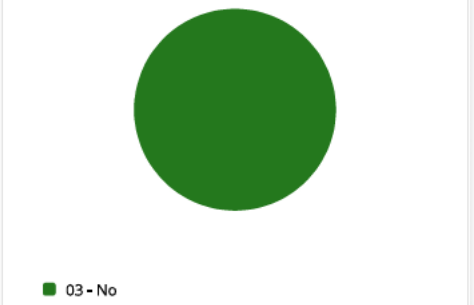
Workplace bullying 13



Workplace violence and aggression 13



Sexual harassment 13



Bullying

Workplace bullying is repeated and unreasonable behaviour by someone you work with directed towards a worker or group of workers that creates a risk to health and safety.

2022 data	2021 data

During the last 12 months, have you experienced workplace bullying in your workplace? 13

38a : During the last 12 months, have you experienced any of the following in your workplace? - Workplace bullying	Count	Percent
01 - Yes, but I am not experiencing it now	6	46%
03 - No	7	54%

During the last 12 months, have you experienced workplace bullying in your workplace? 18

38a : During the last 12 months, have you experienced any of the following in your workplace? - Workplace bullying	Count	Percent
Don't know	1	6%
No	10	56%
Yes	7	39%

Who were you bullied by?

No data found - your filters may be too exclusive!

Who were you bullied by?

No data found - your filters may be too exclusive!

What type of bullying did you experience?

No data found - your filters may be too exclusive!

What type of bullying did you experience?

No data found - your filters may be too exclusive!

Did you report the bullying or tell someone about the bullying?

No data found - your filters may be too exclusive!

Did you report the bullying?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

No data found - your filters may be too exclusive!

What is preventing you from reporting this experience?

No data found - your filters may be too exclusive!

Workplace Violence and Aggression

Workplace violence and aggression is any incident where an employee is abused, harassed, threatened or assaulted by clients/customers, patients, consumers, visitors or members of the public, in circumstances arising out of, or in the course of their employment, irrespective of the intent for harm. This does not include sexual harassment, which is captured separately.

During the last 12 months, have you experienced workplace violence and aggression in your workplace? 13

38b : During the last 12 months, have you experienced any of the following in your workplace? - Workplace violence and aggression	Count	Percent
01 - Yes	6	46%
02 - No	6	46%
03 - Don't know	1	8%

During the last 12 months, have you experienced workplace violence and aggression in your workplace? 18

38b : During the last 12 months, have you experienced any of the following in your workplace? - Workplace violence and aggression	Count	Percent
01 - Yes	5	28%
02 - No	11	61%
03 - Don't know	2	11%

Who was the aggressor?

No data found - your filters may be too exclusive!

Who was the aggressor?

No data found - your filters may be too exclusive!

What type of workplace violence or aggression did you experience?

No data found - your filters may be too exclusive!

What type of workplace violence or aggression did you experience?

No data found - your filters may be too exclusive!

Sexual Harassment

Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal. It can be experienced in the course of employment (i.e., person-to-person conduct) or through the workplace context (i.e., sexualised workplace environment).

During the last 12 months, have you experienced sexual harassment in your workplace? 13

38c : During the last 12 months, have you experienced any of the following in your workplace? - Sexual harassment	Count	Percent
03 - No	13	100%

During the last 12 months, have you experienced sexual harassment in your workplace? 17

38c : During the last 12 months, have you experienced any of the following in your workplace? - Sexual harassment	Count	Percent
02 - No	16	94%
03 - Don't know	1	6%

Who were you sexually harassed by?

No data found - your filters may be too exclusive!

Who were you sexually harassed by?

No data found - your filters may be too exclusive!

What type of sexual harassment did you experience?

No data found - your filters may be too exclusive!

What type of sexual harassment did you experience?

No data found - your filters may be too exclusive!

Did you tell anyone about the sexual harassment?

No data found - your filters may be too exclusive!

Did you report the sexual harassment?

No data found - your filters may be too exclusive!

Agency specific questions

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

*This is a negatively worded question. "Strongly disagree" and "Disagree" responses are classified as positive/favourable responses.

Question	Responses	Distribution	vs 2021	OIR	WHS Compliance and Field Services
47e_OIR - I know where to go to find information when I need it	13		+13	-21	-23
47a_OIR - I understand the strategic direction of the organisation	13		-16	-45	-35
47g_OIR - I feel safe to speak up at work without fear of negative consequences	13		-18	-47	-42
47f_OIR - Employees are encouraged to communicate within and across teams	13		-1	-56	-49
47c_OIR - Managers and leaders in OIR encourage us to embrace change	13		-46	-50	-44
47d_OIR - The information delivered by senior managers is clear and consistent	13		-22	-55	-50
47b_OIR - I generally feel uncertain about changes happening in the workplace*	13		-28	-44	-41

Threats

47h_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Threats	Count	Percent	2021 %
01 - Never	5	38%	53%
02 - Rarely	7	54%	35%
03 - Monthly	1	8%	12%

Intimidation

47i_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Intimidation	Count	Percent	2021 %
01 - Never	3	25%	44%
02 - Rarely	5	42%	39%
03 - Monthly	4	33%	-
04 - Weekly	-	-	17%

Assault (including spitting, punching, kicking, shoving)

47j_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Assault (including spitting, punching, kicking, shoving)	Count	Percent	2021 %
01 - Never	11	85%	100%
02 - Rarely	2	15%	-

Inappropriate remarks made on social media

47k_OIR : Over the past 6 months, how often have you experienced the following behaviours from stakeholders external to the OIR? - Inappropriate remarks made on social media	Count	Percent	2021 %
01 - Never	11	85%	76%
02 - Rarely	2	15%	18%
03 - Monthly	-	-	6%

Question	Responses	Distribution	vs 2021	OIR	WHS Compliance and Field Services
47m_OIR - The organisation is taking reasonable steps to manage work-related violence and aggression	13	31% 31% 38%	-3	-33	-29
47l_OIR - I feel that the organisation will support me if I report work-related violence and aggression	13	31% 31% 38%	-14	-43	-36

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

TThis is the document referred to as KSB-10 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Q48 - Sentiment	Q48 - Parent Topics	Free text
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	Darrin Hasemann Lead Inspector. Our region is a complete basket case with no morale. The current acting ESM is doing an excellent job on trying to rebuild the region from years of poor management, however he faces extensive challenges. Therefore, my responses to my immediate manager in the survey is in response to his leadership. He provides excellent support and encouragement, provides feedback and is trying to drive change. But he needs to be supported by senior management. It is my experience that some inspectors in the region can underperform, month in, month out, year after year with no consequences. Senior management (directors and above) receive monthly reports on the inspectors activities which shows regular under performance, but seem unwilling or unable to do anything about it. The hero's of the region, those that month after month, year after year of achieving great results and 'pulling the cart' feel helpless, disillusioned and frustrated and reached a point where they are just giving up. Inspectors can leave jobs go for months, in some cases 12 months with no activities yet nothing is done. The lead inspector just takes the jobs from them to get them completed. I'm tired, frustrated and had a gutful that senior management will not address the issue. Event procedures are not followed. Jobs over 3 months require director intervention in the way of approving the job to remain open. How can jobs then sit for 12 months with no activities and no director intervention? Issues have been raised with senior management with documented evidence regarding inspector poor performance, yet nothing formal ever occurs. A recent example included an inspector telling the ESM that we were to have no further conversations with him regarding timelines, that he felt this was bullying and he would not entertain it. This was after the inspector had not made any progress on a job after several months to ensure electrical risk was addressed. The matter was escalated, yet nothing was done. As lead inspector, and the acting manager, we have requested for months our senior leaders to attend a meeting with us to reinforce work expectations, yet this still has not occurred. So, if senior management are armed with all the monthly data on inspectors, know they are underperforming, yet are unwilling to do something about it, why should I continue to take this place seriously. We were once a well-respected Regulator with well skilled inspectors, motivated inspectors and churned out good work. We are now just a joke, who don't even have current procedures for work practices, yet take enforcement action against PCBU's that don't have these in place. We can't even get a working from heights procedure up and running. Such a shame we have reached this point. On a positive, the work life balance here is excellent which is the only thing that keeps me here for the time being. But as far as going the extra mile for this place anymore, won't happen. I will commit to continuing to do my job to the best of my ability because of my work ethic, and for the sake of the people injured or killed from electricity for the victims sake or families sake, but not for the sake of this place. Whilst I fear my response may have some implications, I stand by what I've said, there's plenty of evidence to back up the claims. Senior management need only look at the extensive data and reports (which they already get) and take leadership in dealing with poor performers. But if they can't be bothered, why would you expect your ESM and lead inspector to continue to try?
Mixed	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals? I can only speak from my own perspective. At the moment I am overwhelmed with work, constantly exhausted, stressed and tearful. I am working off the idea that culture changes could lead to happier workers which would always lead to OIR being more successful The things that add to my negative experience of the workplace in the Appeals Unit by way of culture include - the acceptance that we will never have adequate Appeals Officers and we just have to make do - the practice in recent years that the review unit can have appeals unit positions reallocated and can have expansion after expansion, new teams, more team leaders, principal review officers, a whole series of progression points for team members and the appeals unit can just cope - the acceptance that we will just lose accrued time because "it's the same for everyone" (to me it feels like theft) - the idea that caseloads belong to an AO and not the unit - this has made for a team of AOs and not an Appeals team - the acceptance of the fact that Appeals Officers are incorrectly classified following the transfer of Q-COMP into the public service - from an employee's perspective the process was shrouded in secrecy and dishonesty and still stinks of the involvement of Paul Goldsborough - the acceptance of the absurdity of an Appeals officer at an AO 5 level who manages appeals of some decisions made by officers at AO6 level and approved by officers at an AO7 level, fills in and assists colleagues at an artificial AO6 level, manages appeals of decisions written by the barrister and solicitor panel - having 2 AOs at a AO6 level when there is NO DIFFERENCE in their role to AOs at a AO5 level sure makes an AO5 Appeals Officer feel VALUED - the lack of communication and transparency from management leading to making assumptions based on observations and gossip only - the perception from observations and no transparency that work allocation is inequitable - the perception from observations and experience that there are favoured AOs and unfavoured AOs - the fact that AOs are not replaced or their caseloads reallocated when they are on leave - taking holidays or other leave is a double-edged sword - you have to work 3 times as hard before your leave and 3 times as hard when you return - if AOs were properly classified they could be replaced when on leave + if the team owned files rather than an AO reallocation would be simple and common - the experience of contacting the IT help desk is very stressful for a user and not often a pleasant experience - this adds to stress a lot
Very Negative	Leadership,Culture & Values,Performance & Development	I have now stayed up past 11pm in my own time as I had no time during the work day i could justify spending on this. And sure, I had a few breaks to cry. Thanks for listening, but it still feels hopeless. Someone needs to take a close look and actually speak to staff to appreciate the demise of LHLCU since the departure of Nat Wakefield. There is a terrible culture that is dangerous for individuals mental health. I have witnessed manipulative and passive aggressive behaviour from the director and AO8. It is such a small unit staff feel helpless on how to report or take control of the situation as much of the behaviour is subtle and childish and i would say mean spirited. Much of it is difficult to define easily in words without giving context to specific situations. It is impossible to offer meaningful feedback in such a small unit without being identified even surveys like this are not the best option. An organisation with industrial relations at its heart needs to take a close look at itself. Tony James, Kym Bancroft please do something!
Very Negative	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	OIR needs a "Caring/honest " Management Culture that acknowledges and recognises performance. Most of our Executive/Senior Management team are new to their role and have yet to experience/understand what WHSQ Workers do "At the Coalface. Unions have far too much influence on our work. Within the Construction Inspectorate, most have either changed discipline or departed because of repeated "Dealing with Union Intimidation/Hindrance or direct Bullying/Intimidation from members of WHSQ Senior Management. This bad behaviour has been allowed to continue for years despite workers complaints/Grievances and Formal Ethical Standards/Code of Conduct Investigations. We continue to have these Surveys-But there are no significant changes/Actions taken. I noticed this survey didn't ask whether/Not I had Noticed any changes/Actions implemented since the last Survey. Largely this Survey activity is seen by the Workforce as a complete waste of time. Much like the Performance Management System currently in. Place. We normally see members of the OIR Executive and Senior Management through Winter when a Junket North is needed to escape the SE Corner Cold. They come into the Office- We arrange a nice Morning Tea, we raise issues/Problems that affect our work lives, copious notes are written down, actions promised-But not delivered to date. We need a genuine "Clear Out" to get rid of substantial dead wood (EG. The Hive & Psychosocial Unit). Regards Tired Worker.
Very Negative		
Neutral	N/A	Nil.
	Communications,Leadership,Service delivery,People and Teams	The hierarchy needs to acknowledge that there are many unresolved issues and communicate strategies to inspectors. Failure to communicate will result in a complete walk out and there will be no construction inspectors in QLD. I am unaware of any evidence that suggests senior management have acknowledged the issue effecting CCFS. Senior management do not seem to want ownership of these problems. These same issues have remained unresolved for several years. I am not aware of any collaborative attempts internally to address resolution of issues. WHS seem to have more directors and senior managers than construction inspectors from Wide Bay onto SEQ and through to Coolangatta. Senior Management have failed to provide any positive messages that would indicate that help is on its way. Where is the minister hiding? I have not seen the Minister at the workplace from many years - she seems to have her head in the sand and will not acknowledge that there is no problem. As the minister cut her teeth as a trade unionist, she also seems reluctant to assist, acknowledge or recognise these issues.
Very Negative		
	Culture & Values,Leadership	Unfortunately, OIR supports a culture which rewards employees who display toxic behaviour and poor performance.
Negative		
	Resources,Employee wellbeing	Using an evidenced-based resourcing approach for our services managing workplace burnout and fatigue
Very Negative		Focusing on our core functions as resources are too stretched

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	The fact that this is even is a question is a great start! Adopting a learning culture where we share what worked and what didn't and why so we can improve next time. Greater integration of teams across the organisation for projects that deliver industry-facing projects e.g. Safety Leadership at Work; Industry Strategy and Culture projects; projects to support the WHS Board Strategic Plan. Working together would help identify common resourcing issues e.g. online platforms to run surveys; collect data. Too much silo work. We have a lot of specialist knowledge across the organisation but not sure we are tapping into that knowledge to build high performance projects or develop strong KPIs. How are we extracting the information and knowledge from our front line personnel to inform policy staff about current and emerging issues?
Mixed	Resources,Agency engagement,Employee wellbeing,Culture & Values	Serious attention needs to be directed towards how Inspectors are perceived in Industry. Inspectors can not continue to be used as Union pawns. Construction should not be seen as an arm of the union to enforce their political agendas. OIR is not fair and impartial. Statistics should not be manipulated to show what the organisation wants to be seen. For example statements have been made that there have been more notices issued at union requests for assistance than other jobs. The reason for this is inspectors are not getting to other large jobs and they are too busy responding to small complaints from members of the public or union jobs. The turnover and short staffing in the construction inspectorate needs to be addressed. Inspectors are unhappy and burnt out, staff wellbeing is not considered.
Very Negative	Leadership,Culture & Values,People and Teams,Service delivery	A good, support workplace culture stems from the top. The first and vital step OIR needs to take is to look at its senior executives particularly in WHSQ. The behaviour of those executives and how they lead requires serious review and whether those executives are the right people for the job. We look towards our leaders for direction and support and yet Specialised Health and Safety Services has an appalling executive director (Yasmin Cox). This executive director demonstrated appalling workplace behaviours within her first 3 months of employment which continue until today including bullying, intimidation and failure to comply with government policies/directives etc (which is a breach of the SES contract conditions) that appear to be supported because nothing has been done despite formal complaints having been made and discussions with the former DDG having taken place. This executive director has a lethal combination of incompetence, inexperience and lacks the vital essence of wisdom to even remotely create a good workplace culture. She is a micromanager who has no trust in her directors or staff. There have been many staff who have left Specialised Health and Safety Services since the commencement of this executive director and yet no one is looking at the exit survey data or asking why very experienced and valued staff have left. An entire team left and yet no questions have been asked and experienced staff leave meetings in tears from the bullying. A good workplace culture starts by looking at the white elephant in the room and address the issues/concerns and this is clearly not been done in the case of the Executive Director, Specialised Health and Safety Services.
Very Negative	Communications	Respectful Consistent approach
Positive	Resources,Service delivery,Leadership,Culture & Values	Transparent The type of culture that will help OIR most is one that will cause a massive change and one that current senior management don't want to create. This is mainly because they will have to accept the toxic culture they have created and most other organisation would fired / kick those people out the door in response. The attitude of "we don't have any data on that", "we are not aware of that issue" and "look how good we are" has worn thin and has cause many people to leave. We expect other organisation to be proactive, but we are that neolithic on our culture it is off the chart. The ability to change starts with the want to change and until that comes from senior management nothing will change. People outside of the organisation know how bad OIR is to work for and interact with, but people who sit in the ivory tower have no idea as middle management keep information from them and feeding them information that they think they want to hear I would encourage you to watch some episodes of undercover boss and realise how the real world views head office.
Very Negative		OIR needs to become proactive, positive and accountable for their people
Negative	Leadership Resources,Employee wellbeing,Leadership,Culture & Values	OIR should strive to be a leader, and exemplary risk management of health, safety well-being for OIR staff. The culture requires a complete overhaul as it is a broken system. If Senior management in OIR are serious about changing culture and fixing the department, they could start by addressing the following questions: 1/ Why have so many WHSQ Inspectors left the department recently, in particular construction inspectors. 2/ Why have some constructions inspectors moved sideways to industrial? 3/ Why have some construction operational managers moved on? 4/ Why do the Unions have direct contact with senior management when requesting assistance or complaints, but Builders or PCBU'S do not have the same access? It is not good enough to be continually told that we are working for a Labour government that are supported by the unions. 5/Why are Inspectors decisions questioned by management when attending union complaints and not supported by management? 6/ Why have so many inspectors gone on sick or stress leave recently, even after workload issues are continually raised?
Very Negative	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement	A good start would be to remove management that have contributed to this toxic behaviour and then re-structure the entire system. Managers and above need to model the behaviour they expect. Consistency with across the board messaging. Instead of "talking" about committing to the health, safety and wellbeing of staff, actual do something meaningful that contributes to this mantra. Create a positive workplace where people are valued, engaged and continually learning - instead of just putting it in a sentence to add to the Delivery Plan. Transparency in the recruitment process for EOI's - there are people directly appointed to temporary higher duties without going through any process.
Very Negative	Employee wellbeing	OIR's response to vaccine mandates has had a negative impact on my own morale within the department.
Negative		

	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	I think 3 points may go someway to assisting the culture when it comes to helping OIR be successful and achieve its priorities and goals detailed in the Office of Industrial Relations Strategy 2021-2024. My answer is very specific to my workgroup but is particularly relevant when considering my work area and the current state it is in. 1.Understand and implement the BPR (Best practice review 2017) recommendations under the heading 'WHS Capability'. Particularly frontline staffing/Human resourcing recommendations in terms of Construction Inspectors. 2. Access the Construction Portable Long service funding and ensure the Work Health and Safety levy of 0.125% ($30 million plus per year - without considering upcoming Olympic games infrastructure projects) is not lost to Queensland Government consolidated revenue or WHSQ as an entire organisation but actually provides funding and human resourcing to the very industry (construction) that pays the WHS levy. 3. Elect or engage an inspector representative to provide robust and frank advice to both the board of management and the WHS Board on a regular basis when either are considering or providing strategic or policy direction that effects day to day operations of field staff. EG the Compliance Monitoring and Enforcement Policy (CMEP) and the unforeseen biproduct issues arising from implementation. 1.Understand and implement the BPR recommendations. It concerns me that on one hand OIR have recognised in our 2021-2024 strategy that "We are operating in a time of rapid change while experiencing growing demand for high levels of service." and "Through our work we contribute to the Queensland Government priorities for the community of 'safeguarding our health', 'growing our regions', and 'backing our frontline services'." Yet on the other hand my work area of Construction Compliance and Field Services has we have essentially not only ignored these statements, OIR have done the complete opposite in terms of human resourcing. In 2017 WHSQ were presented the findings of the best practice review. The Government received the report from Mr Lyons which made 58 recommendations, the majority of which relate to operational improvements for WHSQ or the WHS Board. Some of the recommendations were actioned very quickly e.g. Recommendation 46 - Industrial manslaughter and Recommendation 31 - A separate office of the WHS prosecutor. Other recommendations appeared not to have been actioned at all and in some cases the opposite has been done, particularly those under the heading 'WHSQ capability' e.g. recommendation 17,20 and 21 The above is very frustrating when considering the construction inspectorate numbers in SEQ and the human resourcing position the department currently finds itself in. The mantra from former directors and echoed by the current director, "if they don't like it... they can leave" has unfortunately come to fruition and been passed off as natural attrition and the workforce reaching retirement age. This is far from a true statement and one that was provided to budget estimates.
Very Negative	Communications,Resources,Service delivery,Leadership	I feel that change is not well managed by the organisation and that there is a disconnect between senior managers and staff in terms of the trickle down of information to manage expectations. For example with the relocation of the Bowen Hills office to Skyring Terrace: - at the early stages staff were informed about the intention to move - staff were asked to comment about some possible locations. This led to staff believing that their views mattered. During this initial consultation, staff were asked to comment on some options being considered without any clear messaging that while attempts would be made to accommodate staff views this may not be possible due to whatever factors driving the move. Shortly afterwards, there were rumours of a location already selected without any formal information from management and it was not clear whether the options floated were even considered or whether the staff consultations were even taken into account. - then when the nominated new location was announced, there was no mention of timing/timeframes for the relocation to commence/to be completed. - when eventually an indicative timing for the relocation was announced there is no projected plan provided the timing seems rather rubbery. This is just one of the more significant example.
Very Negative	Leadership	I feel that having senior managers more regularly walking through the different work areas to connect with staff would alleviate this. Also, when senior managers/managers do communicate with staff that they show candour. The dialogue at present feels rather risk averse and overworked to the extent that they really don't mean anything at all. Flexible Agile Adaptive to changing nature of work Consider new ways of working Supportive Trusting Great ICT support (data security and safety) to allow for new work design
Very Positive	Service delivery,Leadership,Culture & Values,Resources	More encouragement in innovation. There are a number of areas that can make our services better. Such small but crucial innovation ideas are coming from the bottom not from the top management. However, I have not witnessed our organisation putting on emphasis on innovation. I also think if we are going to empathise innovation, then the OIR needs to show that they really support such innovation ideas / cultures and most importantly, more resources in ICT , instead of 'it is a really great idea but I don't know when this can be implemented because ICT schedule does not have any room to take further work.'
Negative	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	OIR does not currently comply with legislated requirements contained within the legislation which it enforces and expects the community and industry to comply with (Work Health and Safety Act and Electrical Safety Act). OIR does not have in place an adequate Safety Management System, Quality Management System, Environmental Management System. OIR does not currently comply with AS/NZS 4801 or ISO 45001, ISO 9001, ISO 14001. There is a lack of planning and resourcing to help address internal improvement opportunities identified. OIR has current initiatives in progress now which will appear to have a negative impact on culture.....these are doing the opposite of empowering employees and focus on 'do as you are told'.....in a system where documented processes do not reflect actual practice or require review; there is a lack of suitable support tools; and existing training is not suitable and is not focused on future needs. OIR must acknowledge it's current state and suitably plan and resource actions required to improve internally as a priority.
Very Negative	Leadership,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR needs to LISTEN to its workers. LISTEN to understand, not listen to respond or to deflect. If we as workers are asked for feedback and suggestions, and in good faith we put in the time and effort to consider and give feedback/suggestions, these are often ignored with no explanation given and we are driven down the path that management wanted in the first place. What is the point of that? It's de-motivating and fosters resentment and distrust. The same applies with these surveys - we take the time to do them but nothing really changes. Management don't want to hear anything other than positive comments and that's just as toxic as too much negativity. A lot of us are now turned off from completing surveys, meaningfully participating in feedback sessions or focus groups or even speaking up in team meetings. It's just easier and whole lot less disappointing to switch off and to passively let it all roll over you. The culture in this organisation has been sick for a long time with very little done to address it. It is going to take a LOT of work and time to fix it. Some have been badly burned in the past and have trouble trusting management (at any level) again.
Very Negative	Service delivery,Leadership,Culture & Values,Resources	Organisational culture in the Construction CFS stream is negligent, corrupt and has destroyed the mental health of a multitude of competent and experienced Inspectors. The clear illegal collusion between the Construction CFS Director and the CFMEU is abhorrent, and has resulted in an untenable working environment for construction inspectors and this clear collusion has holistically been disseminated throughout industry where the respect for the impartiality and core Safety Compliance role of the Department is now commonly accepted as farcical. The exodus of construction inspectors will be mirrored in the industrial stream if the criminal director affects control over the industrial stream. The disgusting management actions have resulted in an unprecedented reduction in core service delivery capability, where even now corrupt and colluded resource allocation favours CFMEU non safety related agenda above genuine high risk public interest safety concerns, which in this political environment is abhorrent. All attempts by present and past inspectors to raise these ethical and moral concerns have been hidden, disputed or have resulted in personal recrimination, contrary to the Public Service Code of Conduct and all Ethical requirements which apply to a Public Service entity.
Very Negative		

	Performance & Development,Communications,Leadership	Transparency in the purpose of new initiatives/changes/tasks/goals. Being clearer about the reason management are asking for a task to be completed in a new way. For example: to meet the recommendations of an external auditor. Or requested by the WHS board/board member and the purpose of the request/desired outcome. Or requested of a minister and the purpose for the request.
Negative		Understanding why things are being asked makes a big impact in the commitment of the people performing the task. Also allows some individual discretion on the ethics of the request.
	Culture & Values,Leadership,Performance & Development	OIR needs to fulfil the role it was put in place to do without political influence or interference. The OIR Executive needs to stand up to and call out the inappropriate behaviour of Ministers and the Board who use OIR to service their own political objectives.
Very Negative		I am not treated with the respect which I think everyone is entitled to. Middle management do not accept responsibility for the high rate of staff loses, which is placing current staff in a situation of frustration, low moral, excessive stress and a scenes of no self worth. Unrealistic expectations are being expected of us as a work group, with people undermining the value of the staff under there management. We are expected to demonstrate a high ethical standard when working with client which is not practised by others.
	Leadership,Employee wellbeing	During this year I have suffered a panic attack when requested to perform a task which was requested of me without the required assistance or consultation, which was brushed aside by my immediate manager at the time.
Very Negative		I think OIR has a relatively positive working culture, with some areas of improvement. Some leaders in OIR supports, but doesn't like, flexible work arrangements and often assumes everyone in the team feels the same way about it.
	Resources,Leadership,Employee wellbeing,Culture & Values,People and Teams	Higher management should support all decisions when it comes to flexible work arrangements as each individual has different feelings about it.
Mixed		Other than that, I enjoy the culture and see the efforts put in by OIR leaders.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values	Poor senior leadership which includes lack of transparency, lack of leadership skills and experience, no information sharing, blaming staff and not taking accountability for senior leadership failures and errors, pushing own personal and political views at work, rigid, inflexible, punitive controlling behaviour, plays favourites, holds grudges, doesn't listen to concerns and disregards concerns when raised, poor vague feedback provided to staff, mixed messaging, petty, double standards, untrustworthy. Staff leaving and more staff actively looking for ways to leave. Staff taking lots of sick leave due to poor senior leadership.
Very Negative		There is a lack of understanding of how to set expectations and derive KPIs within the business. Management are unwilling to/or do not know how to set clear expectations on what must be achieved in order for satisfactory
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values	performance. This may be due to KPIs not being cascaded from the Safety Plan, incompetence or other reasons, I am not in a position to speak to that.
		A lack of KPIs makes it difficult to hold inspectors to account and allows there to be resentment between those who do and are considered "doing their job, and those who don't and "get away with it". This toxic culture has been allowed to fester within the organisation for a long time and until such time as effective people management practices are adopted, will to continue to.
		A lack of "fundamental principles" or "pillars" debases all that the Executive are trying to achieve with their rhetoric. Middle management that hold different values aren't held to account and employees feel that Executive rhetoric is hollow. Employees should be able to point to the pillars as a key reason that it is safe to speak up, or stop for safety. For example, Respect, Integrity, Sustainability etc. If the Executive promote these pillars and stand behind them it will assist a ground up change.
		Work management practices are inefficient and clumsy. A lack of proper planning tools embedded in the organisation, such as MS Project or SAP, is staggering. No end to end solution exists allowing for notification by the public of an event, through to effective investigation, evidence and document capture, procurement, reporting and closure. Forward planning by supervisors relies on asking how much work individuals have on, rather than utilising a database of available hours vs new jobs. This, in part, allows inspectors to obscure their work load and cherry pick work.
		By having an effective work management system and clear KPIs cascaded down through the organisation it would work to allow more effective and efficient use of the inspectorates time. It would give the organisation a clear understanding of the resources required to perform the work and identify areas of inefficiency by having easy to access reports.
Very Negative		Combined with effective people management training and the pillars to work by it would empower supervisors to set expectations of employees, and reward when appropriate or discipline if necessary. It will also allow empower staff to feel they have a voice and can make change, rather than feel like a small cog in a big machine.
Very Negative	Leadership,Employee wellbeing,Service delivery,Communications,Culture & Values,People and Teams	#NAME?
	Culture & Values,Employee wellbeing,Resources,Leadership	Encouraging a flexible work environment however knowing when there needs to be limitations put on these flexibilities. Sometimes too much flexibility across the board causes some staff to take advantage of it at the detriment of others who do not abuse the system. This can be seen when staff may take a job knowing it involves conditions such as travel etc. Then once in the role, do not wish to fufil these resposibilites putting pressure on coworkers to pick up the slack.
Negative		I enjoy working in my organisation. I feel valued and accepted.
	Performance & Development,Leadership	
		Social gatherings for staff once in a while would be useful in building strong healthy work relationships.
Mixed		Previously, in years gone by the whole organisation invested in having it's people attend conferences to promote it's goals and direction for the future. Depending on where it was held, hotels were booked to accommodate out-of-town staff. Suggest consideration be given in re-establishing these conferences.
	Employee wellbeing,Service delivery,Leadership,Culture & Values	Raising a working for WHSQ survey. This is and will be wank worded off when the results come back to be explained as hard to "narrow down" what we mean. It has is every other survey and I hope it won't in this but if it walks like a duck.
		Culture - get rid of the CMEP, Helen BURGESS and the direct influence of the ETU and CFMEU
		This should be a free text box for anything that we want to expand on or explain. Framing this box for a narrow response feels "managed"
Very Negative		In the past I have written many pages of free text in this box but I am so exhausted and disillusioned with our department and this kind of survey that I so nearly didn't do the survey but thought I would just to tell you how much of waste of time this survey is to me. A pointless exercise in Upper-management arse covering.
	Resources,Leadership,Service delivery,Communications,Culture & Values,People and Teams	Create an environment that encourages open and respectful collaboration between colleagues, where leaders at all levels are more approachable (flatten the structure). All employees embrace and live values around courage to do the right thing and work on tough problems, focus to do the work and make things happen (remove red tape/blockers), commitment by doing things when you say you'll do them, respect for each other to be capable and independent people and openness so there is transparency around information sharing and decisions - everyone has to have a voice.
Very Negative		Garry Denny
Neutral	N/A	Honesty and transparency with staff. Fair expectations across the board for all staff.
Very Positive	Leadership,Communications	I have been an inspector for the past 17 years and in the last 3 years have seen a massive decline in the culture and behaviour of senior management.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Culture & Values,People and Teams	
		Senior management expect inspectors to write notices to appease the unions when we attend complaints made by them about builders. Senior management expect inspectors to support union officials with entry to sites under 81(3) and 117 that is against the ACT and at times unethical and unlawful, the pressure implied by senior management is that if this is not done inspectors are questioned on why they have not supported the union entry or complaints.
		I have been asked to leave site as the union officials broke into site and the builder said they were trespassing and did not have all the necessary safety PPE to be on site, I was told that senior management wanted me and the other inspector to leave site as they were going to send 2 more inspectors to support the union in there unlawful entry.
		The complaints being made by stakeholders (builders) is that it appears that there is collusion between the union and the department when the union turn up to site and we arrive 1 minute later, or we arrive before the union have even have arrived to the site, and the request is for union assistance, the triage to the complaint has not gone through the process everyone else has to go through but rather is triaged by a senior manager.
		When i first started with WHSQ it was a privilege to be part of a respected team who were respected in industry as the regulator and we represented fairness to all parties, now we are looked upon as the unions extended arm to do as the union wants and fine those who stand up to them, the respect the inspectorate once had has been crushed by our senior management who support the unlawful action of the union.
Very Negative		Our senior manager treats the existing inspector with contempt where this person has spoken to external stakeholders that the older inspector dont deserve to be working here as they dont know what there doing, when you hear comments like this, why would any one want to work under this type of leadership.

	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Communications,Culture & Values	culture keywords- consultative, transparent, progressive, supportive, proactive, empowering, integrity, people-focused suggestion 1 - provide a less restrictive IT environment for staff so it's easier to perform daily tasks suggestion 2 - increase the budget and FTE's for the IT support area so they have more staff and can provide better support suggestion 3 - allow Data and Evaluation Services staff to have local admin rights on their PC's to install and configure non-standard software tools (e.g. SAS, SQL developer, Visual Studio, Python) suggestion 4 - give Data and Evaluation Services staff increased permissions to automate tasks using non-standard software tools (e.g. SAS, SQL developer, Visual Studio, Python)
Very Negative	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	Despite the departments purpose being industrial relations , it lacks clear policies and governance in relation to IR for its own employees. Policies are vague and lack any connection to the relevant industrial instruments or non existent.HR seem to lack the knowledge or skill to actually interpret and create easy to read policies that would be clear to managers and lower level works. There is no connection with strategic goals and actual productivity. PDAs are not meaningful documents. First mention of PDA was in the context of scolding work group about utilising ATL on friday afternoons and it could "be discussed at PDA time". At the same time , the director permanently appears offline on teams and whereabouts are not known at any time. "Business needs" have no real connection to outcomes for clients or productivity measures. There is no coherent messaging on the strategic direction of the LHLCU that can be tracked and measured through real outcomes. The Director is reluctant to communicate any difficult messages herself and have authentic conversations with staff directly and the 7s and 8 have to deliver all messages even when they are not the decision maker. Have witnessed a marked decline in culture since departure of NAT and significant increase in the length of time for matters to be progressed. It is sad to see many long term staff feeling demotivated and demoralised.
Very Negative	Resources,Agency engagement,Employee wellbeing	More staff across OIR - staff are suffering from burnout in all agencies Great work has been done in flexible work arrangements for OIR - Continue working towards embedding flexible working arrangments as an OIR 'norm' by doing this it will retain existing staff and keep OIR a competitive employer
Mixed	Resources,Leadership,Employee wellbeing,Agency engagement,Culture & Values,People and Teams	Better resources / reallocation of resources to organisational priorities would assist in improving the workplace culture. Burnout is quite evident across the organisation, which impacts how staff respectfully engage with colleagues and across the organisation including having pride in work.. Passion and a hefty amount of goodwill is required, and its not reciprocated from management. Shouldnt our OIR Strategy vision be reflected internally - staff are workers too.
Negative	Performance & Development,Communications,Service delivery,Leadership	Supportive, ethical, transparent leadership with clear goals and expectations. Clear definition and communication of the regulatory and constituent services that OIR provides, and the business processes that support those services.
Very Positive	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	Designated ownership and measurement of those processes, so that these can be managed and improved to support the constantly evolving role of OIR as a regulator. * To utilise some of the more specific areas of OIR to engage in events (i.e. Psyc unit to do the more complex bullying/sexual harassment cases, or Asbestos to offer greater site support on big or complex asbestos jobs). This would free up Inspectorate resources, alleviate Inspectorate stress and likely result in a better outcome. There are a great deal of specialists in OIR, who do not appear to help out 'in the field' proactively or when asked. * Review of Inspectorate 'Events Management Policy' surrounding deadlines for data entry requirements etc., as these expectations are usually unachievable, and consequently result in substantial 'unrecorded out of hours' work being done to meet these expectations and to avoid this outstanding work being detected my Managers. * On-call roster and expectations. There is no policy that outlines additional assistance to an Inspector on call when help is needed, or if an Inspector has been called out to a job; what entitlements as far as a break before retuning to active duties. * Better development of the Campaign Audit tools. Rarely is an audit tool error free, not contradictory to itself, or provides clear direction to Inspector in relation to how or when to issue enforcement actions. Possibly suggest that a designated Inspector develops the audit tools, rather than advisors. * Inspectorate stress and mental health issues due to workload and procedural expectations, especially in SE Qld, is unsustainable by the current workforce and irresponsible by the organisation not to properly identify and address.
Very Negative	Service delivery,Communications	From a Workers' Compensation Regulatory Services Review perspective, the main focus should continue to be producing high quality review decisions which are well-researched, articulated, evidence -based and well communicated to workers and employers. This can be difficult in the face of short legislative timeframes, particularly with complex, high volume and lengthy claims, however the quality of work should not be compromised. I think WCRS has done well in maintaining this standard and should continue to do so.
Mixed		
Positive	Performance & Development	I think that if OIR continues on its path it will continue to achieve its priorities and goals. Little to no change is required in my personal opinion.
Mixed	Leadership,People and Teams	Management and Executive Team say all the 'right' things but do not often practice what they preach.
	Service delivery	Our work group would like to have a roster where a fwa is not a requirement to achieve the hours and have a 9 day fortnight. A FWA has to be repeated every 6 months and workers time is wasted by applying approving reapplying for a day off
Negative	Agency engagement,Leadership,People and Teams,Employee wellbeing	Leaders at all levels must push for teams to maintain work life balance as a priority.
Very Negative	Leadership,People and Teams	Paternity leave is inadequate and falling behind the programs offered in private industry. Programs that encourage fathers to participate early in their children's lives has a massive positive impact on broader society. Government organisations will struggle to attract and retain the best and brightest without an overhaul of the parental leave offerings currently in place. My fellow work colleagues, the Construction Inspectors are not treated with the same respect that the Industrial Inspectors are. This is an ongoing issue and has been reported on every year for he last 5 /6 years. Management are aware and so is the Minister. 40> Construction Inspectors have left , bullying, harassed, victimised. Check the exit meetings that they have provided for verification. New Construction Inspectors on the cusp of leaving due to incompetent Construction Leadership (not all) but those who have never done Inspector work. HR and Ethics are morally deficient and complicit in this on going matter. Inspectors have no faith/ trust in these two sections. Work in progress. Thanks for the opportunity to respond and to not identify myself.
Very Negative	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Culture & Values,People and Teams	trust your staff! micro management is toxic. changing the goal posts at the last minute creates much work and stress. integrity and value staff. many quiet staff and quite teams that get the job done without complaining. they do not get a look in for any formal recognition. more attention is given to poor performers or charismatic personalities.
Very Negative	Leadership,Performance & Development	Have consistency in how we operate, focus on high risks to health and safety when enforcing compliance and selecting enforcement measures - higher penalty for higher risks (not low risk administrative breaches), Senior management within pockets of the organisation performing ethically and in support of the departments goals and legal parameters and supporting staff under them and the decisions they make. This same area having faith and respect with the inspectors level of enquiries and decision making without directing another inspectors opinion or taking the view of an external person over the inspectors decision (enquiries or formal reviews are ok but everyday questioning is not).
Very Positive		Note: My manager and senior management (RD) is professional, supportive and knowledgeable.
Positive	Performance & Development,Service delivery	One that supports the welfare of it's workers when developing policy relating to dealing with the public and enforcement.
	Performance & Development,Culture & Values,Leadership,Agency engagement	There is a huge cultural problem within OIR, from the top down. Senior leadership needs to set standards and hold those under them to account, as there is far too much inconsistency on how employees from different workgroups are treated. The Department must stop using agency staff where possible, and instead develop staff within the Department to skill up, as access to the training required to do jobs of higher AO levels is consistently refused, meaning employees are sat at their levels indefinately, while employees from external companies develop their staff, with these persons then filling positions of higher levels, meaning there is little to no development for current employees. Bullying is rife, and is not treated seriously, and in many cases is accepted. This is sometimes even seen to be perpetrated by Staff of SO or SES levels, either directly or indirectly. Overall, OIR is not a pleasant place to work.
Very Negative		

Negative	Culture & Values,Service delivery,People and Teams,Leadership	Internal stakeholders or colleagues in OIR being responded to within reasonable timeframes will help enhance confidence in the organisation's culture.
	Culture & Values,Leadership,Resources,Employee wellbeing	We are being overworked and just expected to carry on and do the work. This has been happening for years and even though there are a myriad of reports that have been prepared to show the Executive that we need more staffing, it feels as though we are not supported in this.
Very Negative		A culture of behaviour that should exist is for the Senior Executive to come and see how overworked we are and for them to find solutions for us.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	- Options for working mothers and primary care givers to work remotely on a more permanent basis would make a significant cultural change for many women in the workplace. Generally women fall into care giver roles and it is very difficult to manage being a FT worker and a primary parent/care giver when needing to be away from the home for lengthy periods of time. Wage gaps between women and men are increasing and I consider the reason is that many mothers choose to work part time to enable a better balance. More flexibility for women in the workplace is needed to assist mothers to enable them to work. If options of working remotely are not preferred or suitable, then reasonable alternatives should be navigated for those parents with school aged children that are working. - Having designated in office days where other teams integrate with others for mutual benefits (meetings, gatherings to celebrate achievements). Attending the office for purposeful reasons. - Employ and have more FTE's as oppose to contractors filling front line roles, thus creating security for those that are undertaking these positions/roles on a contractual basis. - Have a platform that opens communications with other work units that have a shared alignment (i.e. via a intranet chat group or a facebook type platform). - Have a hosted meet/greet event with OIR staff across work units that work collaboratively together. - I am not sure if there is a diversity concern amongst my work group, and thus a cultural concern. I certainly would like to know more about Aboriginal or Torres Straight Islander cultures as to how my work may/does impact upon other cultures. Embracing other cultures would be a nice way to have/create inclusion and how we all could do this better would be of interest to our work group and OIR as an organisation setting the tone for workplace change and inclusion. Having cultural awareness is not just a responsibility on individuals to embrace, OIR as an organisation should be encouraging change as a govt department for social change. I personally don't think this is an issue within our work group or OIR, however now with the inclusion of individual Human Rights legislation integrated into our to work processes (recruitment/procurement) it would make it timely to discuss such things with staff as to culture and how to embrace everyone with cultural diversity. Understanding support options for those with cultural diversity would be important also, if there were supports open/available such as: (https://au.reachout.com/articles/support-services-for-aboriginal-and-torres-strait-islander-people) or, https://queenslandpsc.au1.qualtrics.com/jfe/form/SV_9AhbuSTNztuxeTA?Q_TS_ID=TS_9e20GB60S0VBzr2&Q_TS_RS=Self&Q_EE_ANON=1&_=1&ED_ResponseID=R_3EcF5BEfxWMcmMU&Level2=&Level3=&Level4=&Level5=&Level6= Giving staff information and guiding a way forward is needed. Reciting a welcome to country prior to a more formal meetings isn't in my view showing any increased cultural diversity or respect (I view this as more of a token gesture only).
Very Negative		
Neutral	N/A	.
	Service delivery,Performance & Development	OIR needs to be more future focused and free itself from worries which have their basis in past experiences. Yes we need to learn from past bad experience but we can't let fear of them reoccurring be the sole reason we don't embrace changes which will bring us into the 21st century and allow us to actually implement the "best practices" we claim we want to adopt. And yes, it really does seem like some of the reasons why new ideas are squashed hark back to this one time in 19xx when we tried something similar and <insert bad thing here> happened...
Very Negative		
	Performance & Development,Culture & Values,Employee wellbeing	Culture is toxic within OIR. The expectation to work ridiculous hours, the pressure for part time employees to constantly increase their hours, the unreasonable workload and ridiculous time-frames is critically damaging people, and
Very Negative		the OIR culture and reputation. What we promote and what actually happens are so very far apart.
	Communications,Leadership,Culture & Values	culture with open, transparent communication - across the chain of command and break barriers between the different levels from subordinates to upper management. empowering staff trust and respect within organisation
Negative		
Positive	N/A	I am new to the organisation and do not have an opinion on a lot of the questions. I enjoy my role.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Culture & Values	Implement a true zero tolerance for workplace aggression, both passive strategies and physical strategies, against inspectors. Implement a progression system that rewards the hard working high achieving workers not, favourites, relatives, friends etc. Stamp out victim blaming culture when an inspector experiences workplace aggression. Stamp out cronyism, nepotism. Implement arrangements for minorities to be able not only to be heard but their views taken into consideration and implement processes so that minorities can continue to work without imposed conditions. The current
Very Negative		consultation process only focusses on majority rule mentality when implementing policies that potentially restrict or exclude certain employees. This is called "mobbing" and is not true consultation and inclusion.
Negative	Communications	More Communication and Meeting.
Negative	Agency engagement,Resources,Employee wellbeing	We need more staff to spread the workloads across various offices which should increase moral and motivated workers
	Leadership,Resources,Employee wellbeing,People and Teams	Workloads become overwhelming and good people leave. Mental health suffers and morale is low. People, staff, workers are valuable resources and it is perceived are considered last with minimal allocation of budget. The organisation trend is to funnel money into new computer systems for smooth operation and compensate for the need to have people in the workforce. Administration duties and double handling of data to accommodate systems has increased very dramatically within the role and is extremely time consuming. This effects performance, the ability to manage workloads and expectations required to fulfil duties of said role. This does not change, because no matter the good intentions, how many of these surveys are completed, it will always come down to minimising the need for people in the workforce, unfortunately. This will be the last survey I will participate in. Thank you
Very Negative		
Neutral	N/A	No comment
	Service delivery,Employee wellbeing,Leadership	I am relatively new to OIR coming from another state government agency and I have been impressed by the professionalism and support provided to my by my manager and the organisation. The support and trust to work autonomously with the utilisation of flexible work arrangements has improved my work and family life which has resulted in an increase in my mental health and my work productivity. The direction SWI is moving is positive and I support my manager in future development of the unit.
Very Positive		
	Diversity, Inclusion, & Fairness	Stop it with the over the top cultural awareness, welcome to country, LGBTQIA+ inclusiveness stuff. Let's just treat everyone the same and not single out certain groups. It makes people feel awkward and creates more of an "us and them" mentality. We don't need more division, we just need unity and that simply means treating everyone the same. Stop ramming this stuff down our throats.
Very Negative		
Negative	Leadership,Resources	Please make the survey shorter in the future, I feel you could half the questions and still gather the same amount of information.
Very Positive	Communications	Forward thinking, flexible, honest, transparent, change embracing, professional, caring, focussed
Negative	Performance & Development,Resources	further encouragement of secondment to other roles within the organisation.

	Communications,Leadership,Culture & Values,Service delivery	The survey contained lots of questions in relation to Aboriginal and Torres Strait Islander people and their culture. Organisationally, I am not aware of anything meaningful being done in this area across the state. I think we like to tick a box and say it's being done. SafeWork NSW has gone a little further. https://www.safework.nsw.gov.au/safety-starts-here/our-aboriginal-program A mobile specialist unit in this area would be useful.
		The question - Managers and leaders in OIR encourage us to embrace change seemed a bit odd. What if we don't like the change - encouraging us to embrace it doesn't make it easier to accept.
		Change is so ongoing that I find it easier to ignore most things and go looking when I need to.
		The Performance and Development Agreement process is well recognised as a box ticking exercise. The previous Work Expectations Agreement process was better than what we have now.
		Workforce transparency is still being avoided. There is the feeling that we are top heavy with lots of Brisbane based people that are not Inspectors, and do no field work. This may not be true. It would be nice to know how our workforce is made up. A way of measuring this would be to check who has been assigned a response assessment in the last 6 months. This would roughly indicate how many Inspectors are in the field. If we have 500 staff supporting 200 Inspectors then something is wrong.
		People are avoiding using the HIVE process as it's way too complicated. Are we getting value for money out of this?
		Union complaints in the construction sector are a well known problem and have resulted in many experienced Inspectors leaving the job or working in other areas other than construction. This is actually making the construction industry less safe. The complaints are often baseless or of a minor nature. They do however, take a long time to resolve (days) and Inspectors are well aware that unions have a direct line to Senior Management. Whilst this is all happening those Inspectors are not out looking at other areas of construction such as domestic housing.
Very Negative		
Negative	Culture & Values,Service delivery,Performance & Development	Continuous improvement culture - we may not be great at everything we do now but if we can consistently improve, in small steps over time, we will be successful and achieve our priorities and goals.
Negative	Performance & Development	There is not enough opportunities for promotion for lower paid employees.
Very Negative	Employee wellbeing	I would like a bit of a break when it comes to my work. I feel as though it is very repetitive and exhausting at times.
	Culture & Values,Resources	OIR must have a good safety culture where employees are proactively thinking about safety.
		There is some resistance to change within the organisation particularly in regard to IT systems.
Negative		
	Employee wellbeing,People and Teams	There is no mention of mental stress only physical and emotional stress. Mental stress is much more common in the workplace than physical and emotional stress.
		Flexible arrangement is not supported where a colleague had to change department to achieve flexible work arrangement. We should be able to work additional hours to be banked as ATL/Toil and used as required.
Very Negative		
	Performance & Development,Leadership,Service delivery	These surveys would have some meaning if:- (a) senior management acted on the results rather than paying 'lip service' (b) senior management applied inclusive/consultative processes rather than paying 'lip service' (c) elimination of 'jobs for mates' (d) promotion on the basis of merit as opposed to 'jobs for mates'
Negative		(e) EOI process administered appropriately rather than in a manner to achieve a management desired outcome
	Performance & Development,Leadership,Culture & Values,People and Teams	To help OIR the most to be successful and achieve its priorities and goals, remove the culture where speaking to anyone outside of your own manager is taboo. When there is trouble between a manager and his/her employee, the employee should be able to approach the manager's manager, or other assistance, without fear of stepping on toes and/or negatively impacting his/her own career. This requires an approachability from the executive team and executive directors, and accessibility to them from "ordinary" employees also. In other words, break down silos and have accessible and approachable executive team and executive directors who are in regular, informal contact of the type that is "waiting for the photocopier small-talk" so that issues can be informally raised, recognised and managed.
Negative		
	Resources,Leadership,Employee wellbeing,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	The current culture is very negative and toxic, this has seen multiple people resign, take up secondments, and take leave.
		Firstly, management need to be more transparent in: - Recruitment - Back filling roles - Unit and organisation as a whole updates - Recruitment structure AKA - level of occupancy compared to workload and additional responsibilities put on staff within teams
		Some units seem to have an issue with retaining staff, "Staff retention is highly needed. This has created a bad and ugly environment and puts a strain on other resources such as other teams. Restructuring seems to be going on continuously, when it shouldn't be.
		We have seen announcements where people have been successful in short term roles but no notification or awareness has been emailed out about the role being available.
		Management need to start thinking of staff retention, as at the moment there is a major lack of this, and the organisation will continue to loose this tacit knowledge.
		Management need to be more in tune with what is happening, engage more into there teams as a whole and individually, a email does not cut it, a face-to-face catch-up helps, on a regular basis.
		Allow team members to have more opportunities for professional development, have some sort of mentorship or upskilling available to everyone at all levels.
		Management need to start listening to everyone AT ALL Levels as people are being ignored in the workplace. This creates tension, unease and a real negative workplace.
Very Negative		
	Resources,Employee wellbeing	Manage workload Address burnout and high ATL
Negative		Identify why we can stop doing in the pursuit of always doing more with less

	Resources,Leadership,Communications,Culture & Values,People and Teams	I LEFT THE CONSTRUCTION INSPECTORATE IN LATE OCTOBER 2021 TO ACT IN MY CURRENT ROLE, AND HAVE SINCE SECURED MY PERMANENT POSITION. I FELT THE TOXIC OPERATIONS MANAGERS AND DIRECTOR, CONSTRUCTION AND EXECUTIVE DIRECTOR WERE PURPOSELY DESTROYING MY SOUL IN AN EFFORT TO HAVE ME LEAVE. I AM ONE OF 45ish CONSTRUCTION INSPECTORS, SERVING FOR VARIOUS LENGTHS OF TIME, TO LEAVE CONSTRUCTION INSPECTORATE. HELEN BURGESS AND MARC DENNETT ATTRIBUTED THE DWINDLING THE NUMBERS DOWN TO AN AGEING WORKFORCE, YET SHE ADMITTED IN A TEAMS MEETING (1.5 - 2 YEARS AGO) WITH ALL CONSTRUCTION INSPECTORS AND OPERATIONS MANAGERS, THAT SHE KNEW THE CONSTRUCTION INSPECTORATE WAS VERY TOXIC. SINCE SHE 'TOOK OVER THE REIGNS', THE CONSTRUCTION INSPECTORATE HAS BEEN WORSE FOR IT. I BELIEVE SHE MAY BE CURRENTLY UNDER INVESTIGATION FOR CORRUPTION AND WHATEVER ELSE BY THE CCC. THIS DOES NOT SURPRISE ME AT ALL! HER AFFILIATIONS WITH THE BLF (WHEN THEY WERE AROUND) AND CFMMEU HAVE HER PROTECTED. HOPEFULLY A FULL INVESTIGATION IS CONDUCTED INTO THIS, INCLUDING SEIZING HOME COMPUTERS, FILES, PHONE RECORDS, TEXT MESSAGES, THE WHOLE SHEBANG! I ACTUALLY HOPE THAT THE MEDIA GETS A HOLD OF WHAT SHE, MARC DENNETT, CHRIS MUTTON AND MARK HOUSTON HAVE/ARE CONDUCTED/ING THEMSELVES. I HAVE WORKED IN THE PUBLIC SERVICE FOR 32 YEARS AND HAVE NEVER WITNESSED 'UTTER CRAP' LIKE THIS, IT'S FUCKING DISGRACEFUL! SINCE LEAVING THE CONSTRUCTION INSPECTORATE, I HAVE FELT A 'CALM' LIKE I HAVEN'T FELT FOR 4-6 YEARS. I HAVE SINCE SEEN MANY COLLEAGUES LEAVE OR MOVE TO THE INDUSTRIAL INSPECTORATE AS THEY TOO WERE FED UP WITH THE SHIT DEALT OUT BY HELEN BURGESS THROUGH HER OPERATIONS MANAGER CRONIES. IT'S VERY SAD AS I USED TO GLOAT ABOUT MY JOB, THEN MARC DENNETT AND HELEN BURGESS 'TOOK OVER'.
Very Negative		I NOW ENJOY MY JOB AGAIN, COS I'M NOT IN THE CONSTRUCTION INSPECTORATE!
	Employee wellbeing,Performance & Development,Leadership	Treat people as people, focus on learning/training in how to flex with different personalities in the workplace, remove the caste mentality and treat people as equals which will then give management the respect they too deserve.
Negative		
	Culture & Values,Service delivery,Leadership	A more proactive and focused culture with clear sights on the right priorities to deliver the best outcomes for Queensland; encouraging autonomous work and demonstrating trust and confidence in employees. Much less focus on administrative and statistical tasks and much more effort and drive into processing work as effectively and efficiently as possible to ensure prompt turnaround and follow-up.
Very Negative		For me personally, I would like interaction and meetings with my manager. This is the first time in a 22 year career that I have no real contact or interaction with my manager. From a culture perspective I think regular updates to staff and clear objectives would be good.
	Performance & Development,Culture & Values,Leadership	Inclusive, dynamic, cutting edge, embrace change, encourage team, collaborate across teams , share, be open, be vulnerable. Be positive, give feedback often.
Negative		Expanding and normalising flexible working opportunities will elevate the morale, and physical and emotional wellbeing of staff, that in turn enhances the success of the organisation. Freedom to work less than full-time, to work from home without prior arrangement/approvals, and similar flexible hours (7am-3pm, 8am-4pm, etc) are examples of expanding and normalising flexible work.
Very Positive	Leadership,People and Teams,Performance & Development	I am disappointed at the number of good, knowledgeable colleagues that have left our organisation in recent times due to workload issues, poor management of their career opportunities and lengthy processes to recruit. On the one hand we encourage people to apply for other positions as part of their career development, but then there is no backfill to help existing staff management the workload of the units.
	Employee wellbeing	
Neutral		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	
Very Negative		Our culture is adversely affected because (in my opinion) mental health and wellbeing is not being prioritised over operational demands such as adherence to the CMEP.
	Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	A culture that is supportive of its workers, free from behaviors of psychosocial nature such as bullying.
Mixed		My current work unit supports a good working culture. I have worked in other OIR business units that have a culture, not like the one I currently work in. Although my workload is heavier, the positive work environment keeps me driven to be productive and support my senior managers and colleagues. A good culture provides me with the drive to deliver and work harder.
Neutral	N/A	
Neutral	People and Teams	Collaboration, respect and caring.
Positive	Culture & Values	A good culture supportive and positive.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Communications,People and Teams	It all begins at the top. If the Director and senior management aren't seen as setting a good example then the flow-on effects cascades down to the rest of the team. There is a a very high turn over of staff and for good reason.... There are unfair recruitment practices and staff who have genuinely expressed interests in developing further within the organisation have been overlooked while others who are relatively new with less experience get a fast-tracked to the top - depending on their familiarity with the senior staff. Favouritism is widely practiced while others get overlooked. So transparency, communication AND accountability should be practiced regularly and not just talked about.
Very Negative		
Negative	N/A	Positivity. Nurture staff - don't always focus on their faults.
	Leadership,Employee wellbeing,Service delivery,Agency engagement,People and Teams	Construction Director to be sacked Micromanaging with Aurion timesheets to be stopped Working roster to be stopped Only one worker allowed to have time of in a month in the whole construction Inspectorate. Construction strategy micromanaging the construction team and having a say in how, what were we go daily. 81'3 complaints sould not be attended until they have fully gone through consulatation process with the builder. Due to construction permit holders loosing there state and federal permits unlawful and unethical behaviour. Workloads not been managed due to the amount of Inspectors who have moved on and the Inspector have not been replaced. CMEP has caused alot of occupational violence due to the Inspector having to issue hefty fines and caused alot of stress on the Inspector No consultation in the Inspectorate from the Director daily The Triaging of union complaints should not been done by the Director for construction but should be done as per policy through AAA Stakeholders making false and misleading complaintsd towards Inspectors when we are not doing whatey want us to do and demanding we write an notice or Infringe.Then the Inspecftor is then Investigated. When the due process has not been followed i.e they have not put in writing the complaint. Managers ringing us whilst we are on site and seem to know what is going on when they are not on site. Then demanding we write notices to appease the stakeholder Even though the Inspector explains he/she cannot write the ntotice due to not forming a reasonable belief. Putting Inspectors on the Gold coast roster without consulatation and the expecting them to drive for four hours to and from the Gold coast to work down there for the day. Taking away the Proactive areas the Inspector used to have and service and take great pride in looking after there areas. Now we dont have areas so we can be readily available for union complaints and act as rapid response. We need to have our practive areas back The Inpsector to be rapid response for union complaints and the expectation is to be on site in under an hour. Whilst driving he is then recieving several phone calls as to were they are creating alot of stress for the Inspector. Inspectors expected to drive from the Northside to the Southside or Ipswich due to there not being enough Inspoectors on the ground to do the job. The reasons above mentioned is the reason why a large amount of Inspectors have moved on from the Inspectorate only leaving a handful of constrcution Inspectros through out the state to do the job.
Very Negative		

	Leadership	Please realise that my answers are provided knowing that this survey has been completed during my first two days of employment with OIR. I believe this survey should have been held back from being sent to me during my first day. If I can take some positive experience from completing this survey I would say that I'll be better prepared next time I complete one. There were a lot of questions :)
Negative		
Negative	Resources,Leadership	Support your staff by providing sufficient human and physical resources to do their job. There is a lack of confidence and knowledge to address poor workplace performance.
	Performance & Development,Resources,Communications,Leadership	Look within to source talent for roles. There are a lot of transferable skills internally. People tend to get "pigeon holed" in this organisation. Senior leaders only see them as capable of doing their current role and not of their potential for other roles. I appreciate open and transparent recruitment but it would be nice to see staff personally encouraged to apply for roles based on acknowledgment of their value
Mixed		
	Leadership,Service delivery,Resources,Employee wellbeing	every time the org comes up with a new framework or corporate responsibility it never seems to be adequately resources to perform the full extent of the administration and governance requirements associated with it and hence is always 'absorbed' into existing roles and workloads. Hence items take a long time to progress and this increases the risk of it stalling because people move on, lose interest or just can't cover the extra load to do it properly. For example, the extent of governance expected now across all matter of work activities has increased demands yet no allocated/dedicated resources (i.e. partial FTEs, hours, new roles) to ensure it is done over and above current work. This excludes the HIVE- it is more about the expectations across the units. Increases are being made on performance measures, reporting and capturing data, reporting on human rights issues, risk registers, new frameworks and strategies, ICT demands, PDAs, and so on. It must be recognised that if we capture more data and metrics, that has to be analysed, interpreted and acted on otherwise it is pointless. I support the increased governance and accountability but I don't believe agencies are accounting for the inevitable increase in the associated workload and thus tends to detract from core WHS business and leads to excessive workloads and burnout. There has been a substantial increase in this corporate 'noise' with no commensurate increase in resources (IT or human) to deliver while delivering services to QLD at the same time. Can't have it both ways- can't effectively maintain services while increasing corporate demands with no increase in support whether it be project managers, HR advisors, adminsitrators- there is always an overhead cost with these yet are the first areas to be eroded. This inevitably draws key personnel increasingly away from core business to address such demands.
Very Negative		
Very Positive	Communications	Open, honest and transparent communication
	Culture & Values,People and Teams	Current culture within the team is great, workplace is supportive and the team environment is the best I have worked with.
Very Positive		
Negative	Performance & Development	OIR should utilise the expertise and skills of the experienced employees to assist the development of new employees.
	Performance & Development,Leadership,Culture & Values,People and Teams	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals?
		OIR (WHSQ) needs to ensure its team members are made to feel like they form part of team WHSQ who are collectively all on the same page with universal understanding of the organisation's aims and direction.
		Perusal of any successful private sector organisation will show that its management usually demonstrate an ongoing 'hands on' proactive engagement strategy with team members.
		Unfortunately I can count on less that 1 hand only the number of times this has occurred in the last 12 months.
Mixed		
Neutral	N/A	WHSQ has some wonderfully gifted people who could make this happen if only they were given the executive encouragement to do so.
	Culture & Values,Diversity, Inclusion, & Fairness,Resources,Employee wellbeing	Nil comment
Negative		OIR needs to continue to focus it ongoing culture on Flexibility, inclusiveness and understanding. Especially in these new and vastly changed days from what used to be considered the "norm". More opportunity for employees to work in better work-life balance arrangements should be given high priority with the focus on office based employment being reduced and diversified to home office work at every opportunity.
	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	mentoring and career succession planning and positions available for this to occur, so internal staff with skills knowledge and ability can be given opportunity to develop and progress (including obtaining roles at permanent higher levels)
		people with specialist professional skills being acknowledged and rewarded (while we are in the business of 'public service' we are a specialist knowledge group but progressively over years this is devalued for people without the specialist skills being given priority/opportunity and the specialist skills are diluted in the process).
		There needs to be a mix of skills, experience and abilities but pendulum has swung away from the specialist technical skills needed to understand and apply effective and credible strategies to the role for the betterment of the stakeholders of the agency.
		Culture where smaller specialist groups within the agency (within OIR / within ESO) not being overshadowed by larger groups / being left behind in areas of support, skill development and staff capacity (building on current strengths so they are not lost - and remain valued - while also developing for future technology and having adequate staff numbers and career progression opportunities within group).
Negative		
Very Negative	Leadership,Diversity, Inclusion, & Fairness,Performance & Development,Communications,People and Teams	#NAME?
	People and Teams,Performance & Development	Everyone working together as a team to get the work done in a timely manner.
		Identifying individuals strengths and creating mentoring opportunities to share their skills and knowledge so they are not lost when they leave.
Positive		
	Resources,Leadership,Service delivery,Performance & Development,Culture & Values,People and Teams	Our Executive Director is kind and approachable, and i have had cause to speak with her. She was very welcoming to discuss issues. However despite our executive director being so lovely, our Director is not approachable, he barely speaks to the 'plebs'. i can't be bothered saying hello to him because he never responds.
		We have a team member who is a bully (will be referred to as "the bully") and our manager and TL bend over backwards to keep her appeased.
		For example, this bully saved all her work in an area not accessible by others on her computer. When changes were made to our computers to upgrade the software, she lost all her work. She screamed out and sobbed and berated the IT fellow who was assisting with the changes. Our manager nearly tripped over herself with the speed she got to the bully's desk and then had a go at the IT fellow. but he shut them both up very politely saying that we were all warned not to save our work in areas where others cannot access it. the bully then ran from her desk to the lunch room crying and screaming and the manager was trying to console her and offered her help from the team, but this charming bully yelled "I don't trust anyone touching my work". I heard all of this myself.
		This bully makes no secret of 'hating' one team member, and will take any opportunity to undermine her. When our manager was to take leave from her role, according to the bully, she approached the Director and told him, if the team member she hates, acts in the manager's role, she would take sick leave - she had the gall to brag about it, and threaten people if they repeated what she said. An AO 8 from the MAT undertook the role.
		Which leads me to another issue - giving people the opportunity to progress in Review and Appeals. We have wonderful BSU supporting us. For years and years these girls have stayed AO3s and not given the opportunity to progress in their careers - unless they have left the place and go and work elsewhere. I have suggested many times to get one of these girls on a rotation basis sit in appeals so they can have the opportunity first hand to learn and understand what we do. There is absolutely no innovation to help these girls. We now have contract staff to do our admin work - which i am so grateful for. But it's one of the BSU girls training them!!! why couldn't she sit in the role for a year? and the contract staff work in BSU?
		I can't compliment these girls enough who are at the rock face. Despite all the things they have to deal with, they remain a professional hard working team. I feel very strongly that we could develop these girls if management put their minds to it.
		One Friday when we did not have a Director, Manager and only 1 team leader on site for 1/2 for a day, the BSU girls were distraught, angry and feeling very unsupported, but they just did their work hoping they did not have to deal with some crazy person with out support - actually the manager in the MATs stepped up and advised she would be contactable during the day, if needed.
		I am sorry to address these issues, because I know executive director has done so much to help us to have a good work environment. I feel her direct reports and Managers let her down. Our leadership manage up - not down.
Mixed		I have no axe to grind - I like my job, I am treated well - I don't like bullies and for the life of me I don't know why the one in our team is protected.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Communications,Culture & Values,People and Teams	A culture of honesty, transparency and equality. Processes need to be fair and equitable. All staff need to be assured that progression is actually based on effort, ability and work ethic, not just jobs for the most agreeable team members or "Yes" people. A healthy workplace should be one where different views and ideas are celebrated and acknowledged. Personal differences should be left at the door and not manifest as vindictive issues in the workplace.
Very Negative		We are supposed to be shining light of workplace health and safety in Queensland, however this is the opposite in my experience.
Negative	Resources	More information on LGBTQIA+ and Aboriginal/Torres Strait Islander issues would be helpful.

	Performance & Development,Resources,Leadership	Worker well-being: A more genuine approach to issues impacting workers outside of work needs to be reinforced and repeated more often (because it does impact them inside work hours still) A lot of the annual DV/cultural awareness activities feel like the promotion of resources is enough for OIR to tick the completed box.
Negative		
	Resources,Leadership,Service delivery,Agency engagement,People and Teams	A greater understanding by the executive team of their roles and responsibilities in terms of work health and safety. We do not practice what we preach especially in the area of psychological harm. Our staff are overworked and under resourced and it cannot continue without it affecting service delivery. Our staff turnover is huge and is not being actively discussed with staff, but is routinely not acknowledged and discussion on the topic is actively discouraged.
Very Negative		
Negative	N/A	a more pro-active outlook
Neutral	Communications,Leadership	Transparency
Positive	Leadership	Treat people like they matter. Appreciate the time and effort staff put into their work, regardless of their classification.
Very Positive	People and Teams,Performance & Development,Communications	Being respectful, honest and transparent;, valuing other people's viewpoint and opinions; working as a team to achieve goals; always behaving in a professional manner
Negative	Diversity, Inclusion, & Fairness	opportunities for everyone to try new areas, progress in the ranks, not just the select few. Less nepotism and more equality
	Service delivery,Leadership,Employee wellbeing	I think there needs to be better equity particularly when A07s are doing the job of A08s and there is no real differentiation between A07s and A08s in terms of responsibility and workload. The new WESP structure was consulted on with good intentions but in practice it has slowed down approvals, there are A08s who do no more than A07s and there is no reduction in workload but another layer of approval. If anything, workload is worse in the new structure but some A08s and Directors seem much less affected.
Negative		The A08 position prior to the new structure was more like a Director but now it seems to have swung too far in the other direction.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values,People and Teams	1. Having the senior leadership and executive team show that they are able to actively listen to alternative perspectives and ways of doing our work and actually change their behaviour or approach accordingly. More often than not, it feels more like they are just talking the talk and not walking the walk because they are not genuinely open to changing their perspectives or doing our work differently when it's suggested by people further down the ladder. They'll appear to listen to suggestions and arguments for change but don't always seem willing to admit that they also might need to change the way they operate. 2. Acknowledging that your experience or preferred way of doing things isn't necessarily shared by others would go a long way to helping to senior leadership and the executive team to actively take on board the views of others. Not only would this make those of us who think differently or approach our work differently to feel more accepted but it would make it easier and less stressful for us to do our jobs. It creates a lot of stress for me (through cognitive dissonance and unnecessary conflict with other agencies) when I'm tasked with doing a high quality, evidenced based policy project but am told to not apply basic policy principles, processes and reasoning to my work as there is already a pre-determined answer that we just need to get through. We shouldn't be scared to suggest better, more innovative alternatives if that's what the evidence tells us but I feel increasingly discouraged from doing so as I've seen from experience that my suggestions are disregarded. 3. It would help if there were genuine consequences for inappropriate and unprofessional behaviour in the workplace (e.g. speaking to colleagues aggressively, misdirecting one's own frustration towards coworkers, openly belittling or blaming others, actively excluding or isolating members of the team) like being required to apologies for such behaviour. Having been subjected to each of these examples and there was never any action taken or resolution once it was escalated to senior and executive management. It just seemed like I was meant to just put it behind me and move on. I tried to not let it affect me but the lack of resolution and even acknowledgement of poor behaviour has had an ongoing negative affect on my mental health that I'm still trying to work through with mental health professionals (e.g. even after moving roles, I'm still genuinely scared to come to work some days for fear of being abused or belittled again by colleagues.) 4. In my recent experience, certain areas of OIR still haven't cottoned on to what I see as the executive team's desire for us to be more collaborative and less siloed at the team/work unit level. I've seen how united the executive team are and how they work together on issues that cross over multiple areas of the portfolio and it's really helping us to develop better work in a better way. However, I don't feel like that message or example has filtered down across OIR enough as I've still encountered blame-game pile ons and been rebuked when I suggested that we proactively work with another team or agency on something. If the executive team could explicitly set this as the expectation through direction or structure, I think it would help those of us trying to move the OIR culture into the 21st century.
Very Negative		
Negative	Performance & Development,Communications,Leadership,Diversity, Inclusion, & Fairness	Promote inclusivity and it would be helpful to allow more exposure across levels for more junior officers to gain insight into things that senior officers do. This will assist in transparency and growth for junior staff
Very Negative	Leadership	Valuing its people. Applying the People Strategy. Supporting the consistent workers and getting real about those staff who provide no return for investment.
Very Positive	Culture & Values	Positive, inclusive culture, supporting others - not only co-workers but also attitudes towards customers/ clients
	Performance & Development,Service delivery,People and Teams,Leadership	Expectations that align with the Public Service Act and Code of Conduct - training on these should be formally delivered to ensure staff are reminded by the Ethical Standards unit as well as Team Agreements to ensure that all staff are empowered to understand what unreasonable or unacceptable behaviour looks like and how to report. Also, the process for how it will be managed and that it will be managed.
Negative		
Negative	Resources,Communications,Employee wellbeing	Creating a fair and transparent space that is encouraged by all and communicating as much information as possibly can. Taking on more staff to assist with the current work load.
Negative	Resources	Better access to internal information and resources.
	Agency engagement,Resources,Employee wellbeing,Leadership	I believe an official working 9 day fortnight or working 19 day month roster should/must be put in place without the need to constantly apply for ATL and or TOIL to achieve this by way of a flexible working arrangement. Workers could be rostered off on either a Friday or a Monday, so not all are rostered off together, that way the workplace would not be left short of resources or closed on any given working day of the week. This would enable managers to have knowledge of workers' RDO days for certainty of staff numbers and movement to manage work loads and reacting to jobs. This would contribute greatly to an improved work - life balance, most all local government departments operate with this system will no loss of service or work ability. This would make for a more attractive workplace for new workers and retaining current workers in this now challenging environment to both attract and retain a strong workforce. This would be huge improvement at virtually nil cost. Need to look beyond just purely wages to attract and retain the right people.
Negative		I have advocated for this for many years, with very little traction achieved.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	Maintaining a culture where staff feel as though they will be supported when needed, providing flexible start and finish times to suit an all round work/home/life balance and an open door policy by management encouraging staff to feel comfortable in approaching them and discuss issues.
Very Positive		These 3 main factors in my personal view, lead me to feel as though I have the trust of the organisation to perform duties as is expected of me. Being given the flexibility to balance work and family life cause me to want to try my very best to do my job well and to try and achieve the goals of the organisation.
	Leadership,Resources	A positive one. My supervisor is fantastic with my on-boarding. If I was to say one thing - I have been hired on only as a temporary PT person. I require PT FT ongoing.
Very Positive		The cost-of-living is at record levels in Australia - and my Generation (Gen Y) is locked out of the property market. Stable full-time work that is secure and not churning and burning through employees is needed. Thank you.
	Performance & Development,Leadership,Resources	Upgraded relevant training - position specific. Management of staff to ensure compliance with duties outlined in Position Descriptions.
Negative		Recruitment suited to position and the requirements of that position.
Very Positive	Agency engagement,People and Teams	A happy safe work unit that encouraged and respects each other and one that is full of motivated and team players
Very Positive	N/A	I am new to my role and am very satisfied with my present work arrangements.
Neutral	N/A	No comment
	People and Teams,Leadership,Performance & Development	Greater focus on learning and development Forge greater connections between units (breaking down silos, which still exist)
Negative		Enable and encourage employee voice (not just token efforts i.e. embrace appropriate issues raised by employees)
	Leadership,Employee wellbeing	I still believe that there is an issue with micro-management. Directors should have greater ability to make decisions commensurate with their level of delegation. As a result decision making is at times intolerably protracted (or absent). This prevents the implementation of proactive and agile activity.
Negative		It is pleasing to see the progress that is being made in the areas of health, safety and wellbeing within the organisation. This is noticeable from the time that I joined the organisation.

	Communications,Leadership,People and Teams,Resources	Transparency and honesty is needed. Being provided information (even if limited) about the direction of the unit once information is known would be ideal. Being kept in the loop is important to many people. Collaboration is also
Negative		appreciated.
	Resources,Leadership,Service delivery,Performance & Development,Agency engagement,People and Teams	While my workplace provides me with meaningful professional development opportunities which draw on my strengths, knowledge and skills, it also provides healthy challenges that develop my skills and abilities even further. I
Very Positive		genuinely enjoy coming to work and enjoy working with my colleagues and supervisors in processing our work together, improving processes, and problem solving in a respectful workplace. I understand what I do and how it supports, and connects to, the greater community. I understand how important our work is and I am proud of my work place.
	Performance & Development,Diversity, Inclusion, & Fairness	Some people continue to think that they are not given opportunities because of their colour or age. They also say inappropriate things against white people but say that you are not allowed to say inappropriate things about
Very Negative		indigenous people. They seem to use this as a cover as a justification for why they are not being promoted or given relieving opportunities when in fact the actual issue is work performance.
Positive	Culture & Values,People and Teams	A supportive team culture
	Leadership	thank you for the opportunity to be involved. the survey was quite lengthy but as a relatively new employee, its good to have this type of survey to involve all positions
		Kind Regards
Mixed		Jo
Positive	N/A	Maintain a fair and supportive workplace.
	Leadership,Diversity, Inclusion, & Fairness,Performance & Development,Agency engagement,Culture & Values	A culture that actively seeks to set the standard for its own workplaces that it applies to the workplaces that it regulates. Also, comparatively with other agencies in the Queensland public service and in other jurisdictions, OIR is at
Negative		an early stage in its journey to visibly promote cultural and other forms of diversity to the point where this is embedded and automatic. I would like to see more support to help me have more confidence in expressing my acknowledgement of diversity in a way that is natural and unrehearsed and a source of pride.
	Resources,Culture & Values,Leadership	I have concerns about the conduct and behaviour of Helen Burgess the Director of Construction Strategy Unit . I have witnessed poor behaviour from her and she has tried to influence me as NCQ Regional Director to encourage inspectors under my control take inappropriate compliance action against PCBUs on behalf of what the CFMEU wants to occur . In addition she has spoken to me on a number of occasions in a poor way not what you would expect from a Director , in addition in meetings she has spoken very poorly about her Inspectors which is more a reflection on her poor leadership . Office of Industrial Relations needs to do something about Helen Burgess's poor and inappropriate conduct and the direct influence the CFMEU has on the operational conduct of WHSQ and the influence it has on the WHS Board . I would like to say also that since Andrew Harris has been CFS Executive Director he has been proactive in trying to improve things however I don't think he has been supported fully by the Department and Ministers' Office due to operational and political influence of the CFMEU
Mixed		
	Agency engagement,Culture & Values	OIR is good at espousing its values externally but not to its employees. I feel that most people I encounter in the workplace are genuinely happy about where they work but being formally valued by the organisation would increase
Mixed		job satisfaction and improve the feeling of job security and loyalty to OIR.
	Communications,Leadership	Senior managers do not respond to emails quick enough, lot of follow ups required to get the response back from them. May be it is do with their work load however to do our job better sometimes we'll need quick response from managers.
Negative		
	N/A	Review the CMEP Go back to the way we worked and treated the PCBU before the CMEP.
Neutral		
Mixed	Leadership,Agency engagement	WCRS is a great place to work with supportive management. Additional delegated authority would be useful to assist with getting work completed.
Neutral	Employee wellbeing	Encouragement of flexible work arrangements where appropriate.
Very Positive	Service delivery	accountable; collegiate; evidence-driven, measured responses
	Leadership,Employee wellbeing,Service delivery,Communications,People and Teams	Improving communication across teams within OIR and understanding there is your list of urgent items to action and then there is the actual OIR list of urgent items to action. All departments are important and working together
Negative		with shared knowledge will help to reduce time and stress spent on prioritising the wrong items.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values	Front line Inspectors are broken. This can be attributed to: 1) Inspectorate work loads are excessive- we work in excess of 7.25 and some late into the night and early in the morning to manage our loads to have availability and capacity throughout the day so ensure coverage and mentoring occurs. 2) Reported inspector numbers does not equate to "boots on the ground". There are a number of powered administrative/project staff which falsifies numbers and affects FTE for regional assets. The regions are haemorrhaging for Inspector numbers- we need support. While our Operations Managers and Regional Directors I am sure advocate for capacity this is now urgent. 3) IPAM is a conflict on interest- having finished or "graduated" the IPAM programme the assumption from the PCBU is a compliant workplace. This is false and misleading and in the event prosecution occurs opens WHSQ to departmental risk. 4) Inconsistency in training, procedures, work instructions and occupational culture- legal professionals advising one thing, work force capability doing another and the regions undertaking another scope. One department- one model- one expectation. 5) Front line Inspectors are expected to know a little about a lot. The Department have academic rich resources. Psych Units, Haz chem units, Ergo units, Asbestos units and so on. It fails to reason with content specific hazards incidents/complaints cannot be allocated to these units for richer investigation and enquiry. Information and training is not repeatedly provided to content specific response. It is up to the individual to maintain currency. (An example of this is ACM exposure- Inspectors are expected to undertake first response including donning and doffing of PPE and collect samples which can be used as evidence in a court of law bu the Inspector may NOT have done training in 4+ years! Another example is response to work related violence and aggression or sexual harassment, the Inspector may never had formal training in this hazard profile merely relying on peer mentoring and guidance material from the Intranet!) 6) Fear re: union engagement, aggression and concern re: professional conduct. If Inspectors engaged on union ROE, complaint, PIN review etc. the scrutiny and file management to ensure no avenue for union misconstruing or manipulation is paralysing. Far and beyond the expectation and scope of any other compliant or incident.
Very Negative		
Positive	Service delivery,Culture & Values,People and Teams,Leadership	A high performance culture in which employees are expected to prioritise service delivery and team collaboration.
	Culture & Values,Leadership	There is a now a generational change taking place within the senior executive with a significant loss of institutional knowledge including political (small "p") savvy over the last few years. There are significant risks to the organisation and its work during this time for this reason. Insight into their own personal strengths and weaknesses amongst the organisations' leaders is not always apparent. Activity for the sake of it is to be discouraged. More 'listening to understand' is to be encouraged.
Very Negative		
Very Positive	Culture & Values	OIR already had a great and positive culture and continue to invest more in people.
Negative	N/A	Expectations of behaviour not only clearly stated, but consistently applied to all, at all levels.
	Leadership,Resources,Employee wellbeing	Clear and visible steps to manage poor performance or poor behaviour Real strategies to assist staff who continue to report high volume workloads Clarity from our leaders on what priorities have the most importance to the agency Breakdown of siloed mentally across OIR from priorities to funding to resourcing
Negative		
Negative	Agency engagement,Resources,Leadership	Focusing on strategies required to enable OIR to retain current experienced staff and also attract new skilled resources.
Neutral	N/A	Investing on people, providing a good workplace and maintaining discipline of all workers.

	Culture & Values,Agency engagement,Leadership	A supportive culture. Often things are being done but you don't know about it and it's only when you raise an issue or have a conversation with someone else that you can put the pieces togetehr.
Very Negative	People and Teams	A culture that calls out issues. How many complaints/issues and Estimates hearings will it take for the issues around the construction strategy and compliance director to be taken seriously? A lot of very reslient construction inspectors are being unnecessarily unhinged and despite people knowing about it, it gets swept under the rug in estimates as natural attrition. - Respect - Consultation - Team work
Neutral		
Negative	Culture & Values,Leadership Resources,Employee wellbeing,Service delivery	OIR needs to work on encouraging a culture of change and openness to doing things differently. OIR specifically has no behaviour issues as all staff are very professional and considerate. Have found OIR is behind in corporate systems and processes and struggles to adapt to change. Key issue is not so much workload but lack of resources to complete work as all areas suffer from not being able to fill positions ie running at reduced staff capacity places stress on workforce.
Mixed	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	OIR needs to work harder to retain and/or promote hard working, high quality staff - a lack of FTE across multiple areas is impacting units and having a flow on effect in attracting and retaining valuable and/or longstanding staff. Staff are having to move on despite being very committed to OIR, as there are no/very limited opportunities. Providing a clear and formal pathway for succession/promotion would likely help. Embedding expectations of behaviour and performance more formally (from induction onwards) and consistently would be beneficial. Accommodations (reduced workloads, lower expectations for project delivery) are made for some staff who are then praised for delivering the bare minimum - whereas those with high capacity are not so easily/often recognised, these staff are held to a different standard which over time is unfair. Implementing a stronger mechanism for recognition and reward would be beneficial.
Very Negative	Leadership,Employee wellbeing,Performance & Development,Communications,People and Teams	It appears upper senior managers do not care about the health and wellbeing of their workers. There seems to be a mass exodus from the construction team in southeast Queensland and no-one is asking why. The inspectors feel that they have no other option than to leave or transfer to another department as there is no management support for the ongoing issues including how we respond to union complaints. As a department we promote transparency and impartiality, yet when it comes to union interaction the lines become blurred. Unless senior managers intervene, more inspectors will leave, currently there are 2 more inspectors applying for external positions. Upper management are aware of the issues that the inspectors are facing and yet refuse to assist in resolving these issues.
Very Negative	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	The Executive need to be on the same page and demonstrate that they take a whole of OIR view. We have organisational values for a reason, but I'm not witnessing them in action (or even referenced). As the pressure mounts to do more with less, I'm seeing less collaboration and more competition between directorates. Let's walk the talk.
Negative	Service delivery,Performance & Development,Leadership	The Executives in this organisation have hit rock bottom and started to dig.
Very Negative	Resources,Leadership,Service delivery,Performance & Development,Communications,Agency engagement,People and Teams	They have no idea of what they doing, no plan, no skill just tick the boxes they invent to measure output. My work area has lost a lot of great staff and the workers that remain know the problems however nothing changes or being acknowledged and communicated. It is depressing workplace watching the amount of work colleagues leave that are bitter and twisted by what this organisation has done to them. The workers that have left complete exit interviews however nothing changes or is being acknowledged. If changes are coming it will be too late as we have lost so much brilliant experience and knowledge. If we have direct conversations with our managers and disagree with instructions given we are then targeted as not to progress further or further communication is cut off / limited. My work area upper managers have this new direction (unwavering belief) of bringing in new staff that have no skills back ground and a high level of education as the answer to improving the department's stance in industry. This is far from the truth as now the new staff themselves do not know the process of a given skill that take skill based staff decades to build up their levels of knowledge and confidence. The new staff are themselves at risk on site during and after training due to not knowing what is safe and not safe at a workplace they have never entered or experienced - to enforce legislation. The new staff will not be able to justify their decisions on providing advice and recommendations. Reason - management have a belief that a couple of months training will bring new staff up to the level of someone that has a lifetime of skills and experience. Previous legislation required any new inspector to have a minimum 5 years experience in a given industry. This legislation was there for a reason and not to be baulked at. All the experienced staff below management level know this new way of bringing in inspectors will never work however our input is rejected and not to be commented on any further. The experienced remaining staff have now given up and see the only way any changes will take place is when unfortunately an incident requiring a coronal review will enforce the beliefs we hold right now. The only reason seen by us on our current projection is that the new wave of inspectors are solely bought in to write great reports. But with no skill set they will not be able to identify or anticipate what is right or wrong. The new staff will then join most of our managers that also have no skill set or experience. Thus no further arguments between staff and management. The only direction then will be the entry permit holders who will hold the balance of power because they will be seen as more experienced than any new staff and management re the construction industry. That's how business will be done in Qld is the view held by many counterparts within industry. We have mangers that attend industry board meetings. The industry board meetings hold attendees experienced within their given industry. Out attendance is by managers with no industry experience and don't have the confidence, skills or experience to argue what will and won't work within our organisation. As a result we are given the run around on priorities that should never have been agreed upon. It seems we don't have any control of our future and knee jerk reactions after each meeting. Example does this audit involve a HIA / QMBA member and are they using the right tool for the job. How can a new staff member with no industry experience tick the box or argue with a stakeholder whether the right tool for the job is being used. The completion of the audit tool and reporting processes take longer than the visit itself. What happens when we direct a stakeholder to use a different tool and be found at a later date that this guidance was a cause of an incident. No thought or input is invited to the coal face and if questioning this example we are spoken down to the point of embarrassment where no one is game to say anymore.
Very Negative		The CMEP is now way outdated and redundant and there are better ways to engage with industry considering we are no longer proactive. No one has mentioned when this policy is up for review or the staff that have to enforce it
Positive	Culture & Values,Service delivery Leadership,Employee wellbeing	A culture of continuous improvement and problem solving - where novel solutions are trialled, evaluated and celebrated when we get it right. Get rid of the senior management whom continues to stand in the way of change. Often they tell their staff things will change and promise us the world, but when the proposed changes are shared with us, it is not taken on board. We keep hearing to say no to clients and to push back, yet it is the Directors and EDs whom keep pushing us to do more and add to the workload.
Very Negative		
Positive	Culture & Values,Diversity, Inclusion, & Fairness Leadership,Service delivery,Communications,Culture & Values,People and Teams	Continue to endorse a supportive and proactive culture with regards to employee diversity and DV victim support. There is a lot of secrecy and time wasting (red tape) occurring within the Executive leadership role that seems to delay us from getting on and doing our jobs and getting started on projects and improvements. There is limited communication on why these delays are occurring being distributed to staff when it directly impacts upon them. This shows a lack of trust which impacts on culture within our teams
Very Negative		
Neutral	N/A Performance & Development	none Less micromanaging. More emphasis on qualitative outcomes where possible, as it is not always the number of things done, but how it promotes change within a business. Sometimes this is measurable as a specific outcome, sometimes there needs to be a better way of recording and measuring our interactions with employers
Negative	Service delivery	I don't think we hold WorkCover Queensland accountable enough on their behavior.
Negative	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	Also, we do too much what the minister wants even if there is no real proof to back it up, it's like we are ministerial staff and not public servants of a department. "The way we do things around here" seems to vary between work units or directorates. I don't feel there is a consistent culture in OIR - individual directorates are taking their own paths on cultural, leadership, training etc so I feel the organisation is quite siloed in that way. There is a lot of talk about "One OIR" but in reality its 4 separate regulators all doing their own thing, with "corporate service'' areas caught in the web of it all. If the organisation truly wants to be "One OIR" then this should be demonstrated from the top down, with the executive team agreeing on a way forward, and implementing it throughout the organisation, rather than all doing their own thing. Good efforts have been made by many divisions to improve culture, but it's at a divisional rather than organisational level. A visible executive team across all of OIR would be very helpful here. It's rare that you see executive at all.
Negative	Leadership,Service delivery,Performance & Development,Communications,Culture & Values	Communication across and within OIR needs to be improved a lot.
Negative		A culture of transparency and trust, where employees are treated fairly and consistently by their managers and the processes in place. That just because you know someone in a position of authority, that does not mean that you will be favoured in promotion/experiences and excused from poor performance.

Positive	N/A	Good organisation to work for
Positive	Culture & Values,Leadership	A culture where managers listen to employees and respond to their concerns.
	Performance & Development,Leadership,Communications,Culture & Values	A culture where fair decisions are made, regardless of existing relationships. Encourage long term careers. Knowledge cannot be easily replaced. Good communication generally - especially regarding expectations. If constructive feedback is not provided to staff who are looking to progress, they do not understand why they are not successful. Give staff an opportunity to grow on the job (if the staff member is interested in different/higher level work). Performance management - it is important for staff to see that expectations apply to everyone.
Very Negative		
	Employee wellbeing	Decision makers should consider the impact on Inspector workload and expectations as a priority. ALL decisions that have implications for this should be vetted to ensure alternatives have been considered thoroughly before adding to expectations put on the inspectorate.
Negative		
Negative	Performance & Development,Diversity, Inclusion, & Fairness,Leadership,People and Teams	Units within OIR demonstrate strong prejudiced against women. This limits promotion opportunities and sees male dominated teams and leadership.
	N/A	Courageous rather than risk adverse Inclusive and respectful of the others roles and contributions
Very Positive		
Positive	Culture & Values	An inclusive culture
	Service delivery,Leadership	Practice what we preach 1. - Staff are not protected from known bullying from management. Consistently exposed to occupational violence/threats with no support or actions to stop behaviours - Well know throughout the organisation that senior managers (particularly within Construction) have bullied/threatened /affected mental health of staff - leading to multiple inspectors resigning (up to 30?) the dept or having to move into other areas due to the unethical behaviours - there are two options. 1. Either senior management all the way up to and including the DDG are aware that this is occurring and have not done anything to provide a safe workplace - so are complicit, or 2. they don't know and are incompetent This has been rampart for years How can any staff member have any confidence that the senior management will assist them if being bullied/harassed when the know experience is that they won't - Department knows that it has been 'captured' by construction unions who review/approve policies and proceedures that we implement (and then ignore them anyway) - and still get exactly what they ask for 2. Lack of our own internal policies that inspectors are expected to enforce compliance with for PCBUs examples - sexual harassment policies
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values	OIR requires a culture that identifies and appropriately manages the high workload of executive level positions. Executives seem to be spread too thinly across their business units. Obtaining time with them is difficult and when you are able to access them, they are rushed. This could have catastrophic consequences to decisions being made and direction being given. Not having adequate direction results in confusion, delayed, panicked and inaccurate responses, unnecessary time pressures, pivoting priorities creating back-tracking and time wasting, all impacting on the quality of our work. OIR owes it to the Queensland community to do it right the first time and upholding our ethical principles. Do we have enough EDs? Is the workload evenly shared across the directorates? Is the answer at the next level down - Directors? Or is the answer do we have enough front line staff to do the doing?
Very Negative		
	Leadership,Resources	Where FTEs are valued above contractors. FTEs have resigned or taken extended leave due to contractor behaviours, yet the contractors are protected and the FTEs are seen to be negative and need to leave if they don't get on board. Contractors making complaints about FTEs get addressed but not the other way around.
Very Negative		
Positive	Leadership	Keep asking for staff input on how things are and stay current to the times of public opinion.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,People and Teams	This past 12 months has been particularly challenging as a result of high sick leave, repeated sick leave, difficulties in recruiting to vacant positions , increasing poor behaviour from the public and a large volume of governance and project based work. The high sick leave caused by the pandemic in addition to difficulties in recruiting to vacant positions, has left many teams like ours short staffed for long periods of time having to continue to deliver a high volume of service to customers and deliver on governance projects and this has been exhausting. The increasing visibility of the strategic plans has been a welcome innovation for OIR, but more education to teams in designing achievable goals within given timeframes would assist the entire organisation.
Mixed		
Very Positive	Agency engagement,Resources	The Office of industrial Relations is a great place to work, keep doing what it is doing!
Neutral	Employee wellbeing	People focus - especially in terms of mental health and wellbeing
Positive	Culture & Values	An accepting and inclusive culture
Very Negative	Communications,Employee wellbeing	OPEN AND TRANSPARENT COMMUNICATION. ONGOING SUPPORT FOR WORK LIFE BALANCE.
	Communications,Leadership,People and Teams,Resources	Full transparency including ED's providing written information when requesting work/actions to be undertaken.
Negative		Respect from senior manager when communicating with team members i.e. it's not o.k. for you be aggressive or abrasive in your responses just because you're the manager.
	Resources,Employee wellbeing,Performance & Development,Agency engagement,Culture & Values,People and Teams	It is important that OIR lead by example in regards to workplace culture and expectations of behaviour. As a regulator we need to ensure we have systems in place to look after our own staff. Bad culture doesn't only affect individual work groups it also has a wider affect when others see their friends and colleagues struggling with their mental health due to workplace stress. This also leads to low staff retention rates and in turn places pressure on the staff that remain to continue to get the workload done while training new staff that come through.
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,People and Teams	I love working in DES the managers and the director are great and i feel very supported, unfortunately not so much from the executive team who just ignore our issues of workloads, red tape and resource constraints.
Mixed		It feels like everyone around us is getting extra resources but we keep loosing them which is not really helping with our view of the executive team.

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	The staffing levels of the inspectorate within ESO have always been too low. A decade ago we had more inspectors than now and a smaller state population. It has now gotten to the point where inspectors have well (WELL) over 15 Response Assessments to control. This is at least twice what is achievable and yet whenever a new notification comes in, these are just loaded on top. I understand the department has little control of notifications but it is ridiculous to just keep loading a staffing level issue onto the staff. Then, if an external complaint comes in, there is a pattern of behaviour whereby the department can find the time and staff to put that relevant inspector's work through a fine tooth comb until a failure of policy or procedure is found. Manager Colburn gave a presentation a couple of months ago where he stated his team has taken months to locate all the various processes and procedures the ESO has and 80% of these are out of or near to be, out of date. The best to come from this so far, is that we now have a spreadsheet where these various procedures are listed. When do management expect us to read and utilise these? We were recently advised of mandatory Event Management Procedure training. The training was going to exist of all the team sitting together and agree with the correct answers. A number of inspectors declined this and wanted to go through the associated documents ... which inevitably showed that the documents have flaws. BUT if there is an external service delivery complaint, this department has shown itself to do no more than find some minor (if not irrelevant) section that the inspector did not follow. This is quite frankly, plain harassment and disingenuous. To recap, give the inspectors more work than is reasonable and then if someone from outside the department complains, spent untold resources finding reasons to blame that inspector. Is it any wonder morale is at rock bottom. Any concerns are met with either hollow nodding agreement which is never actioned or government weasel words. If a review of the procedures in this department were carried out in the same detail as inspectors conduct on external stakeholders, I would suggest a new record for Improvement Notices would be reached. A case in point, tell we how many companies would employ over 40 electrical workers and be unable, after 18 months, to finalise a working at heights SWMS? All the inspectors have attended the training, which we advised this is not suitable for our work, we have bought untold safety equipment for the task which is basically unusable because of staffing levels (need two inspectors as back up)... but we don't have a SWMS. Quite frankly, this department should be gold standard. We have some of the best electrical safety standards in the world, a licensed trade, 20 years of specific legislation and yet we look more like keystone cops than a respected regular.
Very Negative		
Negative	Leadership	Better management of workplace intimidation/aggression by injured workers- support for workers and blocking workers from being able to undertake this behaviour to ROs
Negative	Performance & Development,People and Teams Leadership,Resources	Shared learning across various branches and teams. From my experience and exposure to the Department, many branches and teams don't know what one another 'do'. Get rid of the Director for construction. Get rid of the construction operations manager at the Robina office. Employ senior managers and directors with morals and a backbone.
Very Negative	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	Stop colluding with a corrupt CFMEU In order to change the current toxic culture within CCFS there needs to be action not simply more words. Significant improvements/changes in Senior Management & their behaviours must be implemented to have any success in achieving OIR's priorities and goals. These improvements should include the elimination of threatening & aggressive behaviour from Senior Management towards Inspectors, Calling out & acknowledging this type of behaviour as unacceptable by Senior Management from other business units, A more consistent, positive approach taken to performance reviews, Removal of Strategy Unit influence over the review & performance of Inspector work & equal opportunities for all Inspectors, not just those few who are in favour with Senior Management. A lot of healing will have to occur to make meaningful changes in this space. The business unit I work in has been decimated, with many Inspectors leaving. This is not due to an aging workforce as reported by Senior Management. It is due to a toxic workplace culture where there is a divide and conquer approach taken by the leadership. There is often aggressive & threatening behaviour from the Director which has been reported and no action taken. Feedback from the leadership group & strategy unit is always negative & no matter what you do or how much effort you put in you are constantly wrong. The job of being a construction Inspector has become untenable under the current Management. Trust & mutual respect are a thing of the past in the CCFS business unit. Our reputation in industry as a fair & impartial regulator has been ruined by collusion with a union organisation & I fear that this damage is irreparable. We are now seen by many as nothing more than the enforcement arm of the construction union & this will be an extremely difficult perception to change. We have lost many good people as a result of this & not because they are old & ready to retire. They have moved over to other business units within OIR that have a better culture & more effective, compassionate, trustworthy Management. Others have left the OIR altogether after becoming dissatisfied with government in general.
Very Negative		
Neutral	Resources,Service delivery,Performance & Development,Communications,People and Teams Culture & Values	What started out, & for many years was a fantastic job that I could hold my head up high & was proud to tell people I did, has now become an anxiety inducing embarrassment that I mostly dread doing. the sharing of information and learning across interlocking teams and making it a collaborative effort to have the same message going out to stakeholders A culture in which workers are listened to and their ideas given consideration, where possible, when making decisions that affect the way in which we work.
Neutral	Agency engagement,Leadership	The organisation does not value their workers. The high turnover of the field based staff shows that there is a big problem with the management of the organisation and the number of complaints made about the mangers that never get progressed indicate to all field based staff that the mangers are protected and are actively encouraged to bully and harass their staff.
Very Negative		
Very Positive	Performance & Development Service delivery,Resources	Flexible, open, learning, respectful, grateful, professional, adaptive, compassionate. The amount of bureaucratic red tape when doing anything that requires an ED or DDG brief borders on incomprehensible
Very Negative	Resources,Leadership,Service delivery,Performance & Development,Communications,Culture & Values	The enormous expenditure of public money on contractors (whether counsel, solicitors, or agency staff) while being constrained by the FTE cap stopping us from spending considerably less money on permanent or even temporary employees to deal with the same business as usual work would not even come close to passing the pub test. OIR needs to develop a culture where Executives role model good behaviour e.g. not working excessive hours, not sending emails on weekends. Executives also need to prioritise internal communication with staff - I have noticed Executives respond quicker to external stakeholders than internal stakeholders. There also needs to be better cascading of information from Executives to staff - we need to know what is happening in order to help the organisation achieve its goals.
Negative	Diversity, Inclusion, & Fairness,Service delivery,Performance & Development	Mandatory training for gender diversity, race & sexuality as relevant to each role. My role includes working with members of the public and our internal processes (complaints/incidents/licence records) all require a salutation. These options are often unnecessarily gendered. In the case of High Risk Work Licenses titles are mandatory and (I think) are printed on the licence. Gender is not relevant to the High Risk Work licence, and there is no need for it to be printed on the licence. Gender / title is not printed on the QLD driver licence and so is clearly unnecessary in terms of identification. Having to identify this in a licensing capacity may cause dysphoria for gender diverse people, especially if they have transitioned and are wanting to change gender on their details. In Aurion (payroll/timesheet program used) there is also problematic and incorrect language in the personal gender sections. I would like to propose a review of procedures internal to OIR to make sure they are inline with best practice and avoidance of unnecessary harm with irrelevant gendered language/processes/forms.
Very Negative		

	Culture & Values,Resources,Leadership	OIR's ICT culture is at an all time low. With no direction and a naive belief that relying on Gartner and "branding" will fix ICT's problems.
Very Negative	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,People and Teams	Senior management appear to have no concept of what is actually achievable and no control over scope. ICTS now has a multitude of enterprise systems which more or less do the same thing but are barley used. I would like to raise the following points that have negatively effected by health and wellbeing over the past 12 months: •Inability/reluctance of relieving managers to make decisions they are being paid to make. This is akin to stealing from the government and a formal complaint needs to be made. •No urgency in dealing with compliance action – reports requiring compliance action take months to be actioned. This leads to stress and frustration and questioning what the point of work is. •Bullying behaviour by managers – singling out individuals in front of their peers without gaining the full story. Unacceptable. These managers should receive disciplinary action. •Managers telling blatant lies to their staff to try and save face when questioned why certain action is being taken. Managers need to be truthful and take accountability for their action otherwise workers will not respect them. •Petty and childish behaviour by managers has a negative effect on staff morale. Managers have a personal issue with one person in the team and refuse to interact and discuss work related matters with the whole team. This is poor behaviour that belongs on a school playground, not in a workplace. If a manager is unable to overcome their personal differences and do their job properly, then they should resign from their position. •Decisions made which have impacts on team workloads are made without any consultation with workers. Workers only find out about these decisions once additional work has been allocated. No planning, preparation or processes were implemented before the work was allocated resulting in workers have make up procedures on the fly. Very stressful. •Managers are dismissive and condescending to staff. Telling staff that they do not need to be consulted because they do not make decisions does not motivate staff to perform in their work. •Weak management and managers who have no management skill but are appointed to positions based on length of time served, how willing they are to say yes and ask no questions refuse to interact with teams who question. Team is labelled as aggressive troublemakers. Very stressful for team members. •Managers take no accountability for their actions and lay the blame for their short comings on junior staff. This behaviour is unacceptable and is a sign of corrupt and weak managers. •During Covid restrictions in Jan/Feb 2022 managers demonstrated a complete and utter lack of management ability. They appeared timid and weak, as they shied away from making decisions for staff to go out and work. Field activities were halted in a manner that conflicted with advice from the DDG and CFS, as well as advice put out by the state government. When the industry we regulate was out working, the regulators were barred from conducting any compliance activities. Management further demonstrated their unwillingness to do the job they are paid for by not delegating any alternative work to be undertaken. No meetings were held to discuss how we manage the situation for over a month and no direction was forthcoming from management other than we could not do the work that we are employed to do. I proactively managed my own schedule and found work that needed to be done to ensure that I was earning my wage every day. But it appeared that management couldn't care less if I sat at home twiddling my thumbs. This is a pitiful way to lead by example and motivate your staff. •During Covid restrictions in Jan 2022, we were told by our manager that we were unable to attend to site to conduct work. No alternative work directions were given, and the manager had the audacity to suggest to the team that now would be a good time to take some leave. This a poor excuse for management ability. If a manager makes a decision that prevents staff from doing their work, then they must make further decisions surrounding the work that is to be done in the meantime. Requesting that staff take leave so that management does not need to worry about managing workloads at this time is unacceptable and not only demonstrates how woefully incompetent management are, but also demonstrates a lack of willingness to do the job they are paid to do. This whole situation left me very stressed out, mentally worn out and physically ill. I have never been so stressed out and unmotivated throughout my whole career with the Queensland Government. •Management show a complete and utter lack of leadership and direction. •Management have no foresight and are unable plan in advance to ensure work is correctly planned. They wait until the wheels come off and then expect staff to work long hours due to their inability to plan. This relates to management at the very top as well. •Management do no come through with promises. Requested additional resources to complete urgent task. Was promised more resources, but never came through and had to work much longer hours to complete task. •Managers do not care about staff. They are aware that certain staff do a lot of extra work after hours and do not claim for this work. Managers do not stop staff from doing these extra hours. They are happy to let these staff work
Very Negative	Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	For the organization to achieve its goals of a better culture in relation to expectations and behaviour I believe it needs to start at the top. The Government of the day and Minister need to decide how much control is given to external stake holders being trade unions as cfmeu etc. This Process of them dictating policy and having access to executive positions is creating a situation where the construction inspector is at the end of the hitting stick where we get flogged if stake holders expectations are not facilitated. The construction director has a hands on roll to ensure trade union organization wishes are facilitated. This situation of coelution and unethical behaviour has been explained directly to the last Deputy Director General-Craig Allan , executive director -Marc Dennett and recently Andrew Harris as well as other people in health and well being units. You the Senior management allowed and watched a person the Construction Director and strategy group manager and others slowly destroy the construction inspectorate of the department to a point now where there is no staff left . The ones left are looking to get out of the organization or move to another section of the department. I believe until Kym Bancroft looks into --HOW CAN WE HEAL IF WE DON'T REVEAL THE CAUSE OF THE SICKNESS. We all know the sickness Kym so can you please remove the sickness as it is a cancer and then you can hopefully bring a culture back with integrity and respect for each other . The last person in your position made advised he could facilitate the changes but he failed . I believe you are a person of integrity and a person who want things to change please do your best . Thanks .
Mixed	Communications,People and Teams,Service delivery	high level communication is very consistent and comprehensive, but internal team communication requires improvement to ensure small changes to the team (staff positions, lines of communication, process changes or updates) are better distributed to staff outside of attendance at meetings
	Leadership,Performance & Development,Communications,Culture & Values,People and Teams	I think that our culture needs to worked upon. How we get to the best setting for that is difficult. There are many levels of change across the Queensland government and across OIR. The changes coming from the QLD Government level are not really communicated well or at all to the workers. In turn, there are activities which have the potential to really improve our work and allow for a positive safety and effective work culture to develop, but those too are fragmented. It doesn't appear we have a whole picture and clear steering points. I'm happy working with a range of inconsistencies and partial knowledge, but many in our work groups are very challenged by this and the inconsistent rate of change.
Mixed		I see that the leadership team are trying hard to bring this together, its the most I have seen in a long time, but we still have a tough journey to move to that positive safety and effective work culture.
Negative	Service delivery	Remove red tape
Positive	Culture & Values	I feel ESO is becoming more positive overall. The ED appears to be working hard to create that positive energy and positive performance culture. I think continuing down this path will set ESO up for success.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Culture & Values	A culture of inclusion, consultation, planning, and consistency in regulation and decision-making is necessary for OIR. At the moment there is a lack of clarity about our direction and we are often driven off course by stakeholder views or desires. The strategic planning feels stagnant with the recent review just rehashing what we have done before with no analysis of our success over time. Staff are overloaded with business-as-usual work, plus the ongoing expectation of new initiatives with no strategic planning for appropriate resource allocation. The 'do more with less' mentality is failing our staff and stakeholders, and limits our ability to provide effective best practice regulation. OIR is filled with intelligent, passionate, and capable staff who are invested in making a difference for the workers of Queensland. There is a huge potential for success if we can improve our planning and take a holistic view of the key regulator functions and associated resource needs. Expectations of behaviour need to be consistent at all levels and with all stakeholders. How can we expect staff to embrace and drive a culture of respect and consideration when we allow leaders to display behaviours that are aggressive, dismissive, and rude?
Very Negative		
Negative	Service delivery	accountability. lots of frustrations come from the lack of work some co-workers complete regularly and the lack of any repercussions
	Culture & Values,Leadership	A culture of professional and personal support and respect, underpinned by a strong shared sense of organisational purpose, along with awareness and appreciation of each individual's role and purpose in that bigger picture.
Very Positive	Culture & Values,Leadership,Communications	I'm waiting for more communication from the new DDG as to her views on organisational culture - I'm not sure whether the lack of communication so far is an indication of setting a culture where executives focus on running the organisation and below executive level staff focus on conducting core, front line business. I'd hope not because the culture I'd like to see within OIR is one where executives are very connected to the core work and the staff performing the core work.
Negative		

	Service delivery,Culture & Values,Leadership,Performance & Development	An understanding that the blame culture comes from the political processes and there is a fear of being caught out by external stakeholders- the WHS Board contribute to this feeling as well. So how do we protect a learning culture in this political environment? How do we have a sense that we can step out of our comfort zones and not be risk averse to address the contemporary issues. This is highlighted in the HOC that calls out addressing at the top of the hierarchy of control - redesign, but the culture does not foster this very well. It has given me some insight into why organisations find it so difficult to go to top of HOC.
Negative		The Coldrake report highlights the separation of gov agencies from political processes and I would like to see this strengthen to support a move towards a learning culture which fosters individual growth.
	Leadership,Culture & Values,Diversity, Inclusion, & Fairness	Act with & demonstrate fairness, integrity, openness & honesty. We still have not been provided with the previous survey results. They were provided to senior staff but senior staff were not permitted to provide it to others. Work
Very Negative		culture is becoming more toxic and senior leadership self focused.
Negative	Culture & Values,Service delivery,Communications	A transparent culture where front-line staff are heavily involved in planning and implementation of day to day operations to ensure the practicality of the same.
Neutral	Culture & Values,Agency engagement	Plenty is being done relevant to 'culture' at work. No more is required as it becomes too much about what people might think, rather than how they actually act and engage with others.
Neutral	N/A	no comments at this time
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	1. Clear KPI and job specific expectations to assist staff working towards a goal and feeling accomplishment. Also support lower management in reinforcing, training, managing poor performance. It is almost like we accept it and dont focus on output. 2. Sharing the Flexible work arrangements with part timers at the same ratio full timers are accessing. Same rule for everyone. 3. More meaningful one on ones with management and being recognised, rewarded and listened to/asked for input. 4. Empowering staff (overall) but personally, my manager giving me job specific feedback and assisting with setting and achieving goals. Guiding me and helping me feel like own some decisions or have input into the strategic direction/projects. 5. Getting lower and higher levels of management meeting frequently (once a month) to encourage better networking, cross skilling, coaching and collaborating between departments. 6. Pay increase to reflect the growing living expenses.
Very Negative		7. More staff and REMOVE the vaccination mandate.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,People and Teams	Thank you for the opportunity to add comments. As a field-based Inspector for Workplace Health and Safety Qld there are many horrific things we need to deal with in relation to external stakeholders. We tend to deal with the vicarious trauma okay but the below is a snap shot of concerns within our control, our internal stakeholders. What WHSQ field inspectors have difficulty with is our internal stakeholders. Over the last 10 years I have spoken with many inspectors who share the same knowledge and have the same questions as me. We have raised these concerns and questions and have not yet had a response delivered to our work groups. The comments that we 'free text' are not shared in our breakdown findings of the survey either, and we would like them to be. For the 6th year in a row, I submit our concerns. They are but not limited to. 1. The workplace aggression from Union Officials to us Inspectors - what is being done about this? 2. Our workloads are extremely excessive; we work long days and nights and over the weekends. We have been short staffed for years (we cannot blame the current national staff shortages), and we cannot retain staff - what is being done about this? 3. We have staff in administrative functions with Inspector Powers that falsifies our number of Inspectors. This further creates staff shortages - what is being done about this? 4. Front line inspectors need to know everything about everything, and action the work that the vast range of hazards and risks create, there is little to no support internally. For example: We have a team of psychologists with their degrees largely funded by WHSQ, but they do not have a case load of psychological claims to manage, Field Inspectors manage psyco-social assessments with no training in this area, training is not reading a procedure. The procedures in place are in adequate, why can't this team do this work? what is being done about this? WHSQ has a team of experts in asbestos management with their degrees funded by WHSQ, but they do not respond or rarely do when we have ACM issues. Field Inspectors cover this. There is no frequent up to date or clear training, monitoring, supervision or consultation. There is not an up to date policy and procedure for asbestos matters that best suits scenarios. We have Inspectors that are not competent attending to asbestos matters giving us exposure to asbestos, this includes taking samples. This entire process should be managed the asbestos team otherwise what purpose do they serve? Samples should be taken by them or hygienists to eliminate the risk of exposure to inspectors (who have too much work on and heavily fatigued) - what is being done about this? 5. There is rare access to our legal team that visits the regions from time to time to give us advice. However the advice is mostly against operational policies or not consistent - what is being done about this?
Very Negative		6. We have a team of people who role out projects for the Field Inspectors to conduct with little to no consultation. Many of these staff have Inspector powers, why do they not do the projects, they do nothing else all year - what is
Positive	Culture & Values,Performance & Development	The current culture is conducive with facilitating the units / depts objectives.
Negative	Performance & Development,Resources,Communications	Having a transparent recruitment system and identifying those who are not suitable to continue in their current role.
	Leadership,Employee wellbeing,Service delivery,Agency engagement,Culture & Values	The culture of honesty should be the target. We should be honest that people are not perfect and by picking apart their every move, their every action and mistake means tha we are pushing workers into a corner. They will leave for a better work environment. The work we do is important and most managers have no idea how the work is done. They will look at the stats, and question and demean inspectors, but amazingly their don't talk to the inspectors or ever go to site. I don't believe you have to have done the job to manage, but it is important to ask questions about the process and realise that the data people look at is rubbish and does not equate to what people are doing. Is is overall, an exhausting place to work and I am actively looking to leave. I have been in this organisation for a few years and I can't recall a manager saying good job (and I have done some amazing work here) but they have pulled me apart for the tiny mistakes.
Very Negative		
	Communications	Be fair and transparent in appointments, permanent or acting in higher roles; value honesty; don't pay lip service to ethical behaviour; value every person, not just the ones you like; value their actual contribution, not a distorted
Very Negative		perception based on the likes or dislikes
	Service delivery	Going above and beyond
Very Positive		Aiming for excellence
	Performance & Development,Resources,Leadership	I would like to see a return to the days when the field based inspector (Those that are actually out there conducting the compliance audits, risk assessments, complaints and incident investigations) felt supported and valued by the organisation. Not just seen as a resource to be used to further someone's career or raise their profile. I would like to see a genuine understanding of the huge impact that constant and ongoing exposure to the vicarious trauma experienced by many field based inspectors who are caught in a loop of constantly reacting to events and complaints day after day, year after year without relief has on these inspectors. I would like to see a return to the days when a principal advisor was someone you respected for their vast experience and knowledge in their chosen field not someone in an office somewhere finding new and "exciting " work for the field based inspectors to do for them.
Very Negative		I genuinely feel we have lost our way within our role as the WHS regulator.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values	The culture is set from the top by the DG/DDG and should filter down to the management levels. There needs to be workshops to educate staff within OIR and staff need to feel that they are in a safe environment and able to speak freely.
Negative		OIR is such a diverse and complex culture and its staff have so much to offer in the way of knowledge and skills set.
	Leadership,Employee wellbeing,People and Teams	Leadership (lead inspectors, manager and director is more understanding and more flexibility to individual team members work life balance. More trust in the decision team members make on their cases.
Neutral		Leadership (lead inspectors, manager and director) that trusts more, identifies and encourages the best in each of their team members.
	Culture & Values,Diversity, Inclusion, & Fairness,Resources	Enabling a culture of diversity and inclusion. By creating opportunities for all staff to be involved in key initiatives and programs. For example: Allies and employee networks for Diversity groups to help support cultural change.
Negative		
Negative	Leadership,Employee wellbeing	Better work/life balance and consideration for the mental health of inspectors within OIR. There is so much stress and pressure on them when already over stretched and not being supported by management

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,Agency engagement,Culture & Values,People and Teams	I would like senior management to take more responsibility and have more accountability when it comes to the areas of improvement identified such as in the WfQ survey (e.g. red tape, lack of resources). Instead of just not talking about it and telling people to just deal with it, the organisation should be providing strategies to improve or eliminate the issue, otherwise the improvement they expect to see on these key priority areas in the WfQ survey will never materialise. For example, engaging Bendelta to create and improve the leadership culture is all well and good, however, I had to specifically ask Bendelta what we (the general staff) should expect for the outcomes instead of getting this knowledge from our leadership team early in the process. In addition, by acknowledging that they see the issue and are working on improving it, the general staff will have more respect for senior management and it would improve employee morale. Also, while we should celebrate our successes, only focusing on and spotlighting 'the good' will not necessarily improve the culture and behaviour of staff. Successes that are celebrated tend to be for 'front line' and 'big fancy projects'. The service groups do not have a program that rewards high quality level of support service. Instead, support business units such as ICT, DES, Finance, are often told to keep the wheel running and to increase output with not just minimal resources, but often outdated and not up to par systems. If OIR wants to be innovative and be brought in line with other modern departments across Queensland and Australia, investing in the correct infrastructure and hiring the correct skills at the beginning would improve OIR's capability a lot by actually investing in your staff and helping them grow professionally.
Mixed		While transparency in relation to hiring practices and backfilling has slightly improved, there is still a lot of smoke and mirrors when it comes to the recruitment process. I would also say that processes to address poor performance are not implemented in many areas.
	Employee wellbeing	Annual review of individual roles, and workloads.
Neutral		
	Diversity, Inclusion, & Fairness,Leadership,Service delivery	There is sometimes a lack of integration across OIR which is understandable given how diverse it is, but this can mean there is a degree of siloing and a lack of understanding of our work/what we do and our needs. It can also mean that the agency has to be proactive in ensuring that all business units have support in terms of things like governance/internal compliance, IT, records management, data analytics and those kind of business support/corporate governance frameworks, because we might not know what we don't know.
Negative		
	Resources,Employee wellbeing,Agency engagement,Culture & Values,People and Teams	OIR need to more strongly embrace the benefits of flexible work arrangements to improve staff morale. The role that people in my area perform is incredibly intense and stressful and we have experienced staff retention issues from staff who feel that the stressful work environment and the remuneration for same is inadequate. Our current work environment allows for some flexibility but there is a feeling of pressure to be in the office 2x/week or be asked to please explain. This has led to a number of staff members feeling compelled to attend the office when unwell and have spread COVID-19 to other staff and external persons. In circumstances where all employment duties can be performed remotely, increased flexibility should be offered to those who are interested in order to increase staff morale and encourage retention of competent staff and attract staff in the future who would be an asset to the team.
Very Negative		
	Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	A move away from the current "focus on the positive and ignore the negatives" direction coming down from our ED, Jodie Deakes. In order to improve, the executive needs to be willing to hear and listen to its employees. Pushing a continuous improvement model and striving for innovation while not properly resourcing initiatives, continuing to load teams up with more work without increasing FTEs and allowing very poor workplace performance to go unchecked (despite the push for PDAs to be developed for that exact purpose) is driving those employees with a good understanding of the business, and a good work ethic, to exhaustion. Those people are starting to leave the organisation in droves, tired, under appreciated, underpaid and exhausted by the "we're all about our people", "open door" mantra being spruiked, while those same executives ignore key messages provided to them. There is no accountability at the top, and those in various business units do not feel supported by the executive, yet above A07 level, the accountability is non-existent.
Very Negative		
	Leadership,People and Teams,Agency engagement	Continuing to model best practice and highly ethical behaviour. I feel my team genuinely cares about their jobs and the actions they take in their role. Whilst there are always things that annoy us, management decisions, legislative constraints and so on, I work with a team that actually cares about the work they undertake. This makes me feel proud to belong to my team and my department.
Very Positive		
	People and Teams,Service delivery,Leadership	Our executives need to get their shit together. Craig was a great DDG and made some progress, I now hope Kym can do more, she seems approachable and kind so far. We need good leadership please! EDs are inconsistent, often behave poorly and are far too worried about their own nests, throwing others under the bus in an instant. We need a solid leadership group where they properly work together, do what they say they will and behave appropriately. Deliver, stop lying and be decent.
Mixed		
	Culture & Values,Resources,Service delivery	I believe a culture is required that returns the Inspector to the position of being the core function of WHSQ, and the focus for the of systems and processes, including actual employee numbers (in the field visiting workplaces). Too much managerial effort is spent on political aspirations and not what WHS Act section 3 'object' states. Behaviourally I believe the government of the day needs to separate itself (again) more from the mechanisms of the regulator and also to cease or at least slow down the constant and frequent changing the legislation.
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	Being consistent with contemporary business and human resources practices. Implementing flexible work practices which support employees especially those with mental health conditions. Supporting and reviewing the work of the front facing workers, particularly those in the inspectorate. Workforce planning to understand the changes and shifts in Queensland and have a workforce capable of delivering appropriate services. Promoting managers that have the necessary 'people skills' not just the technical background and skills to enhance employees work experience. Managers being supportive rather than punitive.
Very Negative		
	Leadership,Employee wellbeing,Service delivery,Culture & Values	a people focused, respectful, inclusive approach to work and getting the job done will build a positive culture. removing negative, retaliatory behaviour towards people who report safety or wellbeing matters will create a safe place and improve productivity as everyone in OIR will feel valued at work.
Negative		
	People and Teams,Service delivery	Collaborative Innovation
Neutral		
	Diversity, Inclusion, & Fairness,Leadership,People and Teams	WHSQ needs to urgently take steps to address bullying from persons in management. I have no complaints about the way I am personally treated in my work team but this is down to my manager's extremely high level of integrity. However, what is happening to the construction inspectorate is a total joke. Ingrained bullying is the norm. If steps are not taken to address this its only a matter of time before its on 60 minutes or 4 Corners. I'm not going to dob - but sooner or later a construction inspector will.
Very Negative		
	Culture & Values,Leadership	Sometimes in our attempt to be inclusive and respectful of others in the workplace it has allowed a few individuals to justify their behaviours that are on the borderline of being inappropriate to others by expressing that they have not been heard or respected by others rather than owning their poor behaviour as poor. This just reinforces the poor behaviour as being acceptable and justifiable. The person exposing the poor behaviour feels unsupported and isolated as a result. It creates a culture where openness is not really supported.
Very Negative		
	Performance & Development,Resources,People and Teams,Leadership	I should like OIR's leadership team (and QLD Govt leadership in general) to understand that QLD is placed 9th out of 11 federal and state Aus & NZ jurisdictions in terms of digital maturity which is causing us to fall further and further behind. The longer we delay investment and transformation, the more it will cost and the more good people we'll lose. Outside the QLD Public Sector, digital, data and ICT capabilities are now often the second largest team size after frontline staff, while QLD Govt ICT is still seen as a back-office function with no place at the strategic table. It would also be fantastic to see OIR (and other QLD Govt agencies) invest in assisting staff to develop their digital, data and ICT skills to help them transition to the myriad new roles required by a contemporary customer-facing organisation.
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,People and Teams	That is a difficult question to answer. While there are commonalities in purpose between divisions within OIR, ultimately they are quite different. There will always be a perception that the bigger division(s) are prioritised or given preference over smaller divisions. While there are attempts at being all-inclusive, when there are changes or development of systems, or access to support services, this perception remains. Support services for inspectorates should be centralised with staff allocated to work with various divisions. At present, when there are major changes approaching, the larger division is equipped to deal with this. Within a division like ESO, the economy of scale means they don't have a team to do the work and generally have to pull someone from another role, or add to a person's workload, to undertake a task or project.
Negative		
Positive	People and Teams	Cross-functional - breaking down the silos that currently exist

	Leadership,Communications	In my last position, some (not all) long-term co-workers have entrenched ideas about their work and how it should be performed. They are resistant to change and at times, it is very difficult to remain positive in the face of negativity. Change management communications in the last few years have been met with passive hostility. Group meetings become emotionally charged discussions where they see it as a challenge to their ability to do their role, rather than adapting to improve the level of service. It was one of the reasons I looked for new opportunities and do not regret the change.
Very Negative	Resources,Leadership,Employee wellbeing,Performance & Development,Communications	Communications needs to be open and transparent. There are communications between groups at Senior Manager level but only at local level through individual/personal connections. Some groups receive communications; for others this is limited. There are no systems to promote cross-group working and communications. There is significant change happening in our organisation. Historically change has not been managed well, so understandably people are nervous and apprehensive about upcoming changes. Our offices have been flooded for over 7 months and we have all had to make our own alternative work arrangements. We feel disconnected from the organisation. The new office location in Newstead is not suitable - it may be termed inner city but is a long way from the city and requires significant personal travel time. This does not appear to be acknowledged by OIR - as the additional travel time will be detrimental to our overall wellbeing and therefore our work performance. OIR seems to mainly focus on Inspectors in CFS. All other employees, of which are significant numbers, seem to be forgotten.
Very Negative		
Negative	Performance & Development,Service delivery,Agency engagement	a lot of experience and skill has been lost over time - retain, utilise and value experienced people who have technical skill and knowledge and who can effectively engage with fellow workers and stakeholders
	Performance & Development,Culture & Values,Diversity, Inclusion, & Fairness	I think that there is still some work to be done re culture within OIR. There are many legacies within the department that create barriers in being able to change the culture. Until these are removed, the culture will not change as quick as it needs to. People who have been a part of OIR for many years don't see the need for the culture to change and feel that things have always been this way, so why change? There is also a very "male culture" within the organisation and until this is addressed and acknowledged, the women within OIR will continue to miss out on career opportunities. There has been so much talk about the culture within OIR, but there has been little improvement. There has been no visible work being done in this space and it is disappointing that we continue to be asked about the culture when there is little that is being done to change it. It very much feels like we are asked this question just so that the Government of the day can tick a box that they have asked the public servants of Qld their thoughts on culture. It needs to start at the top and examples set for the rest of the public sector.
Very Negative	Service delivery,Resources,Culture & Values,People and Teams	Don't try to run the organisation like a business, corporate culture is not appropriate for government. Government provides services and safety nets that businesses can't. There is too much focus on 'performance and development' of individuals (an outdated corporate model) rather than a focus on supporting people and teams to deliver core services. Corporate process is treated as end in itself and there seems to be little focus on the core function which is protecting the safety and health of people at work.
Very Negative		OIR continually fails to provide the tools necessary i.e. computer operating environment with integrated process and procedure to effectively manage our team's work in regulating major hazard facilities.
Negative	People and Teams,Culture & Values,Performance & Development,Employee wellbeing	What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals? - A collaborative, consultative one that addresses workload issues.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Communications,People and Teams	Clear message across all of OIR about the role of public servants and for individuals to feel supported that they are working as part of a team and while they might be responsible for a piece of work or interaction, they are supported by their team and OIR. People in OIR are mostly very hard working and feel personally responsible and need to be recognised/acknowledge for this of course, but also to be developed to understand that it is fine for them to step back from a particular task or project or to handover - idea of shared/team responsibility/OIR responsibility could definitely be boosted. This would help with balancing people's hard work and high performance with protecting against potential for people overworking/ risks of burnout. This could also be supported by awareness of how the different areas of OIR work together - maybe additional awareness and engagement or units communicating their work across OIR in a new way, maybe on intranet, so other areas are aware of changes or channels or new initiatives.
Negative		Re achieving priorities and goals, really key questions could be asked routinely - built into the way we work - why do we do this or that? why do we do it this way? how do we/would we know if it is working?
	Culture & Values,Leadership	A culture where the executive actively demonstrate a whole of OIR approach to leadership based on a clear vision and strategy (that they believe in), to bring us together and shifting any 'road-blocks' that prevent or slow down
Negative		getting things done in OIR.
	People and Teams,Service delivery,Leadership,Communications	collaborative working together
		honest, curious and open to new ways of thinking and working
Very Positive		focus on what matters, deliver outcomes and celebrate the success
	Leadership	Be consistent and fair in all matters across the board
Negative		Manage poor and inappropriate behaviours regardless of the level
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR must provide direction as to the desired balance between work at the office and work at home. The lack of direction from OIR and the Executive Team should be rectified to assist all areas in their operational requirements, and provide sufficient guidance around the impact of different roles on flexibility. The strategic direction provided should be fully supported by an updated policy reflective of current conditions (i.e., living with COVID). OIR must enhance the IT and analytics capabilities to remain cutting-edge and relevant, and those two areas must be adequately resourced to ensure all areas can provide best approach and meaningful work to its workforce (rather than manual processing type tasks). A high achieving culture with investment in digital skills is required to ensure the workforce remains relevant and value-adding in a changing workforce with meaningful work that leverages off the skills and experience of OIR staff (and ensure OIR remains a first choice employer).
Negative		
	Culture & Values	Identifying and addressing poor performance and toxic behaviours.
Negative		
	Service delivery,Employee wellbeing,Leadership	Continuing to foster flexible working arrangements. The support and attention of new starters is important as the role can be daunting and for some may seem complex/overwhelming. I have found this organisation and its
Positive		management to be committed to the well-being and professional development of its staff and would gladly encourage people to work for OIR.
	Service delivery	A shift from making decisions in reaction to external and internal influences, to data driven decision making.
		Consultation and discussions with all levels of stakeholders especially around changes.
Neutral		
Positive	Service delivery,Leadership	#NAME?
Positive	People and Teams	collaborative
Positive	Leadership,Employee wellbeing,Communications,Culture & Values,People and Teams	A culture that focusses on the safety and wellbeing of it's people through the development of leaders who are transparent in their decision making and respectful of their teams ideas and views.
Negative	People and Teams,Resources,Employee wellbeing	Collaboration and Networking. It still feels very a silo work area and initiatives of WHS are not advised and therefore WCRS can't prepare for extra workload that may come about from the audits or initiatives by WHS.

	Service delivery,Resources,Employee wellbeing	More staff. I know we have been in a very difficult pandemic recently, but trying to find staff through government has to be streamlined. I guess always in government it has taken ages to get staff. We at MATS have experienced a
Very Negative		lot of staff leaving (for various reasons) recently and we have had to cancel tribunals and overload existing staff to accommodate. This process through government needs to be streamlined.
Positive	Performance & Development,Employee wellbeing	having a growth mindset, willingness to embrace change and walking the talk by investing in the health and wellbeing of its people.
Positive	Culture & Values,Diversity, Inclusion, & Fairness,Leadership	A safe proactive culture that celebrates and appreciates diversity.
Positive	N/A	I am good worker, I like my work place
	Resources,Service delivery,Leadership,Employee wellbeing	OIR still has an issue post COVID where there is a strong focus on returning workers to the office regardless of role.
		At this point we have proven in roles like mine and those I closely work with, which are not operational roles, have been more productive with full time work from home arrangements and only attending an office when required due to meetings/events.
		The thought of having everyone return and be under the same agreement makes no sense, particularly as requirements for an operational role which deals with external stakeholders is completely different to a role which deals only with internal stakeholders.
		If an individual has no performance decrease or in fact has a performance increase from working remotely/from home full time, OIR needs to stop with requirements to return these individuals to the office. Justification of return to the office because everyone is returning to the office shows that OIR management still has a disconnect with its workforce.
		A typical example of this is that older generations of workers would like to spend more time in the office, and they should be able to do so. While younger generations are more interested in remote work, have better equipment, internet and facilities at home. If these workers are able to perform on full time remote working agreements, why force a return to the office? Especially if these workers are now outperforming themselves when compared to their in-office work output.
Very Negative		
	Culture & Values	I am totally happy with the culture of the Unit I work in, but I have been made aware some areas of the organisation do not receive the same respect. Any complaints regarding bad behaviour should be managed with no
Mixed		repercussions on the complainant.
	Leadership,Agency engagement,People and Teams	I am inspired by my Executive Director of ESO.
		My ESM of SWLGC region is supportive of the team and very hard working.
Very Positive		
	Service delivery	Be appreciative that you have a job
		Be respectful to staff and stakeholders
		Be honest
Neutral		Be committed and put in a full days works each and every day.
Very Positive	Leadership	Respectful, trusting and hardworking.
	Employee wellbeing,Leadership,Resources	I am an executive within the organisation. I believe OIR provides one of the most supportive, pleasant and flexible work environments of any government departments. I also believe many of our staff feel the same way.
		It is important that the OIR leadership group work cohesively and that they are seen to work cohesively. The leadership group must not loose sight of the true services (regulatory and otherwise) we provide, and ensure the resources allocated to support the front line workers are reasonable, given that we are a small agency with finite FTE and budget.
Mixed		
	Leadership	Bad behaviour by staff within the Inspectorate is not addressed despite instances of numerous complaints being lodged. Managers with the Inspectorate either turn a blind eye to bad behaviour, don't call it out or don't bother reporting it as nothing ever happens. The OIR HR unit is hopeless regards dealing with employee complaints or instances of clear misconduct including breaches of the Code of Conduct. OIR HR should be the exemplar when dealing with bad staff behaviour yet are exactly the opposite. I have no faith in reporting any issues to them. Their discipline decisions are weak and merely move the 'problem' from one area to another exposing others to deal with what they should have.
Very Negative		
Neutral	N/A	Everyone be respectful, honest, and diligent in their work.
	Resources,Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Culture & Values,People and Teams	A culture of unity and leadership rather than division is the key during this challenging time for Government Regulators. Everyone can agree that decisions have been made in the last 2 years by authoritative figures in society all over the world which are ethically questionable. Human Rights Legislation has been exposed as a fraud. The consensus is very clear in society now, if the public are scared then Human Rights legislation is not worth the paper its written on. Society has a divide that may never fully heal.
		Over the coming years as the real world evidence catches up with the theoretical evidence. Debate could intensify and the hate towards authoritative agencies and government intervention will only grow. In the eyes of the public and duty holders we are those same decision makers, we are the government intervening in their lives once again.
		OIR needs to be ready for this outcome, how are we going prove that we are the innovators, the leaders and the shining beacon for the public and industry. We need to guide the way with safety and risk management strategies rather than blindly play follow the leader.
		A strong unified team culture is a way of achieving success. Culture can be difficult to gauge and measure. For guidance I look at the Melbourne Storm method -
		The Melbourne storm are a Rugby League (RL) team playing in the top RL competition in Australia called the NRL. Melbourne have been successful for a long period of time with commentators and players often talking about the successful culture that Melbourne have been able to create.
		For years as a supporter of the NRL I have watched average players from other clubs sign with Melbourne and in less than 12 months they are a different player. On the flip side you see fantastic players for Melbourne sign with other clubs and then magically they are average again and do nothing. So what changes?
		From my observations and experience within my own sport I look at: (1) Good strategic systems developed by Melbourne's club management. (2) Competent coaching staff who can take the core aims of the strategic systems and implement them practically to the team. (3) Skilled players who are willing to buy into those systems, listen to the coach and actually play the game as intended.
		This all sounds easy, a blueprint for how to achieve cultural success within a team.....yet time and time again we see coaching staff who have been involved in Melbourne's systems leave for another club and unsuccessfully attempt to implement this same system. So what is the missing piece of the puzzle?
		To find the missing puzzle piece you need to look at another variable. How are Melbourne turning average players into above average players, only for that same player to leave and return to mediocrity?
Very Negative		My theory for how Melbourne achieve the greatest amount of success
Negative	Culture & Values,Agency engagement,People and Teams	Where there is high turnover of staff within a team it should be investigated for reasons why people are leaving and if it is due to poor culture within a team.
	Leadership,Employee wellbeing,Service delivery,Communications,People and Teams	Transparency when opportunities arise, they are usually given to the same staff with no opportunity given to others, we find out behind the scenes.
		Management are a closed group, they support each other; I feel if I raise issues they will not be acted upon and I will be talked about.
Very Negative		My team leader does whatever she wants, she is friends with the manager and is never held accountable, they have no monthly catch-ups re workload or work issues, no questions are asked unless staff make a fuss, and nothing gets done about it. Lies are not uncommon and are easily found out about.

	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	A culture that genuinely respects the skills and experience of staff and genuinely seeks to develop them. A culture where jobs demands are appropriate and people aren't expected to work excessive hours, on days off, nights and/or weekends, including if they are in management roles. A culture where there is trust from executive managers, less micromanaging and streamlined, efficient approval processes from these levels, that otherwise contribute to increased job demands and frustration for all levels below. A culture that genuinely looks into why so many experienced and highly skilled staff members are leaving, identifies the organisational issues that are the main contributors rather than putting it down to people just moving on or retiring. And looks towards rectifying these issues to retain highly valuable staff. A culture that fills vacancies quickly so the demands of having less staff aren't added to other people's workloads.
Very Negative	Performance & Development,Resources	A culture that genuinely cares about the health and safety of its staff rather than paying lip service to it. decision making frameworks need to be developed to ensure clear decision making occurs. this includes understanding of the risks in decision making. Quite often the risks of making a decision are lower than NOT making a decision (or a reasonably timely decision). A decision can be changed as more information becomes available but this needs to be outlined in any framework and also in any notification- the decision has been changed due to x, y, z. Any decision making framework should utilise information from the Ombudsman's good decision making training and guidance.
Negative		Development of systems that can demonstrate to industry to "Do what we do" and NOT "do what we say"
Negative	Service delivery,Performance & Development	Embed succession planning and develop the staff you have.
	Leadership,People and Teams,Service delivery	The OIR is a great organisation to work for, I am a new employee and the managers and staff have policies in place for all staff members. We have our team agreement and the management staff are easy to talk to if you need to talk about personal issues. I am thoroughly enjoying the OIR department.
Very Positive	Performance & Development,Diversity, Inclusion, & Fairness,Service delivery,Resources	Merit based promotions and higher duties allocation. Ensure unbiased selection processes, remove panel chairs who have outside work relationships with shortlisted applicants, including having applicants who were friends with them at previous locations. External agencies perhaps need to conduct regular audits to identify conveners crony and bias appointments.
Very Negative		N/A
Neutral	N/A	*CCFS IS STILL THE MOST TOXIC PLACE TO WORK IN.
	Performance & Development,Leadership,Culture & Values,Agency engagement	*AT LEAST 40 CONSTRUCTION INSPECTORS HAVE EITHER LEFT OR MOVED TO OTHER AREAS OF THE ORGANISATION. HELEN BURGESS' (DIRECTOR CONSTRUCTION) EXCUSE FOR THIS IS THAT THEY HAVE AN AGING WORKFORCE. *HELEN BURGESS HAS COMPLETELY FUCKED OVER THE CONSTRUCTION INSPECTORATE. CHRIS MUTTON AND MARK HOUSTON (OPERATIONS MANAGERS) AND JANE BAKER ARE PART OF HER CREW, AND ARE ALSO FUCKING DOGS. MARK HOUSTON HAS LEFT THE ORGANISATION RECENTLY, THANK FUCK. * I AM ONE OF THE CONSTRUCTION INSPECTORS THAT HAS MOVED TO ANOTHER AREA OF THE ORGANISATION. FROM THE FIRST DAY I STARTED IN MY NEW ROLE, I HAVE BEEN HAPPY AT WORK. THIS HAS BEEN A LONG TIME COMING. * HELEN BURGESS IS CURRENTLY UNDER INVESTIGATION BY THE CCC FOR CORRUPTION. IS ANYONE FROM WITHIN LOOKING INTO THAT? YOU SHOULD BE, NOW THAT I'VE TOLD YOU! * THE BEST THING I DID WAS TO LEAVE THE CONSTRUCTION INSPECTORATE.
Mixed		
Positive	People and Teams	Everyone being involved and cooperation within the various teams to achieve a response/result.
	Resources,Leadership,Service delivery,Culture & Values,People and Teams	Union interaction takes a significant amount of our times where most of the complaints are unwarranted creating a negative culture with minimal support within the organisation, senior management has demonstrated more support towards the unions then over their employees findings. Unions should be held accountable and fined for wasting resources where we are all time poor on fake allegations, not supported by our management allowing this culture to thrive where a significant of the department have resigned or moved on leaving with the rest of the team in a difficult situation and untrained, losing years of experienced workers where the public can be place at risked from inexperienced workers in the field.
Very Negative	Diversity, Inclusion, & Fairness	OIR need to be an effective regulator and place more responsibility on inspectors and support the diversity of experiences. Support from the section in Brisbane is very much one way. We are always called upon to do extras i.e. audit programs ; which is fine and understood but when we have asked for assistance in some of the areas such assistance is denied.
Negative	N/A	
Neutral		
Mixed	N/A	I think OIR is heading in the right direction and has been working towards improving concerns identified by staff over the previous years. But this is a continuing journey and there is still room for improvement.
	Resources,Leadership,Performance & Development,Agency engagement,Culture & Values,People and Teams	Organisations can suffer from high staff turnover, as it carries clear costs such as recruitment costs, the cost of training, and the opportunity cost of not having technical expertise. However, I think OIR's cultural challenge is the opposite; everyone I meet has been here for an extraordinary amount of time, which I think it imposing hidden costs. A lack of staff turnover results in cultural stagnation, groupthink, set-in-stone culture, criticism of change, and bad blood going back years (it is not normal for colleagues to have gripes about something that happened 10 years ago). I think OIR needs to become more agile in general, and that includes the flow of bodies in and out of the organisation.
Very Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,People and Teams	Continue the great support for flexible working arrangements - the time saved each remote working day allows me (and others) to manage excessive workloads better. Remote working has been great for work life balance and mental health as well. My staff are happier and more productive too. To reduce excessive workloads, managers need to be able to focus on delivering organisational plans with their teams. Currently there is an overreliance on managers and team leaders to help create organisational strategies and plans via leadership meetings and document review. The executive is charged with doing this job and therefore has the time to come up with strategy. Managers don't necessarily have the same luxury of time, skill or pay to do this. (That isn't to say they cannot be consulted, just reduce the reliance managers and team leaders for this.) The outsourcing of recruitment, hr and finance tasks to staff in other areas that do not generally have peak proficiency in these tasks, has added to the red tape and work overload. This is cost shifting within the organisation that results in the organisation not being able to perform efficiently because its people cannot focus on doing what they do best. Resources need to be focused in fixing known organisational problems which impact the organisation greatly, such as red tape, the IT system or in procuring more help with existing workloads. There is a lot of money being spent on hr consultants to determine what the organisational issues are which could be spent on dealing with the important issues we already know about from other sources, such as the WFQ survey.
Mixed		Can we also not have large organisational events or meetings at peak covid times, like winter? Planning days etc should be held, wherever possible, outside of these times.
	Performance & Development,Culture & Values,Service delivery,Leadership	1. An inclusive culture that treats all employees (and stakeholders) equally irrespective of background.
Negative		2. Focus on career development which can mean different things to different staff (i.e. career development can be both capability development and career progression).
Neutral	Culture & Values	Culture focused on the group as a whole, rather than just those with the loudest voices
	Leadership,Service delivery,Performance & Development,Communications,People and Teams	- Listening to internal staff and actually taking action in response to concerns raised by workers - Prioritise internal staff well-being and rather than focusing solely on external stakeholders - Set clear departmental goals that are based on evidence/data rather than setting generic goals - Be transparent, including releasing the Working for Qld survey results for our team/workgroup to all staff and not just kept at the manager level.
Very Negative		
Very Positive	Service delivery,Leadership	Continued empowerment and trust to do our job will lead to ethical, enthusiastic, efficient and professional performance
	Culture & Values,Service delivery,Leadership	OIR desperately needs better senior management to fix OIR's culture. OIR doesn't hold any accountability to management and their poor performance. I beg of Kym the new DDG to take this seriously. Start asking questions - ask why so many things are covered up. Enforce the Code of Conduct. Remove poor performers.
Very Negative		
	N/A	
Neutral		

	Communications,Resources,Leadership,People and Teams	Break down the silos across OIR particularly in the regional offices. Senior Management believe there are no silos but they exist and are fostered by Regional Directors and Operations Managers. Sharing information and resources across programs is non existent. CFS Admin are reluctant to provide assistance to other programs.
Very Negative		
	Performance & Development,Agency engagement,Service delivery,Leadership	OIR need to start treating the Inspectorate differently. The requirements of the role are not commensurate with a worker from an AO stream. We have field based Inspectors covering 4 pay levels (AO4 to AO7), and we all do the EXACT same work. There is no career progression in the Inspectorate unless someone dies, retires or moves on to a different department. It takes up to 18 months/2 years to adequately train a competent Inspector, yet they are undervalued and no effort is made to retain them. Policies do not adequately remunerate Inspector on-call requirements (4 weeks average per year on call!!) I could write more but I really can't be bothered, nothing ever gets done. I won't bother with future surveys either, I perceive them as a waste of my time.
Very Negative		
	Resources,Leadership,Service delivery,Performance & Development,Culture & Values	OIR provided plenty of information to how they are of a wonderful culture, it would be great if they could actually meat 50% of what they portray. OIR expects a model culture of external stake holders, this model is to be fair and reasonable to employees, provided appropriate training, procedures and expectations, provide appropriate support, provide appropriate tools to do the job. OIR fails every aspect that they expect and enforce on an external stakeholder. As an inspector in investigating a serious event and identifying the raft of failures as present in OIR / ESO it would be an expectation for the business to undergo a show cause with strong consideration to a risk based prosecution for their failure to obligation. Overview of failure to obligation Lack of staff unrealistic work loads and expectations unrealistic policies and procedures, at this time it is shown that over 80% of our policies and procedures are out of date, incoherent and conflicting. we are told that management is working on it, it will take years to rectify, when asked by staff what are we meant to do in between there is no answer. actually listen and act on the feed back provided by the employee. provide appropriate training - training is a joke. lets just bash through the training, lets not address the massive holes in the training, lets not take any notice of the end user feedback to the inadequate training. WILL DO - turn around and to the employee detriment take actions against the employee to failure to adhere to training or policy.
Very Negative		
Very Positive	Service delivery	Strive for excellence and best practice.
Negative	Culture & Values,Service delivery	A culture of accountability: Making all workers irrespective of role be accountable for their actions or inactions.
Neutral	Culture & Values	An interdependent culture where it reflects the behaviours that it expects from those it regulates.
Neutral	Culture & Values,Performance & Development	A culture where one reflects and learns.
	Resources,Leadership,Service delivery,Agency engagement,People and Teams	Kim Bancroft if you're reading this please look closely at ICTS. It is flailing directionless and wasting money at a rate that makes me ashamed to work for the public service. Every week it seems like a new shiny thing has attracted the attention of the senior management and a new set of tails to chase is presented to the staff. There is apparently, an exercise underway to plan for the next several years, but the staff have been told that they have to tell the senior management what the plan is. How does this possibly make sense? Call me old fashioned but doesn't the captain tell the crew where the ship is going? Weeks and weeks and weeks have gone by with managers away at planning days and apparently all that has been produced are some feel good sentences and vague visions of a far off paradise. There is no plan, yet there seems to be more AO8 managers in ICTS than technical staff. And each one is going in a different direction, because... there is no direction or plan. Nothing happens, ICTS keeps going around in circles with nothing produced. It's worse now than it had ever been, and that is really saying something. Staff moral is at an all time low, and ICTS staff know they only way to get by is to smile and say everything is fine. Please ask about the projects that have spent hundreds of thousands or millions on contractors and produced nothing. Nothing a member of the public could look at or use or even see. That isn't a joke. Please ask about the dead ends of technology platforms purchased at great expense, then left to rust when the next technology whim attracts the attention of senior management. Teams of contractors are being paid huge sums of money on projects that don't even know what they are trying to produce. ICTS has no plans on how to progress once the contractors leave, and systems are being planned with no future operating budget or commitment from OIR, apart from perpetually using contractors because it hides actual staff numbers... until what ever it is isn't the shiny thing of the moment, then it too, will go on the scrap heap. Kim if you're still reading, thank you for your time. There are many good staff in ICTS that want to work hard on something they are proud of, however at present that's almost impossible as they are going around in circles not knowing how to progress.
Very Negative		
Neutral	Culture & Values,Leadership	A people focussed safety culture that displays respect and trust, where positive behaviours are demonstrated across all levels and in particular Executive leaders.
	Employee wellbeing,Leadership	Moving forward to be able to maintain a WFH arrangement back to 2 days a week with the options during school holidays to WFH full time without formal approval. Keeping cost of outside of hours school care down. Continuing to be supportive of flexible working arrangements Long and short shifted days to help to get to appointments and not affect my leave.
Positive		
Neutral	Communications	Continued support of the director, manager and supervisor. Clear communication about expectations is the key to understanding.
	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Performance & Development,Agency engagement,Culture & Values	A culture that respects employees, provides positive feedback on work and allows people to work autonomously is essential in any organisation - often due to the approach of management and especially executive directors etc. This is currently the case in WHS Engagement and Policy Services. However, at other times I have experienced previous executive directors that have a controlling, micro-managing approach which imposes a negative culture which does not motivate or encourage innovation or diversity of work.
Very Negative		
Very Positive	Communications,Service delivery,Leadership	Transparency in all processes, encouragement of critical thinking and expression of free speech, clear and frequent communication of expectations of being kind to fellow staff members.
Negative	Leadership	Look to improve senior management and the way forward. Too top heavy
Negative	N/A	There's no value adding comment here. Each year we do the same thing and nothing changes.
	Leadership,Employee wellbeing,Service delivery,Agency engagement,Culture & Values	From my experiences, OIR is a great place to work and I often recommend it to friends. A better culture of trust, which OIR already predominately performs the vast majority of time, would most help OIR be successful. Sometimes there appears to be a lack of trust or moreso, an underlining preference for employees not to work from home. This appears to be a top-down mentality; with manager's being very supportive of such arrangements. However, once in a blue moon, there will be comments made from more senior OIR members about their dislike for people to wfh and questioning employees work ethics at home. There is nothing wrong with questioning practices, however, this should be supported with facts, rather than pushing personal preferences.
Mixed		
Very Positive	Leadership	Flexible, trusting, supportive

	Resources,Leadership,Service delivery,Communications,Agency engagement,Culture & Values,People and Teams	It's ironic that we advise stakeholders that organisational change starts at the top and works its way down, however we have toxic and corrupt leadership that is resulting in the collapse of the inspectorate and no matter how many casualties are inflicted at the bottom, nothing ever happens to the top! The vaccination policy is another example of weak, unethical and highly coercive behaviour displayed by the executive team. I feel sick to the stomach every time I receive any email from Tony James, and as I write this response now low and behold I just received another email from him, I thought he was gone now? This man boasts of how proud he is of his work, the organisation, collaboration, respect and trust blah blah blah (it makes me want to vomit in my mouth). The executive team completely ignored, bullied and intimidated anyone who was challenged the vaccination policy and their narrative. When valid and important information regarding experimental vaccination, adverse reactions and death rates was supplied to the executive team, they simply said we are not interested in this information. I encourage you to look at Tony James emails he sent out to staff regarding vaccination, nothing but coercion, bullying and threats. It seems the higher you are in this organisation the less you have to adhere to, or be concerned with ethical standards, policy and procedures and the threat of being made accountable for your actions.
Very Negative		
Negative	Service delivery	Inconsistencies between regions on how internal procedures and policies are implemented and followed.
	Communications,Leadership	The behaviour you accept is the behaviour you walk past. People must be encouraged and supported to report negative workplace behaviour.
Very Negative		Managers and executive level staff need to be honest and transparent about decisions made and the direction of OIR. Staff who feel valued and appreciated are loyal and will work hard for the organisation.
Very Negative	Leadership,Agency engagement,Communications	Authenticity and transparency would go a long way to increasing respect for management in this organisation. Words and actions need to be congruent. If they're not, I find it very difficult to be engaged 'in the journey'.
Very Positive	Agency engagement	ESO is generally a great place to work.
Very Positive	People and Teams,Culture & Values,Communications,Leadership	A positive and respectful culture that focuses on transparency across all levels. Also focusing on collaborative work across departments
Positive	N/A	Flexibility - in the way we work and the things we do
	Agency engagement,Leadership	Reports made by staff about Bullying Behaviours by managers are taken seriously within the organization.
Negative		High Turnover of staff, is one indication that allegations into behaviours/complaints of bullying should be investigated .
	Resources,Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	I'm not sure I've interpreted the questions correctly, but I think OIR could benefit from a results-oriented culture. One where we have clearly articulated our goals and everyone in the organisation has access to the systems and processes they need to achieve those goals. But that needs a clear understanding across the organisation of what results we are meant to be achieving. Currently there seems to be a strong focus on activities, but little interest in what those activities are achieving. There also seems to be a strong focus on compliance with policies and procedures, but again, very little effort put into aligning those procedures to clear goals and objectives. Similarly, systems to support staff achieving their objectives have been left to degrade through severe under investment so even when staff are trying to work towards their objectives, they're stymied by inefficient and archaic systems. I note this survey has dropped the questions on red tape which I think is a pathetic attempt to ignore the issue or acceptance that our senior leadership are bereft of ideas about how to address it. But it is central to the work that we all do. It is staff saying that they feel they are being asked to do work that they feel contributes nothing to their goals, objectives, targets etc. or hamstrung by systems and processes that get in the way of them achieving their objectives. Why on earth would you not want to know that as a leadership group?? But I want to bring my comments back to staff being clear what results they are meant to be achieving. And while I have this anonymous platform, I just want to say that the OIR Strategy is woeful. It provides next to no clarity on our purpose, our goals, our direction and how we will achieve...anything. If no one is saying this in other forums, I just want to take this opportunity to say that it is a laughing stock within OIR. I have spoken to no one in OIR who thinks it was a good outcome. It has diminished the reputation of the leadership team and has been a backward step for reducing red tape and providing staff with clarity of their purpose. This would be a good starting point for reducing red tape...get clear on what it is we are trying to achieve and articulate a vision for achieving it. Then let staff get on with achieving those objectives.
Very Negative		
Negative	Culture & Values,Service delivery	A culture that strives for excellence and reduces red tape, duplication and non value adding bureaucratic processes that hinder streamlining processes and achieving 'economy of actions'.
Negative	Performance & Development,Leadership	Big picture thinking should be more prevalent, energies are often devoted to the procedural minutiae of an activity which takes the focus off the strategic objectives of the organisation.
Negative	Performance & Development,People and Teams,Resources	Hiring the best people for the job based on skills and potential, not on creating the appearance of being diversely correct
	Performance & Development,Resources,Leadership,Employee wellbeing	Senior Leadership need to acknowledge the staff on the ground are tired! Work loads have increased significantly with no increase in capacity. Workgroups are finding their own capacity by shifting some of the workload back onto managers within other units to complete tasks. i.e. HR and Finance Capacities could be gained by having up-to-date IT systems which allow staff to complete tasks more efficiently but again due to decreased capacity and lack of funds within ICT, systems are now failing.
Very Negative		PDAs with goals and priorities are created but many staff within OIR are unable to achieve these due to the reactive nature of their work.
	Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values,People and Teams	OIR is currently extremely risk adverse and supports a culture of rewarding (or giving in to) unreasonable demands, poor behaviour and performance. My experience has been more to 'try and make the problem go away quickly' by giving in to demands which can impact on service delivery, have toxic consequences on a workgroup and the health, safety and wellbeing of a whole team. Whilst engaging in positive performance conversations works for 98% of people, what is the organisations approach to manage the remaining 2%?
Very Negative		
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Performance & Development,Culture & Values	This particular office of OIR lacks a clear direction and lacks gender diversity and fairness. There is no way that a female will progress in this office, because it still is very male dominated and a blokes club. When you report behaviours, such lack of mentoring for new inspectors, you're seen as being difficult. When in fact training of staff not only costs the department monetarily, but it adds to the workload of inspectors with their powers already. As new inspectors can't go onto the on call roster for 12 months. The culture through out the region and not just this office is poor and the continuation of putting people in management positions, with little or no management experience, needs to seriously be looked at. If there has been one Regional Director and 4 different Operations Managers in one office and 3 different Operations Managers in another office, you have to ask yourself, what is the common denominator?
Very Negative		
	Resources,Leadership,Service delivery,Performance & Development,Agency engagement	I experienced bullying for a period of almost a year, finally stopping about 18 months ago. When I sought assistance from HR, they went directly to my (acting) supervisor who was the person responsible (and they knew this). What a dreadful betrayal. My acting supervisor also white-anted me with our director. I felt I had absolutely no organisational support and, in effect, had none. I was able to maintain professionalism, but the experience badly undermined my confidence and is the main reason for early retirement. I sought advice externally but felt unable to cope with a grievance process given how little support HR had exhibited in the past. I hope things have improved and that there are a lot more resources for workers in these situations - at least as much as for managers/supervisors. Check it out. All that was offered were a very few sessions with external psychology, then I had to go private. Thanks for nothing on this episode. Not a happy way to end an otherwise happy and proud working career.
Very Negative		
Negative	N/A	Within the WHSQ area, I believe a more advisory approach, while still maintaining a level of regulatory enforcement, would go well to gain the respect and cooperation of employers and workers.
Negative	Performance & Development,Service delivery	I believe OIR needs to ensure consistency across it's operations (both external to PCBUs and internal across it process & procedure) to be successful and achieve its priorities and goals.
	Service delivery	Individuals need to be held accountable for their actions.
Negative		Changes and actions still need to be made in this space.
	Culture & Values,Service delivery	To support field staff exposed to intimidation, rudeness and in some cases threats. This specifically relates to inspectors exposed not only to particular stakeholder organisations - but senior staff directing particular responses from the inspectorate to appease those organisations. This has been experienced by overhearing phone calls where it has been uncomfortable to listen to. The demands are unreasonable in my opinion. It is my understanding that staff are leaving because of this somehow accepted culture.
Very Negative		
	Leadership	Review management's bullying behaviours.
Negative		It is time to address workplace bullying.

	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement	OIR is an ambitious organisation, under an ambitious Minister in an ambitious Government. As such, there is always a lot to do. This isn't a problem, because it is important work that helps Queensland. But it does mean that OIR leadership need to be careful that their new initiatives and strategies don't unnecessarily add to the busy workload of staff. Doing so can divert energy, capability and resources away from less "sexy" actions that are important for achieving the priorities and goals of the organisation. For example, if a significant proportion of WFQ respondents say they want more personal and career development at OIR, then it is great that OIR senior leaders look at providing staff with more. But this shouldn't result in a rigid, mandatory system of PDPs etc., with staff involvement being mandatory whether they or their Managers think they need it or not.
Mixed		OIR is a great place to work, but sometimes the senior leadership's plans need to be more geared towards "what will help our staff to do their job well?", with an off-hands approach to management sometimes being the right course of action - less can be more!
	Culture & Values,Service delivery,Leadership	A culture that does not tolerate inappropriate behaviour by external stakeholders towards OIR staff. Senior management need to set and manage expectations of behaviour with all external stakeholders, which will enable OIR to have a positive internal culture and be considered a professional and ethical regulator.
Negative		
Negative	N/A	OIR needs a reconciliation action plan
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	Nimble, flexible, forward-thinking, competitive (with other agencies in terms of being a desirable place to work). Show that we prioritise the mental health, wellbeing and work-life balance of staff, and demonstrate trust in our people. If our organisation can't demonstrate true flexibility and nail mental health and wellbeing in the workplace, how are we going to regulate that for other organisations? We need to be able to attract and retain quality candidates, and recruit for fit as well as skills to build a culture of excellence.
Very Negative		
	Culture & Values,Leadership	For management to continue to give updates to staff and include them in discussion regarding changes, what we are trying to achieve and how we are going to reach the goal. Also a culture where coming into work is enjoyable and the work you do is meaningful creates a great culture.
Negative		
	Resources,Leadership,Diversity, Inclusion, & Fairness,Employee wellbeing,Service delivery,Performance & Development,Agency engagement,Culture & Values	The culture in OIR needs to change if it's to genuinely achieve priorities and goals. There are pockets of positive workplace culture at local office levels and within certain areas. However as a collective the culture is a poor one, largely brought down by the toxic culture within the Construction area of Compliance and Field Services. The perception is that this part of OIR is purely there to facilitate CFMEU needs, nothing I've seen both internally and externally suggests this isn't the case. There is a clear culture of favouritism for those that 'toe the line' and reprisal for those that don't, even when they're carrying out their work in accordance with their training and legislative requirements. OIR needs to build a people first culture, where the wellbeing of it's employees is always the number 1 priority. A culture that ensures it's people are not placed at risk of injury or illness over the demands of certain stakeholder and lobby groups. A culture where all staff are supported and empowered by their leaders to act without fear or favour and carry out their duties without influence. OIR's people need to be able to genuinely trust each other on every level, be it peer, supervisor or senior leadership. Currently this exists in pockets but is significantly lacking in some of our most forward facing business units. OIR needs to be able to take the positive local workplace cultures and replicate it throughout the organisation. It starts with trust, care and support. The establishment of OIR's own values last year was a step in the right direction. These now need to be lived by all, but especially the senior leaders. OIR needs to start treating all of it's people like its most valuable asset instead of like they're a PCBU failing to comply with its demands The last comment I'll make on improving culture is again to do with Construction. As the regulator I don't understand how we can essentially stand by and let the mental health and wellbeing of our construction inspectors be completely destroyed to the point of either quitting work or threatening self-harm because of the leadership of Construction Compliance and Field Services. If OIR can address the 'elephant in the room' and take the necessary action to remove the cause then we will almost instantaneously so a positive shift in culture. We will definitely see a reduction in risk of to mental health for our Construction inspectors. Having a director there that supports their staff over the interests and demands of the CFMEU, isn't vindictive towards those that are perceived to have wronged them and takes responsibility for the health, safety and wellbeing of their workers will shift the culture. Failure to do this will continue to see it deteriorate and not only create further WHS risk but also greater reputational, operational and legal risk.
Very Negative		
	Leadership,Service delivery,Performance & Development,Communications,Culture & Values,People and Teams	I just think that the middle level management, that is Team Leaders/Managers/Directors need to take a good hard look at themselves. The same thing is asked almost every year and each year it's clear that, in our team, we have a resident bully who is given special treatment, they don't contribute to the team culture, they're rude to colleagues, they create drama by interfering with promotional opportunities of a colleague (this bully emailed the Director following an EOI for the manager role complaining about my colleague and that if my colleague applied for the role and was given the EOI that she would take 2 weeks sick leave, my colleague applied, she was unsuccessful, and then the bully boasted to other members of staff about what she had done. In the meantime, the bully already had planned leave - she basically interfered with an EOI process for no reason other than to ensure my colleague was not given an opportunity.) I mean this is simply outrageous given the Ethical Standards training that we have just been required to complete. This bully travels all of the time when the rest of the team don't. Facts show that this bully is the only one travelling and that this bully is continually allowed to brief the same 2 barristers over and over again. This has created a real inequity within the team. The Team Leader and the Manager, and also the Director, know about this yet they continue to allow it to happen. In fact, the Manager of our team encourages and condones her behaviour. The rest of us have to sit back in silence. If we raise issues, the bully is defended at all times. Another colleague raised concerns about the bully's behaviour towards him and the Manager defended her behaviour. The behaviour towards him included ignoring phone calls from him when he was asking for an update on "his" matter and not hers, yelling at him, belittling him (she belittled him to our barrister panel), talking over him, etc. It goes on and on, under the eyes of the Team Leader and the Manager but they do nothing but encourage the bully. This bully sends intimidating emails when she doesn't get her way with things. This has been raised on a number of occasions yet it doesn't change. A colleague just recently made reference about her behaviour given the team has new team members and they were worried about how this bully would treat the new team member and the Team Leader had the audacity to say that he wasn't aware of any issues, even though it has been raised with the Team Leader by a number of team members. This issue about this bully has been raised in Culture Surveys year after year after year after year and yet nothing happens. Because of this failure, this bully thinks that she can do no wrong and throws tantrums when she doesn't get her way. It's simply incredulous. The reason for all of this commentary is that the question asks "What type of culture (or expectations of behaviour) will most help OIR be successful and achieve its priorities and goals?" The answer to this question is the performance management of the Team Leaders, Managers and Director will provide the type of culture to enable OIR to be successful and achieve its priorities and goals.
Very Negative		
Mixed	Leadership,People and Teams	There has been change to management over the last 12 months and I think it has been for the better. I am mostly happy with where the team I'm in sits but there's always room for improvement.
Neutral	N/A	No comment
	Communications,Service delivery,Leadership,People and Teams	Too much red tape and no transparency from corporate services and no consistency from senior management. Every decision is the opposite of a decision made 2 weeks earlier creating a lot of wasted time and effort. This has created the very real situation of people not putting in the effort as they know the department will flip flop in a couple more days. The department comes across as fractured and different areas don't communicate or want to work with each other. There is no support internally from the business areas that are set up to 'support' you, creating a sense of each business unit being on their own. This feeds into creating an 'us and them' mentality.
Very Negative		
	Communications,Culture & Values,Leadership	Drop the ATSI virtue signalling and start representing the entire OIR organisation regardless of their race. This year there was not one message from senior leadership in relation to Australia day, however there were 14 different emails regarding Naidoc week. I believe the key to success is to include all cultures, celebrate being Australian and the wonderful people we serve as Queensland public servants.
Negative		
	Culture & Values,Agency engagement,Leadership	I am aware of a toxic culture in the Construction Inspectorate or WHSQ. There is bullying and aggression expressed to employees by Management. I have been approached by employees and had disclosures expressed to me. The employees do not feel safe to report matters of abuse through their Managers as they are the bullys.
Very Negative		The toxic culture is evidenced by the high attrition rate within that group. Unless the Management is addressed the situation will worsen.

	Leadership,Diversity, Inclusion, & Fairness,Service delivery,Communications,Culture & Values,People and Teams	In the OIR People Strategy we have a priority goal - Culture and Environment 1. Value inclusion and diversity, 2. Build effective and collaborative teams 3. Implement a cultural improvement program and 4. Improve internal communications. I think focussing on the internal communications is working well and this feeds into other teams working more closely together improving team collaboration. I am unaware of any of the work from the people strategy regarding the development of a vision for the culture of OIR.
Negative		
	Leadership,Communications	Open, Honest, transparent and INDEPENDENT.
Very Negative		Trade Union influence whilst perfectly understandable is currently ridiculous and removes the Independence of the role of a Statutory authority/Regulator.
Very Positive	Culture & Values	A culture that is inclusive, realistic, respectful, curious, insightful and progressive.
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	At the grass-roots level in some areas of OIR there seems to be a disconnect between the staff on the ground, and the staff who accumulate in head office advisory/policy/management/technical review and the growth of the employees who provide internal advice and direction as opposed to those that deliver the services to the public. If you have a majority of the staff in a watch the staff position, and no staff delivering the services, then the end result is that the work won't get done, and that those delivering the services (including the enforcement services) will burn out.
Very Negative		
	Culture & Values,Diversity, Inclusion, & Fairness	Culture that does not appear to be externally influenced or have Union bias in its actions, especially involving construction matters.
Negative		WHSQ needs to be independent, impartial and free from perceived bias of Union priority actions.
Negative	Leadership	It would be good if the executive management would listen to staff on the 'shop floor' instead of blindly accepting what the managers are telling them. There seems to be a big divide between people up there and below.
	Performance & Development,Leadership,Culture & Values,People and Teams	There will be no cultural change until the bully team leaders, condescending lying managers and complete absent direct is moved on. You cannot pretend like there is no significant damaging history and forbid people to acknowledge and talk about it. You cannot pretend like it is a different place, it is simply not. My last awful experience with team leaders in the review unit were to bully me in training and orchestrating a colleague to make a complaint to the manager about me. These are the group of three bully team leaders who have not yet been moved on or out.
Very Negative		You can only build a positive culture when there is new leadership, not pretend new leadership.
	Service delivery,Communications,People and Teams	Be more open Having a streamlined process for everything More efficient communication between teams
Negative		
	Resources,Leadership,Employee wellbeing,Service delivery,Performance & Development	Building on an approach to address health, safety and wellbeing is the best - we can't just isolate safety and focus on that - it is about the whole picture. Leveraging off Dept. Education and their existing policies/procedures and structures would be ideal. Using some of our internal resources more such as the healthy workplace audit tool, healthy workers survey and interventions to address the needs of workers would be ideal. Supports for workers that are out and about such as eski/drinking items would help support the work that is being done and the ad hoc nature of peoples working days. The executive particularly Yasmin in SHSS has been doing an amazing job to not only overhaul SHSS to be a high performing area but start to build on the great work and there are many great things coming because of her dedication and strive for excellence - Yasmin had a tough job coming in to the role and has absolutely smashed it.
Mixed		
	Service delivery,Culture & Values,Employee wellbeing	Clarity on central agency function for IR
Negative		performance and values based approach which embraces risk (especially around workload planning and workload prioritisation
Negative	People and Teams,Service delivery	More collaboration throughout full change processes with employees.
	Service delivery,Agency engagement,Leadership	Support from all senior leadership, including the MO, to not tolerate any threats, abuse or the like from external stakeholders and to terminate, suspend or vary relations (e.g. only accepting written submissions) with said stakeholders when incidents do occur. It is a health risk for staff and is detrimental to the retention of staff.
Negative		
Positive	Performance & Development	Clear SHSS directorate aims and objectives and an understanding of who we are (within OIR) and what we are expected to work towards.
	Resources,Leadership,Employee wellbeing,Service delivery,Culture & Values,People and Teams	Allow 4 days to work from home if staff require instead of 3 days. My commute is long and the office environment is distracting with noise.
Very Negative		The PDA process is tedious and HR do not really seem to support staff, I have felt supported by my team leader and unit manager but HR do not seem responsive.
Negative	Leadership	Treating staff with respect - domineering members shouldn't be made leaders
Neutral	Employee wellbeing	Support for employees seeking to balance work-life priorities, e.g. encouragement of flexible work.
Positive	Employee wellbeing,Service delivery	Continue to allow flexible work practices.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-11 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)



1

Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the land on which we meet today. We also pay our respects to Elders past and present, and extend that respect to Aboriginal and Torres Strait Islander people.

2



3

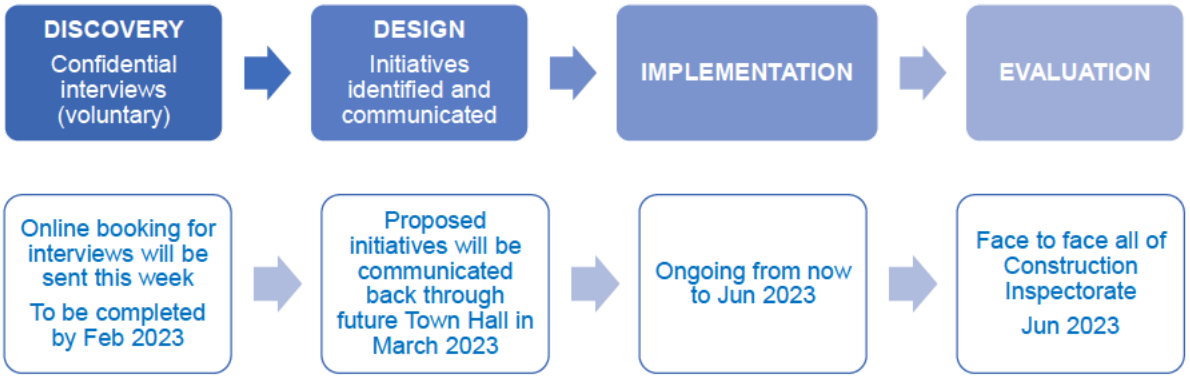
Construction Inspectorate Discovery Project

Focused on our future

How we perceive ourselves as an Inspectorate	Complaint notification processes	WFQ: Leadership behaviours; integrity and trust	Mental health & wellbeing of inspectors
Staffing levels, turnover, retention	Perceptions of imbalanced stakeholder focus	How we are perceived by external stakeholders	OIR processes e.g. performance, work allocation

4

Next steps



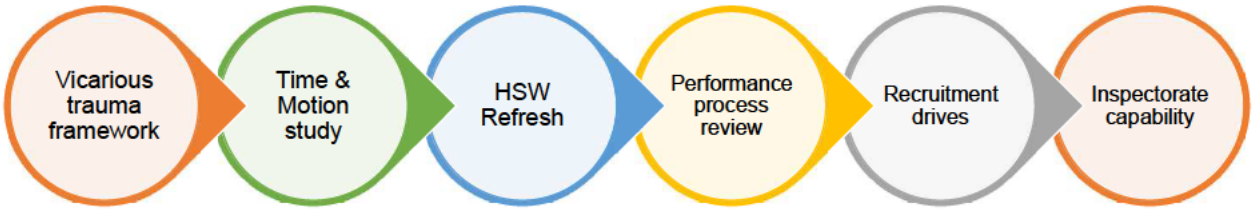
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Interviews

- Partnering with QUT
- All interviews will be confidential; comments will be de-identified and only themes shared with OIR
- This is to ensure everyone can be open, and honest as they feel comfortable
- The QUT people involved are registered psychologists so are also bound by their professional ethical standards
- The questions will be directed toward the contextual factors making up the current experience of working in the construction inspectorate
- We will send an interview time out, if you can't make it or need to reschedule please let us know

6

What else are we working on?



7

Questions? Concerns?

8

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

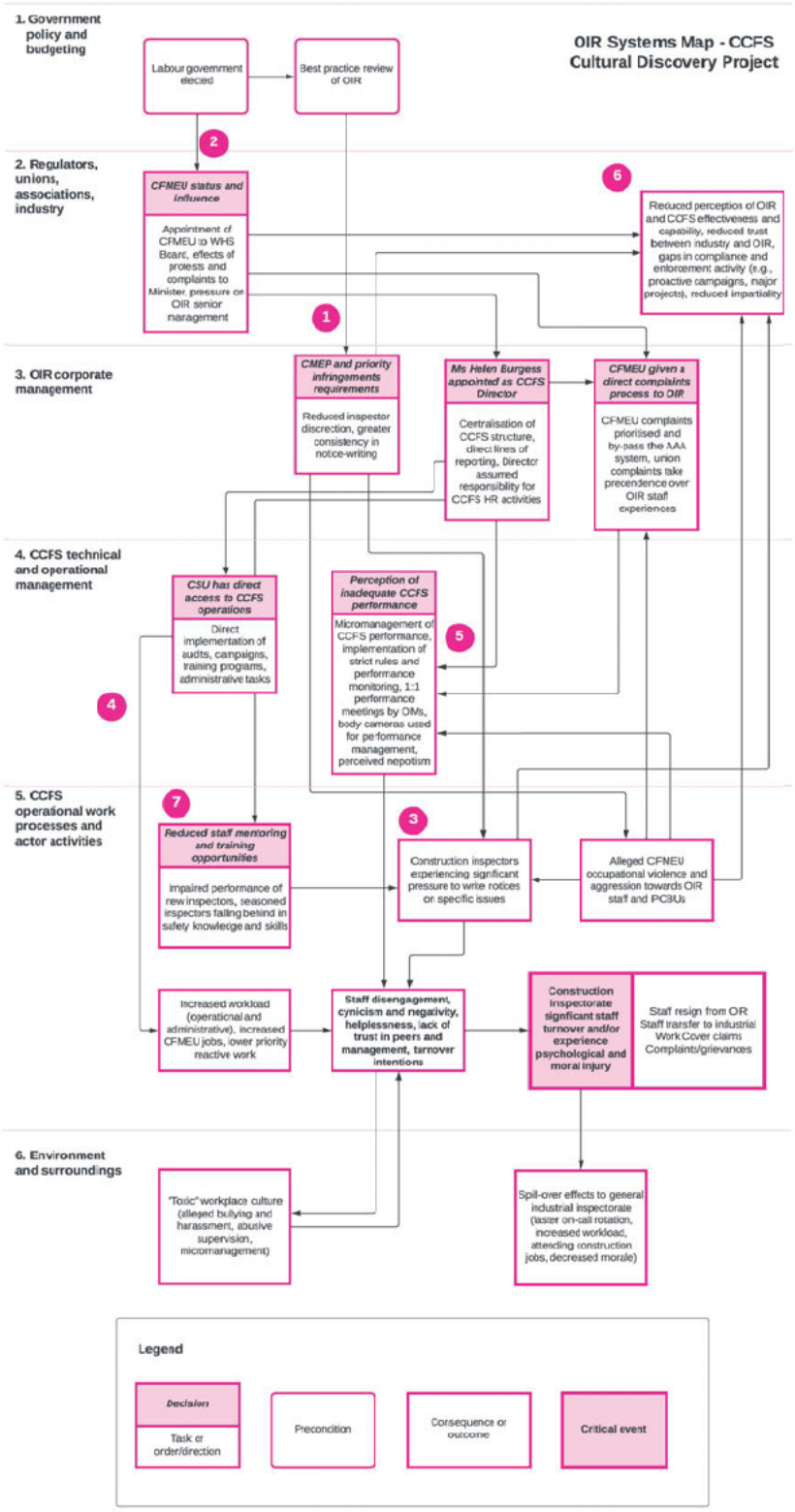
This is the document referred to as KSB-12 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

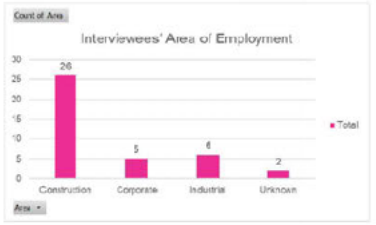
Kym Susanne Bancroft .....

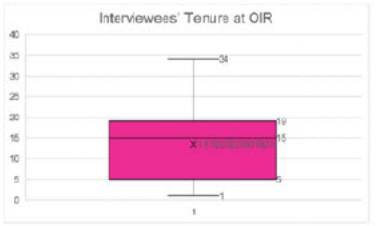
Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)







[redacted]

[redacted]

Explanatory Notes

1. The CMEP was generally seen as a negative or adverse requirement by most inspectors. However, the lack of a review period/cycle, and the appropriateness of some priority infringement notices (coupled with CFMEU pressure when onsite) seem to be the more pressing issues (which inspectors tended to aggregate as macro level issues with the CMEP).

2. It is beyond the scope of this review to explore or discuss the mechanisms through which the CFMEU has influence over OIR, or whether such influence is justified or appropriate. However, the CFMEU has gained direct access to CCFS operational activities and jobs are being prioritised based on CFMEU influences. This undermines the impartiality of OIR and increases inspectorate workload and stress/strain. This process may precipitate moral injury among inspectors.

3. In many instances, reports from CCFS inspectors strongly indicated that there is undue pressure and influence on them to write notices on issues that they disagree are relevant or important, even in the context of the CMEP and priority infringements. Pressure originates from CFMEU and direct feedback from the CCFS Director via phone conversations.

4. CSU adds to CCFS inspectorate workload through tools and processes that are reportedly not designed to be practical or efficient. Further workload issues are gained through apparently redundant reporting requirements that may be supplied to WHS Board members and other external stakeholders to monitor CCFS inspectorate activities.

5. By majority, most OMs interviewed struggled to implement the strict disciplinary regime that was instructed by the CCFS Director. Many experienced significant personal values conflicts and difficulties delivering strict discipline to staff, which combined with a reported lack of OM leadership capability development and questionable recruitment processes, compounded the issue (i.e., CCFS staff psychosocial injuries).

6. Oversight of major project appears to be a significant gap across CCFS at present. Due to workload, staff shortages, and predominance of reactive jobs, CCFS inspectors are concerned about large QLD construction project safety, especially the upcoming Olympic infrastructure development programs.

7. Recruitment practices (i.e., centralisation within the CCFS with limited HR involvement/influence) have severely hampered the succession planning and future capability of the CCFS inspectorate. Inspectors with 12-18 months experience are not capable to attend complex jobs or be available for the on-call register. Some reports were collected of unsafe behaviours onsite due to lack of field knowledge and experience.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

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Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

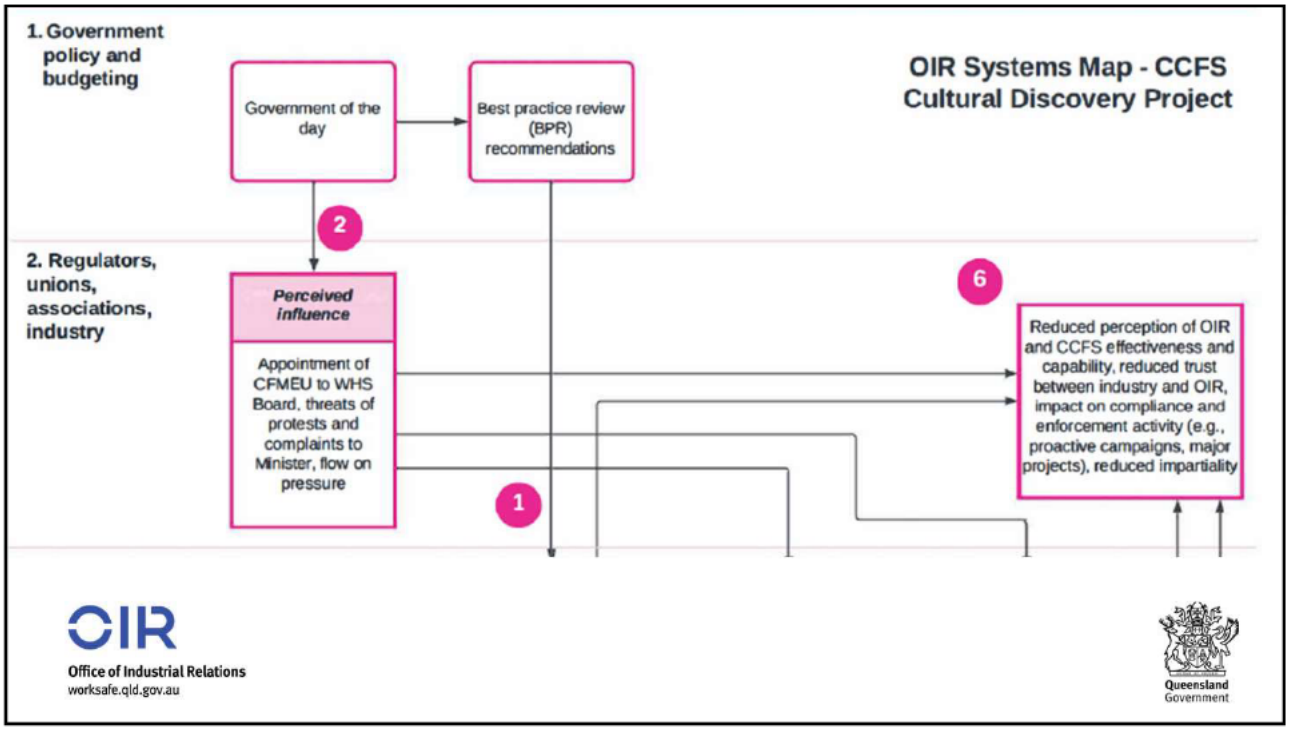
Construction Inspectorate Offsite

Tuesday 28 March 2023

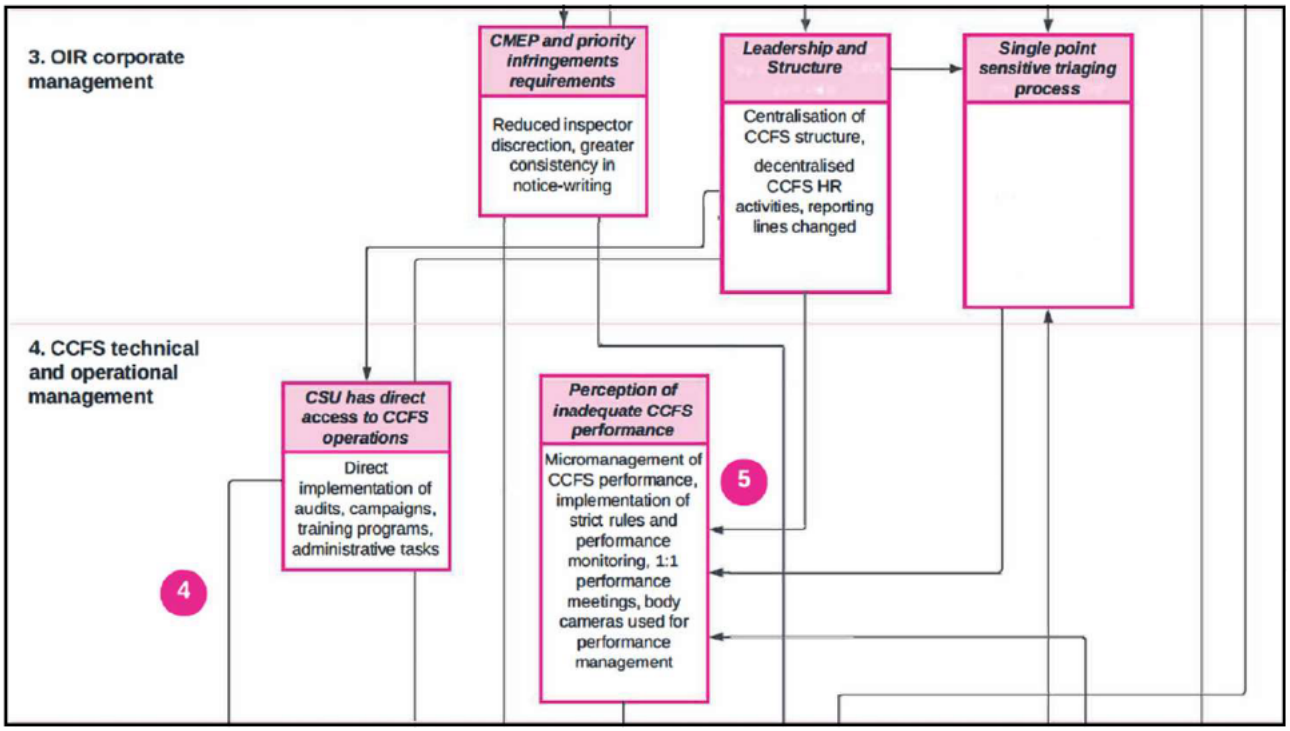
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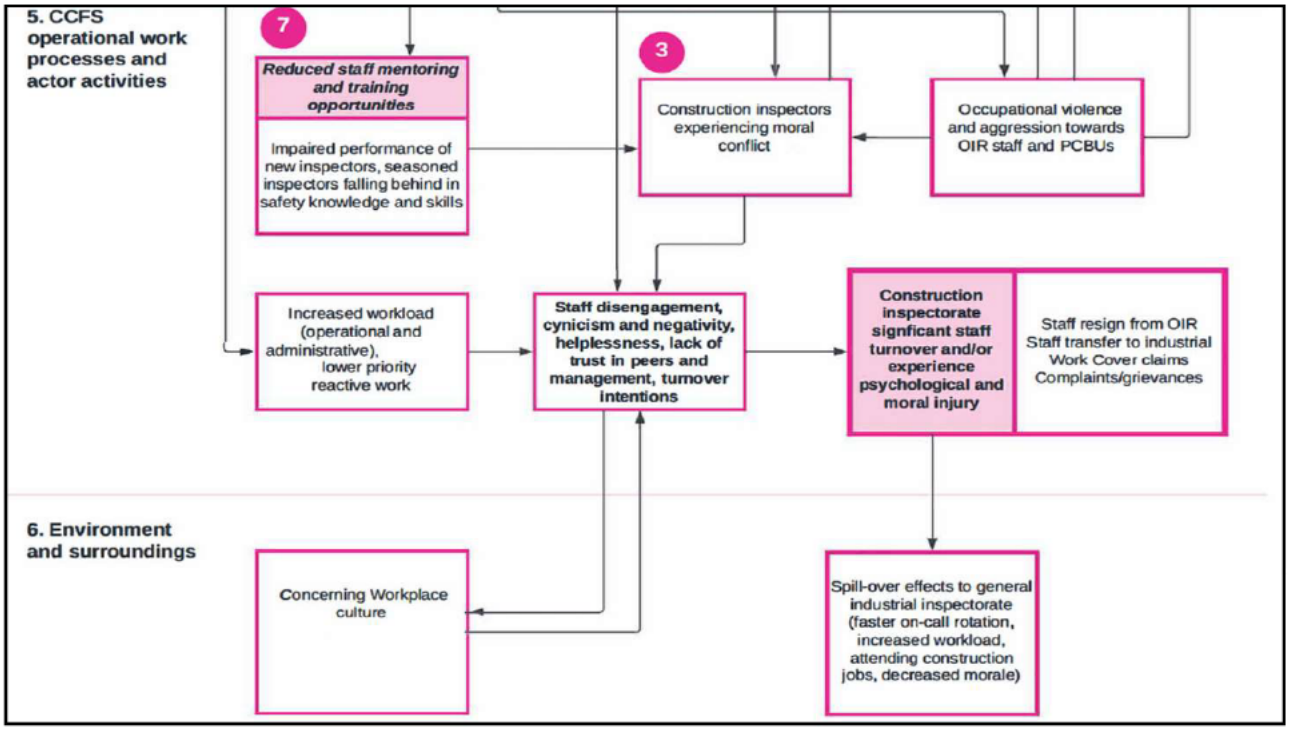
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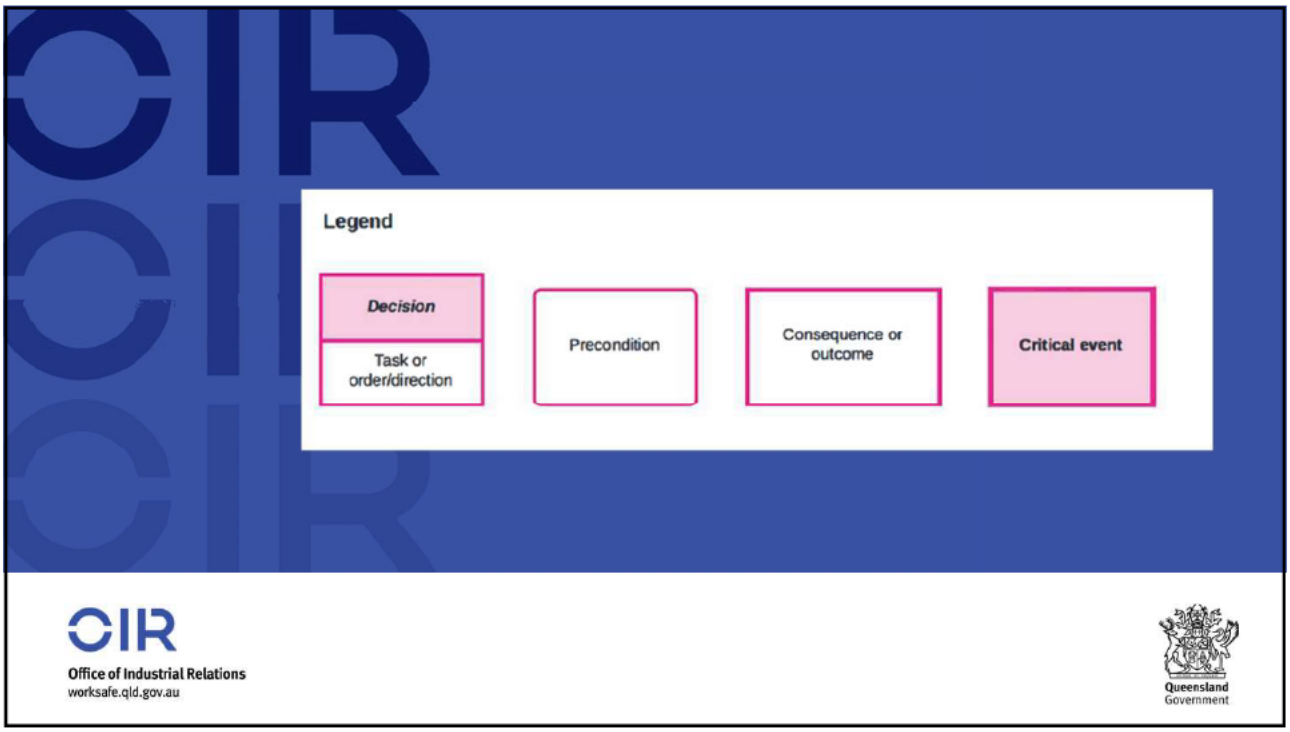
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3. OIR corporate management
CMEP and priority infringements requirements
Reduced inspector discretion, greater consistency in notice-writing
Leadership and Structure
Centralisation of CCFS structure, decentralised CCFS HR activities, reporting lines changed
Single point sensitive triaging process
4. CCFS technical and operational management
CSU has direct access to CCFS operations
Direct implementation of audits, campaigns, training programs, administrative tasks
Perception of inadequate CCFS performance
Micromanagement of CCFS performance, implementation of strict rules and performance monitoring, 1:1 performance meetings, body cameras used for performance management
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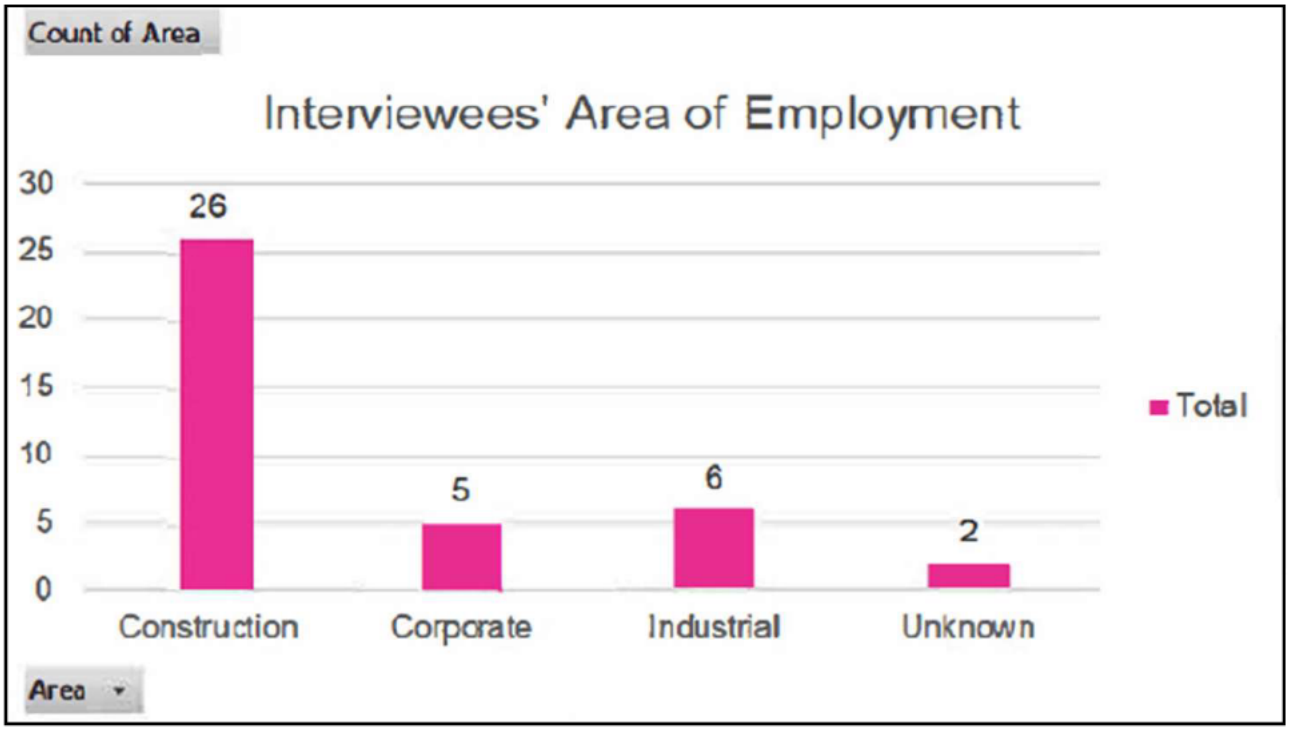
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5. CCFS operational work processes and actor activities
7
Reduced staff mentoring and training opportunities
Impaired performance of new inspectors, seasoned inspectors falling behind in safety knowledge and skills
3
Construction inspectors experiencing moral conflict
Occupational violence and aggression towards OIR staff and PCBUs
Increased workload (operational and administrative), lower priority reactive work
Staff disengagement, cynicism and negativity, helplessness, lack of trust in peers and management, turnover intentions
Construction inspectorate signficant staff turnover and/or experience psychological and moral injury
Staff resign from OIR
Staff transfer to industrial
Work Cover claims
Complaints/grievances
6. Environment and surroundings
Concerning Workplace culture
Spill-over effects to general industrial inspectorate (faster on-call rotation, increased workload, attending construction jobs, decreased morale)

4


Legend
Decision
Task or order/direction
Precondition
Consequence or outcome
Critical event
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5


Count of Area
Interviewees' Area of Employment
30
25
20
15
10
5
0
26
5
6
2
Construction
Corporate
Industrial
Unknown
Total
Area

6

Working for Queensland free text themes 2022

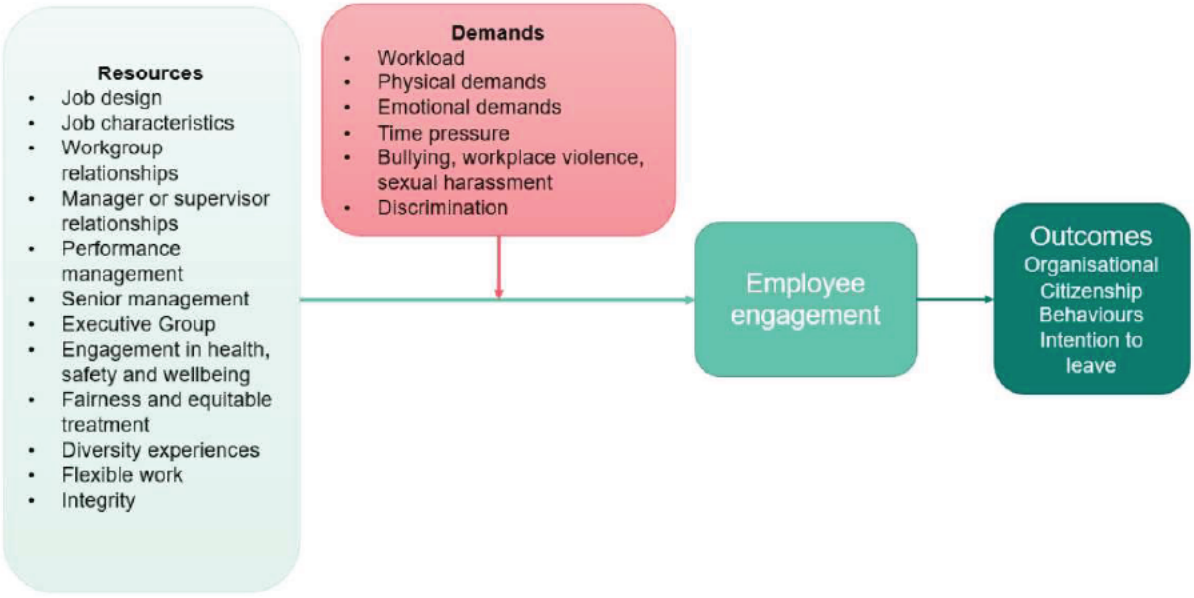
Stakeholders	WHSQ needs to be independent, impartial and free from perceived bias of Union priority actions; how inspectors are perceived in industry
Corporate management	Care about staff wellbeing; our own internal policies we're expected to enforce e.g. sexual harassment policies
Operational activities	Workloads; intersection between Inspector role and SHSS Advisor roles and capabilities; capabilities and recruitment of new inspectors; training
Environment and surroundings	Need people-first culture; have lost pride in the role

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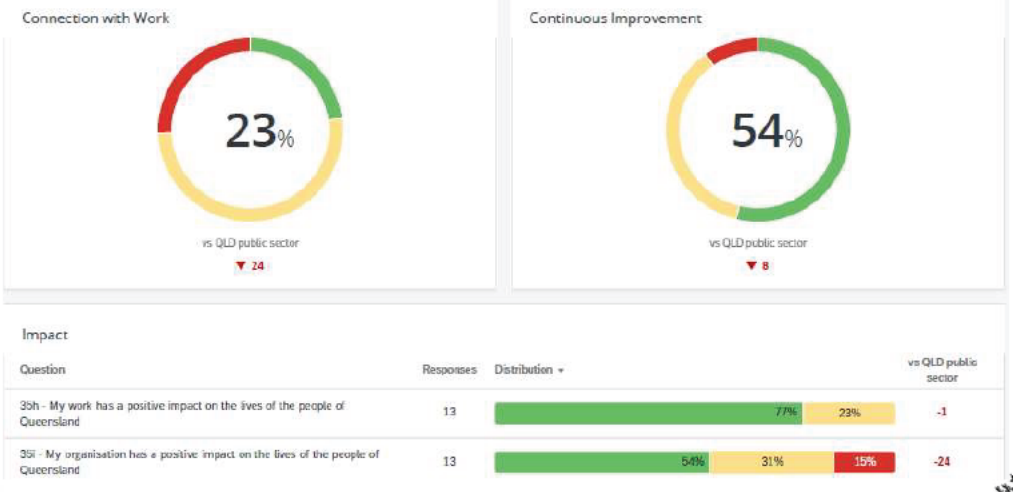
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Working for Queensland – resources, demands, engagement model



8

Working for Queensland themes - 2022



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Working for Queensland themes - 2022



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Working for Queensland themes - 2022

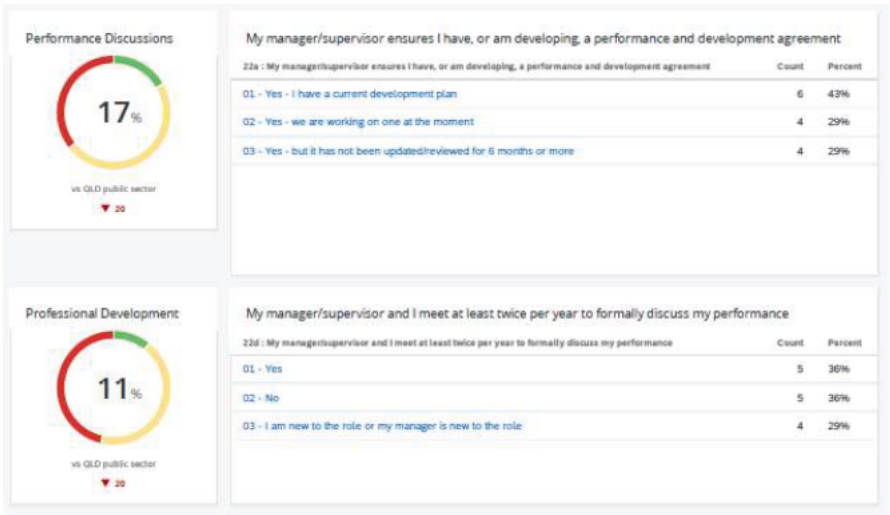


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Working for Queensland themes - 2022



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Working for Queensland themes - 2022



15

Key Working for Queensland themes - 2021

Review administrative processes
- Log books
- Notebook entries
- Travel bookings
- Fleet process

Hear more from our Leaders
- Executive leadership presence
- Get to know our leaders
- Further develop our Leaders

Workload
- Vacant roles
- Resource allocations across teams

Communication and collaboration
- Better communication with our agency partners (SHSS, Legal)
- Enhance the feedback cycle – don't always know what is happening across OIR / CFS

- Our roles
  - Effects of CMEP, BPR
  - Priority infringements
  - Hard compliance vs engagement
  - Professional Development
  - Career pathways
- Culture
  - Government priorities
  - Stakeholder influences
- Wellbeing
  - Occupational violence
  - Vicarious trauma
  - Work group relationships
  - Team culture

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Construction Inspectorate Discovery Process

Government policy and budgeting	Best practice review (BPR)
Stakeholders	Proactive campaigns, building trust with industry and employers, major projects, CFMMEU on WHS Board
Corporate management	CMEP and priority infringements, greater consistency in notice-writing; centralisation of CCFS structure, complaints process
Technical and operational management	Managing performance / performance development discussions, CSU defined audits, campaigns, training programs, body cameras/PPE
Operational activities	Staff induction, mentoring and training opportunities; increased workload (operational and administrative), engagement; staff disengagement, lack of trust, staff turnover, reactive work
Environment and surroundings	Workplace culture, leadership and management

17

Working for Queensland free text themes 2022

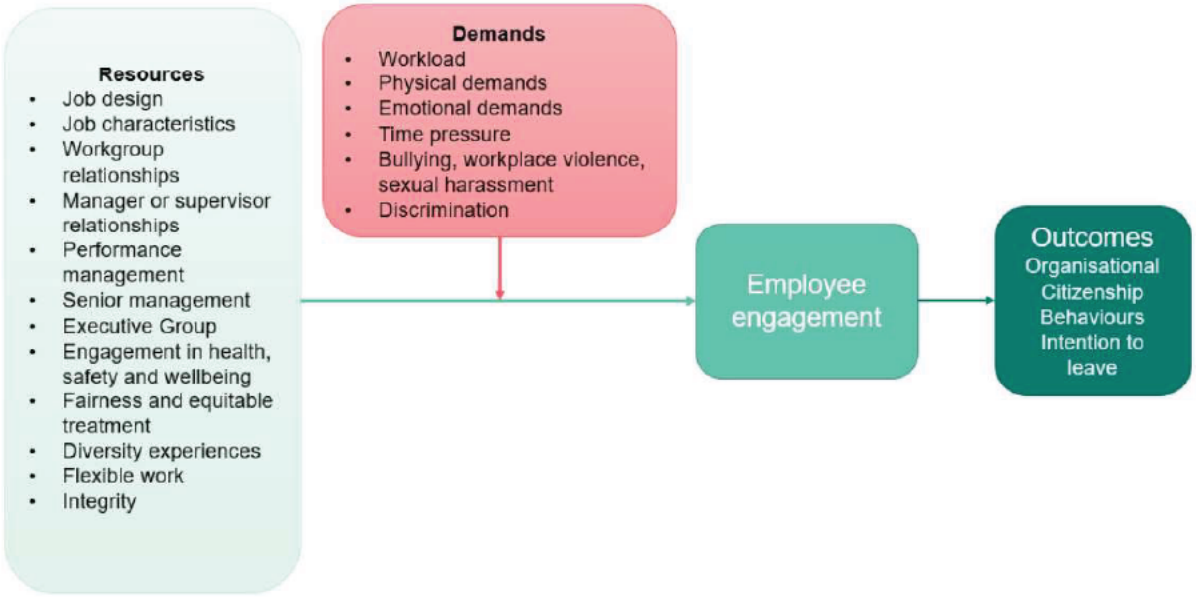
Stakeholders	WHSQ needs to be independent, impartial and free from perceived bias of Union priority actions; how inspectors are perceived in industry
Corporate management	Care about staff wellbeing; our own internal policies we're expected to enforce e.g. sexual harassment policies
Operational activities	Workloads; intersection between Inspector role and SHSS Advisor roles and capabilities; capabilities and recruitment of new inspectors; training
Environment and surroundings	Need people-first culture; have lost pride in the role

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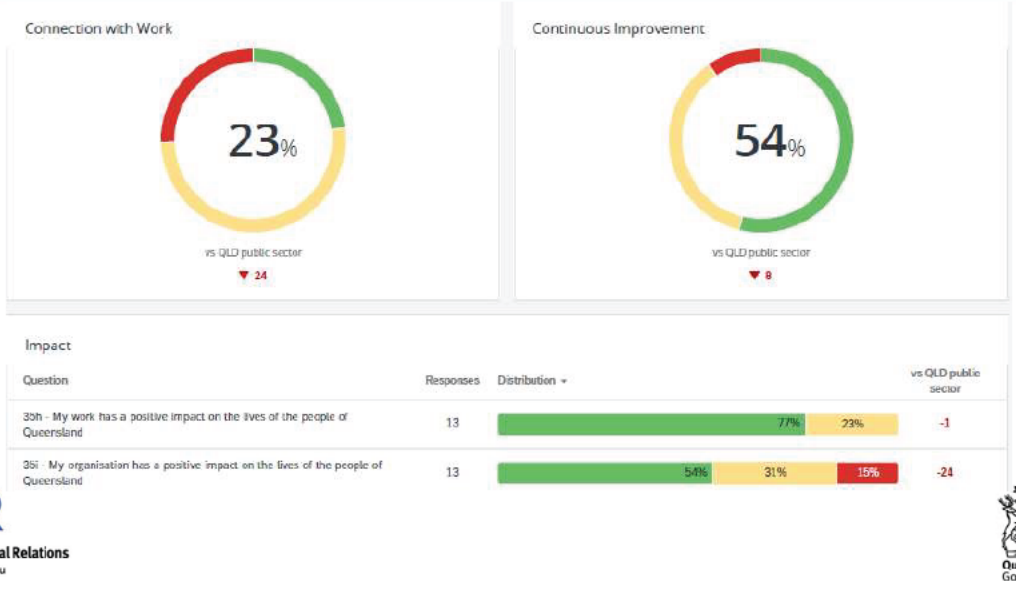
18

Working for Queensland – resources, demands, engagement model



19

Working for Queensland themes - 2022



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Working for Queensland themes - 2022



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Working for Queensland themes - 2022



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Working for Queensland themes - 2022

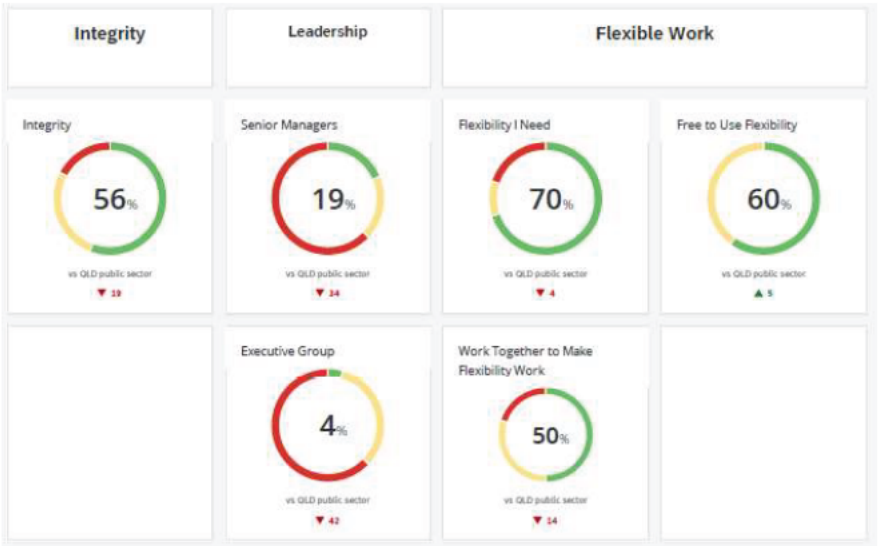


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Working for Queensland themes - 2022

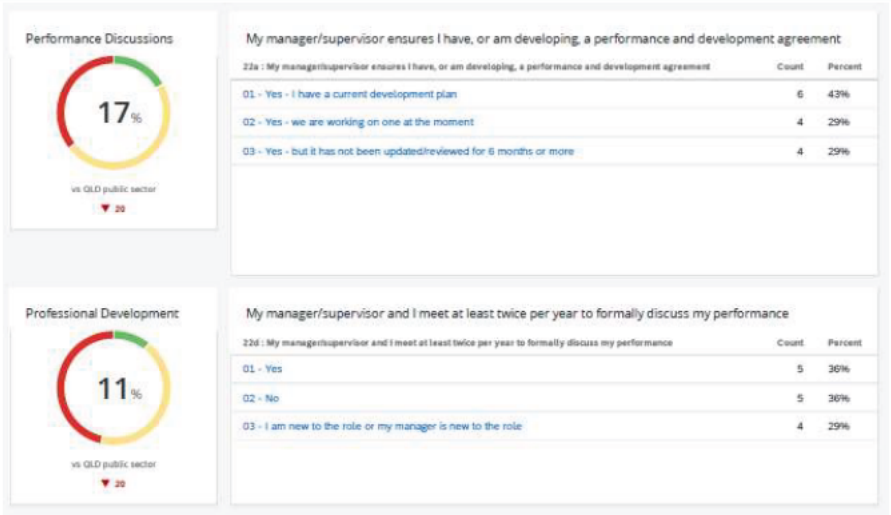


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Working for Queensland themes - 2022



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Working for Queensland themes - 2022



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Key Working for Queensland themes - 2021

Review administrative processes
- Log books
- Notebook entries
- Travel bookings
- Fleet process

Hear more from our Leaders
- Executive leadership presence
- Get to know our leaders
- Further develop our Leaders

Workload
- Vacant roles
- Resource allocations across teams

Communication and collaboration
- Better communication with our agency partners (SHSS, Legal)
- Enhance the feedback cycle – don't always know what is happening across OIR / CFS

- Our roles
  - Effects of CMEP, BPR
  - Priority infringements
  - Hard compliance vs engagement
  - Professional Development
  - Career pathways
- Culture
  - Government priorities
  - Stakeholder influences
- Wellbeing
  - Occupational violence
  - Vicarious trauma
  - Work group relationships
  - Team culture

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-14 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Construction Compliance and Field Services Cultural Discovery Project

Report prepared for the Office of Industrial Relations

May 2023

the university for the real world

QUT

BACKGROUND

In late 2022, Queensland University of Technology (QUT) was approached by the Office of Industrial Relations (OIR) to provide consulting services in relation to the Construction Compliance and Field Services (CCFS) inspectorate.

The nature of these consulting services was to conduct a review of workplace culture, localised within the CCFS inspectorate, but also to identify broader organisational issues that may be contributing to the current state of the workplace.

Leading up to this review, significant cultural challenges within the CCFS inspectorate were identified, stemming from changes to policy, structure, and management in 2016/2017. Symptoms of these challenges included significant inspectorate turnover, increased absenteeism, and declining engagement survey participation and results. Initial discussions and reflections suggested that management and leadership challenges, combined with broader organisational challenges such as perceptions of fairness and transparency of HR practices within CCFS and the effectiveness of change management may be contributory factors.

The review's aim was to identify evidence of specific cultural challenges that can be used to inform a targeted and coordinated organisational response by OIR to improve the work experiences of CCFS workers.

This aim was operationalised by the following objectives:

1. Engage in confidential 1:1 interviews with a representative sample of CCFS inspectors, administrators, and managers to learn about the workplace culture.
2. Foster feelings of support and empathy among CCFS workers through adopting a non-judgmental and curious approach to interviewing.
3. Present a factual and descriptive analysis of the workplace culture findings.

To achieve these objectives, QUT formed an expert team, led by Dr Tristan Casey - a Board Registered Organisational Psychologist who is expert in workplace culture- to conduct the review. Dr Casey was supported by a team of QUT researchers including:

- Professor Sharon Newnam (Head of School, Psychology & Counselling, Faculty of Health).
- Associate Professor Xiaowen Hu (Business School, Faculty of Business and Law).
- Ms Emma Malone (Registered Clinical Psychologist & Lecturer in the School of Psychology & Counselling, Faculty of Health).

In this report, the approaches we took to interviewing and data analysis are firstly described. Next, the main interview themes (aggregated into macro themes including leadership, organisational systems, and stakeholder influence) are summarised along with interpretations of each theme. Finally, a comprehensive systems map of identified issues is presented and explained.

APPROACH

Interviews

To develop the interview protocol, the QUT research team held an informal workshop and collated ideas regarding the structure and content of questions. A semi-structured approach was taken to standardise the interviews to ensure comparable data from each participant was captured. OIR sponsors (previous DDG Kym Bancroft and Acting CCFS Executive Director Andrew Harris) reviewed the question set and provided feedback prior to implementation. The Appendix contains a copy of the main interview protocol for OIR's reference.

An online booking system was developed using the Microsoft Office 365 suite and a generic link distributed to all CCFS workers. CCFS workers independently and anonymously accessed the link, and scheduled either a MS Teams or mobile phone appointment with one of the expert interviewers (Dr Tristan Casey or Ms Emma Malone).

The interviews were conducted by Dr Casey and Ms Malone, both are registered psychologists under the AHPRA system. Following best practice, Dr Casey and Ms Malone discussed the approach to interviewing collaboratively to develop informal procedures and protocols for handling distressed participants, including providing a list of referrals and consulted with OIR to ensure we had information on appropriate channels of support (e.g., the contact details of OIR employee assistance program providers).

At interview commencement, participants were extensively briefed on the confidentiality provisions available to them as well as the limits of when confidentiality may be broken (e.g., disclosure of illegal activity, threats of harm to self or others).

To promote candid responses and to ensure rapport between participants and interviewers, the sessions were not recorded. High-level deidentified notes captured the key ideas and concerns from participants.

A total of 40 interviewees (relevant to the CCFS inspectorate directly) volunteered to participate.

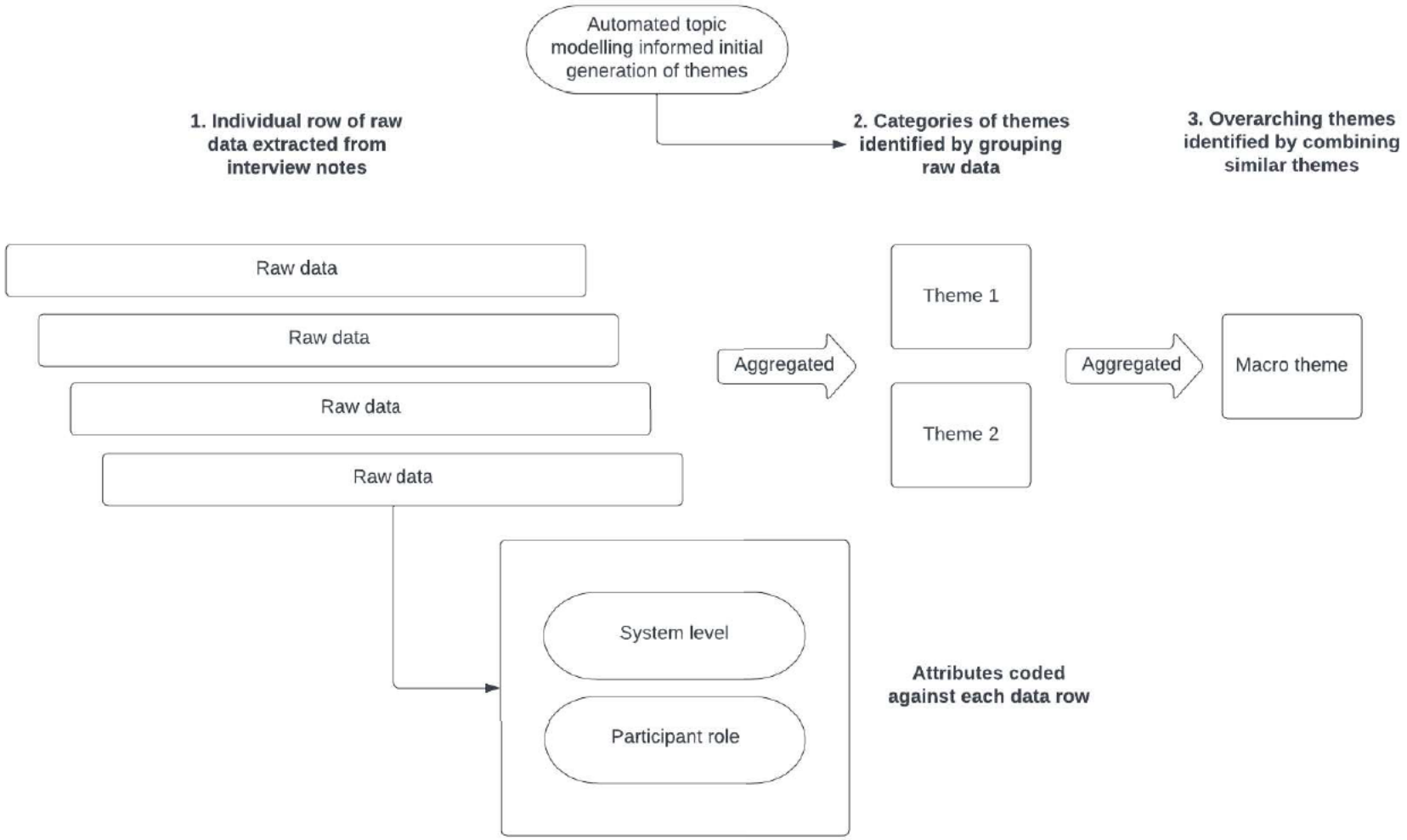
Data Analysis

Each of the 40 sets of interview notes were manually reviewed by the QUT team. Key units of meaning, such as important phrases or strings of words relating to concerns or issues about the workplace culture, were extracted and summarised into individual rows of an Excel spreadsheet. A total of 340 rows of data were extracted through this process. Each interview participant produced an average of nine key concerns/issues relevant to this cultural discovery project, with the range extending up to 19 issues/concerns.

Next, the rows of data were coded and categorised in two ways: first, the level of analysis was specified (i.e., industry, union/association, organisation, team, workers, environment); second, each row was grouped together into common categories of meaning (identifying themes). Figure 1 shows a visual summary of the analysis process.

To assist the thematic analysis process, an automated and objective 'topic modelling' process was conducted on the 340 rows of raw data. Topic modelling identifies naturally emerging categories or groups of key words that occur together within the data and are a way to support the identification of themes by generating preliminary categories across a set of raw data. A total of eight topics or automated themes were identified, which aligned with the QUT team's initial impressions of the data.

Figure 1. Summary of analysis process.



FINDINGS

Descriptive Results

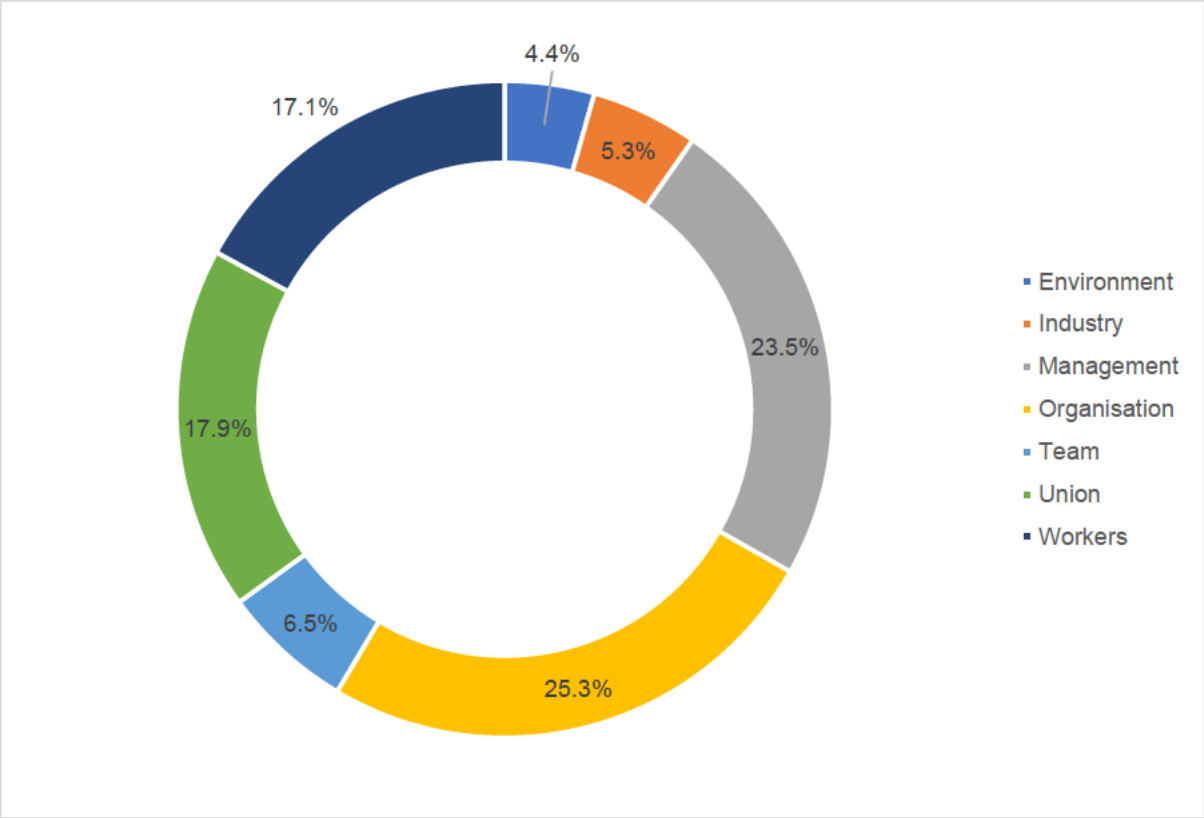
Across the 40 CCFS interviewees, the average OIR organisational tenure was 13.6 years, which included new inspectors with less than two years' experience, and seasoned lead/principal inspectors with 30 or more years organisational experience. Regarding the breakdown of participants by position level, there were three Administrators, five ex-Inspectors, 17 Inspectors, seven Managers, and eight Senior Inspectors.

Regarding the level at which issues were identified by interviewees, the following results were observed:

1. Broader OIR organisational issues (25.3% of all concerns raised).
2. CCFS management issues, inclusive of both CCFS senior and middle management (23.5% of all concerns raised).
3. Union-related issues (17.9% of all concerns raised).
4. Worker health and wellbeing outcomes (17.1% of all concerns raised).
5. Team-related challenges such as communication issues (6.5% of all concerns raised).
6. Industry perceptions of OIR (5.3% of all concerns raised).
7. Workplace environment issues such as descriptions of the culture (4.4% of all concerns raised).

Figure 2 summarises these insights.

Figure 2. Percentages of concerns and issues raised that related to different system levels.



Key Themes

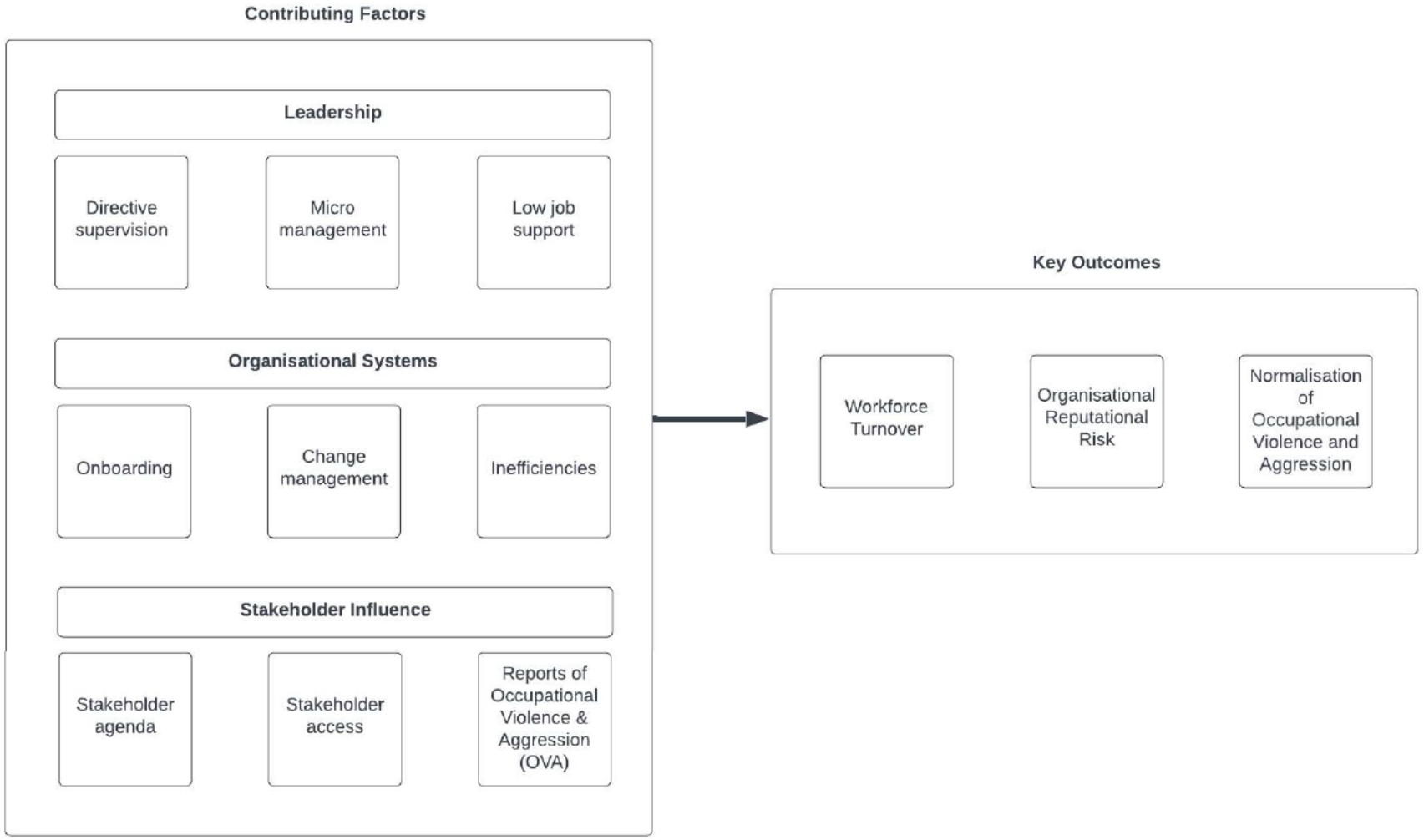
A total of three macro themes were identified that are contributing to the cultural and worker-level outcomes apparent from our interviews: leadership, organisational systems, and stakeholder influence. Figure 3 overleaf shows these macro themes and the disclosed outcomes/effects as relayed by the interview participants.

Table 1 shows the key themes extracted from the interview data. Each of these 10 major themes are explained further in the subsections that follow.

Table 1. Summary of key themes ranked from most prevalent to least prevalent (with prevalence operationalised as the number of interviewees mentioning a theme).

Theme	Description	Prevalence of Interviewees
Stakeholder agendas	The belief among interviewees that external stakeholders may attempt to advance their own agendas.	26, 65%
Stakeholder access	Experiences among inspectors of external stakeholder communication with CCFS management and inconsistences in complaint assessment and triaging procedures.	23, 58%
Directive supervision	Perceptions of aggressive and directive behaviour from CCFS management towards inspectors.	21, 53%
Change management	Concerns about the implementation and change management associated with the CMEP, especially around inspectorate discretion being removed.	21, 53%
Micromanagement	Management style characterised by a high level of scrutiny and monitoring of inspectorate job performance.	19, 48%
Onboarding	Limitations and shortfalls (and the consequences) of new inspector onboarding and initial training.	19, 48%
Occupational violence and aggression (OVA), low job support, and normalisation	Shared reports of OVA from inspectors interacting with external stakeholders and the perception that CCFS management could do more to assist inspectorate wellbeing.	14, 35%
Staff turnover	Concerns about the extent of inspectorate turnover and the loss of human talent.	14, 35%
Organisational reputational risk	Concerns about the level of perceived bias and credibility of OIR in the eyes of industry.	13, 33%
Inefficiencies	Experiences of overly burdensome, time consuming, and redundant bureaucratic processes in CCFS and OIR generally.	12, 30%

Figure 3. Macro themes, sub-themes, and reported outcomes from interviewees.



U

Stakeholder agendas. Many inspectors reported feeling that external stakeholders have excessive influence over OIR. There is a perception that external stakeholders can, at times, leverage inspectors via the CMEP and priority infringements, to achieve their own agendas. Inspectors relayed examples of reportedly 'minor' external stakeholder complaints being prioritised, such as missing hand sanitiser, insufficient paper towel in kitchen amenities, and no documented evidence of a safety data sheet for glue stored in a chemical cupboard. Inspectors strongly believe that these complaints waste OIR time and resources.

Stakeholder access. Interviewees reported concerns about external stakeholders having a direct line of access into OIR via CCFS management. Allegations of external stakeholders reporting their dissatisfaction with OIR inspectors directly to CCFS management and demanding replacement inspectors onsite were common across the interviewees. Some inspectors mentioned issues such as pressure to write specific types of infringement notices and issue penalties to PCBUs while onsite (e.g., seemingly minor infringements related to missing documentation and absent resources/materials in worker amenities), which was interpreted as undue influence. Inspectors reported working in fear of complaints being made against them if they failed to comply with external stakeholder requests onsite.

Directive supervision. Numerous examples of unacceptable language and behaviour towards inspectors from CCFS management were reported. Allegations of language from management towards inspectors such as 'you are useless' and 'you are incompetent'. These behaviours were reportedly demonstrated by both CCFS senior management and middle management towards frontline inspectors who did not perform as expected. For example, a program of 1:1 performance meetings instituted by CCFS senior management and delivered by middle management was widely perceived as punitive and allegedly focussed on implementing targeted performance management against inspectors who were identified as low performers (however, the rationale or criteria for low performance was unclear to the CCFS inspectorate). Several interviewed inspectors felt that the style and implementation of these performance meetings was unfair, unreasonable, and critical of minor performance issues.

Change management. CCFS inspectors indicated that the introduction of CMEP was marred by poor change management, such as missing or incomplete communication about how the CMEP should be implemented. There is a perception that there are dramatic differences in the interpretation of CMEP implementation between the Industrial and CCFS inspectorates, with Industrial inspectors afforded more discretion and flexibility, whereas CCFS inspectors reported feeling having little or no autonomy or ability to formulate their own reasonable belief as to whether a notice or penalty should be issued. Inspectors noted feeling concerned about the impact of the CMEP on industry's trust in OIR and the effects of financial penalties on small businesses for seemingly minor non-compliances. Several inspectors reported that the CMEP has been leveraged as a tool by external stakeholders to target PCBUs with penalties.

Micromanagement. Inspectors reported multiple instances of CCFS senior management becoming involved in operational matters and directly managing frontline staff over the top of middle managers (Operations Manager-level). Inspectors indicated that micromanagement concentrated on timesheets and hours worked, arduous and multiple levels of approvals being required for minor variations in time sheets, having to account for 15-minute time increments, and scrutiny over grammatical errors and other small mistakes in paperwork and administrative outputs. Coupled with a directive, autocratic, and critical leadership style, many inspectors reported feeling overwhelmed and undermined through this micromanagement behaviour.

Onboarding of new inspectors. Multiple senior inspectors, and several new inspectors (within the last 18-24 months) expressed significant concerns about the training and onboarding regime for new CCFS field staff. Onboarding was allegedly centralised in the Construction Strategy Unit (CSU) and the new program introduced ultimately failed to upskill and build adequate competency among new

inspectors after 12-18 months of training. Inspectors reported that the training program included isolating new inspectors from other colleagues and only allowing Lead Inspectors to engage in mentoring. Further, new inspectors were given a restrictive and graduated exposure to different types of construction work, beginning with residential construction, and moving onto mid-rise and then finally commercial construction. Experienced inspectors who were interviewed felt that new inspectors did not benefit from a diversity of mentoring and informal training opportunities and were inadequately prepared for reactive high stakes operational work.

Occupational Violence and Aggression (OVA) and low job support. Aggression, intimidation, and some reports of physical and verbal violence from external stakeholders towards CCFS staff were commonly reported. Inspectors felt that CCFS management was unsupportive and unsympathetic to these events, and indicated that OVA is standard practice (i.e., expected as part of the job). Some inspectors reported significant trauma and anxiety symptoms of having been exposed to multiple instances of workplace OVA (e.g., becoming physically sick before attending Union jobs, taking sick leave, being diagnosed with a mental health disorder).

Staff turnover. The inspectors reported been significantly concerned about the high turnover within the unit, and the resulting loss of mentoring, on-the-job training, and collegial experiences. The inspectors reported this turnover as demoralising and contributing directly to a negative spiral of increased workload and inability to cover all regions/areas adequately (with concerns raised about major projects and regional locations not having any inspectorate coverage).

Reputational risk. From the interviews, it was apparent that CCFS inspectors are concerned about the image and perception of OIR by industry. Following from the allegations of external stakeholder influence over OIR via CCFS management, prioritisation of some complaints through bypassing the triaging and assessment system, and onsite behaviour of external stakeholders (e.g., phoning CCFS management in front of PCBUs, alleged comments regarding having the ability to source and deploy OIR inspectors at will), inspectors felt that they have lost credibility with the industry.

Inefficiencies. Stemming from apparent arduous and duplicated reporting requirements from CSU, CCFS inspectors reported feeling overwhelmed by the volume of administrative duties required of them. In part due to lagging technological capability (e.g., electronic filing, document storage and retrieval, use of Excel spreadsheets to capture dynamic data) and further exacerbated by CSU reporting requirements, many CCFS inspectors indicated that they cannot keep up with their paperwork duties. This administrative burden adds to the stressful CCFS inspector experience.

CONCLUSIONS

The outcomes reportedly experienced by CCFS inspectors are significant. Multiple inspectors and ex-inspectors reported feeling intense work-related stress and a strong desire that cultural change needs to occur.

Many of the issues and concerns could be addressed through enhancing human resources capability. Recruitment, onboarding, training and ongoing professional development, leadership style and capability, performance management, recognition of effective performance, and grievance/complaint procedures were all identified as areas of concern.

Through establishing a people-centred and supportive organisational culture, additional improvements can be made by ensuring CCFS HR practices are aligned with the broader OIR system and are designed around high-performance principles.

High performance work systems are HR systems that focus on the following practices:

- High quality and frequent employee training.
- Tangible and intangible rewards and benefits for employees (e.g., flexible working, competitive financial arrangements).
- Supportive and constructive performance appraisal.
- Strengthening employee consultation and involvement in organisational decision-making.
- Recognition programs for effective performance.
- Supportive and authentic leadership.
- Recruitment that maximises the organisation-job-candidate fit/alignment.
- Self-managed teams and decentralised decision making, with appropriate work autonomy.
- High quality and frequent within and between-team communication.

Implementing these practices and addressing leadership and supervision style, will likely enhance the CCFS culture considerably.

Further, a review of functions and responsibilities of the CSU, and a concerted program of decluttering and streamlining of administrative duties should reduce duplication of reporting and enhance efficiency.

Finally, given the prominence of themes relating to external stakeholder influence, we recommend that a standardised and consistent process is followed that ensures all complaints and issues received by OIR are triaged and assessed in a responsive and appropriately prioritised manner.

We encourage OIR to socialise these findings and engage meaningfully and urgently with the CCFS inspectorate to workshop and collaboratively enhance the workplace environment.

APPENDIX. INTERVIEW PROTOCOL

Identity as a Construction Inspector

What does a typical day look like for you? What are your main tasks and duties?
What about your profession do you take pride in? Why is this important to you?

Role Objectives and Conflicts

What are the main outcomes that you personally try to achieve in your role?
What are the main outcomes that your direct supervisor wants you to achieve?
What are the main outcomes that senior managers want you to achieve?
Are there differences between these levels that cause you tension or frustration? How do you manage these challenges?

Barriers and Challenges

Think about your current environment WITHIN your organization (e.g., peers, managers, supervisors). Who helps you most to do your job effectively? Who hinders you and how?

Helps	Hinders

What else within your organisation helps you (e.g., technology, processes, procedures)? What hinders you and how?

Helps	Hinders

Think about your current environment OUTSIDE your organisation (e.g., unions, politicians, associations, other regulators etc.).

Who helps you most to do your job effectively? Who hinders you and how?

Helps	Hinders

What else outside your organisation helps you (e.g., other laws or regulations, information from different sources, innovation or industry trends/changes)? What hinders you and how?

Helps	Hinders

Future State

If you were DDG for the day, what are the first things you would change or provide to employees to enable them more in their roles?
Is there anything you could benefit from receiving (resources, equipment) that would help you to perform your job more effectively?
What emerging challenges do you think construction inspectors will need to deal with in the future?
Is there anything else you would like to discuss that we haven't already covered?

Further information

Dr Tristan Casey
Senior Research Associate
Queensland University of Technology
[redacted]

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-15 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Thu 4/08/2022 11:25 AM

Helen Burgess

Accepted: Catch up Helen | Kym

To Kym Bancroft

When Friday, 5 August 2022 11:30 AM-12:00 PM (UTC+10:00) Brisbane.

Location Ground floor cafe 1WS

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-16 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

From: Helen Burgess
Sent: Monday, 8 August 2022 4:02 PM
To: Kym Bancroft
Subject: RE: Decision regarding proposed restructure

Thank you very much.

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001



The most important reason for making your workplace safe, is not at work at all.
Work safe. Home safe.

Connect with us:

From: Kym Bancroft [redacted]
Sent: Monday, 8 August 2022 3:35 PM
To: Helen Burgess [redacted]
Subject: Decision regarding proposed restructure

Dear Helen

Following our discussion last week, I have considered the proposed restructure which would impact your current position of Director Construction Compliance and Field Services.

As you know, I have only just commenced in the DDG role, and have decided that the proposed restructure will not proceed at this time so that I can better understand the broader operations of the compliance team and where changes or support may be required to meet the significant future programme of work that Construction Compliance and Field Services will be involved with.

In this regard, I encourage you to continue to work collaboratively with Andrew Harris and others within OIR to ensure you have appropriate support in your role, and to best support our operational compliance activities.

Kind regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City

[redacted]

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-17 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

KYM BANCROFT, DEPUTY DIRECTOR-GENERAL,
OFFICE OF INDUSTRIAL RELATIONS

SUBJECT

Allegations of corrupt conduct – Ms Helen Burgess, Director (Construction Compliance and Field Services).

RECOMMENDATION

It is recommended that you consider the information relating to the alleged conduct of Ms Burgess in relation to this matter and:

- ☐ suspend Ms Burgess on normal renumeration and direct that Crown Law advice be sought to assist in the preparation of a suspension letter: OR
- ☐ temporarily transfer Ms Burgess to alternative duties (either in the workplace of Ms Burgess or at another workplace): OR
- ☐ direct that Ms Burgess work under close supervision or with another OIR employee: OR
- ☐ consider the information and deal with the matter through alternative means which you should note on this brief.

KEY ISSUES

- Ms Burgess holds no supervision of Workplace Health and Safety Queensland (WHSQ) Inspectors in the central and north Queensland area. For a short period of time, Ms Burgess did hold supervision responsibilities of one or two Lead Inspector's in that region; however, generally the central and north Queensland work portfolio is not under the supervision of Ms Burgess.
- On 24 November 2022, a complaint was made to OIR Ethical Standards about (generally) historical matters. The discloser of the complaint has been assessed as a public interest disclosure (PID) under the *Public Interest Disclosure Act 2010* (the Act) and the OIR PID policy and procedures will be enacted.
- The complaint was made directly to the OIR Ethical Standards and was electronically recorded. The complaint includes;
    - On an unknown date in 2021, a named WHSQ Inspector attended a worksite location in Townsville following a complaint made by the Construction, Forestry, Mining and Energy Union (CFMEU). The discloser complained a WHSQ Inspector overheard the CFMEU representative speaking with Ms Burgess by telephone. Ms Burgess then allegedly telephoned the discloser on several occasions which he deduced in an attempt to influence the attending Inspector to issue regulatory notices as wanted by the CFMEU representative, and that the CFMEU would be unhappy if notices were not issued.
    - On an unknown date 3-4 years ago and during CFMEU interactions in the Cairns region, the discloser named two Inspectors who had attended a worksite location near the Cairns OIR office. Following investigations, they

decided to issue several regulatory notices and returned to the OIR Cairns office to print and return to personally serve the notices. At the Cairns office they received a telephone call from Ms Burgess, and they discussed the interactions and regulatory action that was to be taken. A short time later the Inspectors returned to the worksite location and sat down with the person conducting a business or undertaking (PCBU) and the CFMEU representative. The Inspectors observed that the CFMEU representative had printouts of the regulatory notices on the table they were seated at and before they were served on the PCBU.

- On an unknown date a named Operations Manager told the discloser an WHSQ Inspector stated Ms Burgess contacted the Inspector by telephone while attending to a CFMEU workplace complaint and directed him to issue a Prohibition Notice, which the Inspector refused as he had not formed a reasonable belief which is required before issuing statutory notices. Soon after the CFMEU representative onsite told the Inspector that Ms Burgess had called and told him to tell the Inspector that he was to issue a Prohibition Notice.

- The discloser complained that during disruptive interactions between the CFMEU and WHSQ Inspectors at a Cairns workplace site 3-4 years ago, named managers and Inspectors had 'screenshotted' a Facebook post where they identified Ms Burgess had 'liked' a CFMEU Facebook post which was very derogatory to WHSQ Inspectors that had attended the workplace. The discloser stated these employees have retained a screenshot of the post depicting Ms Burgess 'liking' the post.

- The discloser complained that in 2021 during WHSQ engagement at a PCBU in Townsville, Ms Burgess telephoned the discloser and complained that Inspectors were not complying with the Compliance Monitoring and Enforcement Policy (CMEP). The discloser informed Ms Burgess that they were. Mr Burgess told the discloser that a named CFMEU representative told her that the Inspectors were not and that she believed the CFMEU representative over the Inspectors who were informing the discloser.

- The discloser complained that in 2021 they received a call from a named senior officer who had recently employed an Inspector and who had previously been under the line reporting to Ms Burgess managing performance issues. Ms Burgess told the senior officer that they needed to place the newly appointed Inspector under a performance plan which the senior officer informed Ms Burgess that they would not. Ms Burgess is alleged to have informed this senior officer that they needed to do what she instructed as other senior officer's get in trouble when they did not.

- The discloser complained that on 9 September 2022, a Teams meeting had been arranged attended by several senior officers to discuss considerations to amend triaging workplace complaints. Ms Burgess declared that two named WHSQ Inspectors had held a discussion with the CFMEU following a previous meeting about the considerations, and the CFMEU were not happy as they would not be able to report work, health and safety matters as they currently do. The discloser considered it unlikely the two named Inspectors would have disclosed any information to the CFMEU as they are known not to have an amicable relationship with the CFMEU, and it was inappropriate for Ms Burgess to nominate these Inspectors in the forum and in the way she had.

- The discloser complained it was a regular occurrence (adding up to 40 times per year for the previous 3-4 years) that Ms Burgess would contact the discloser while their Inspectors were at work sites and Ms Burgess advising the discloser a direction they should take in assisting CFMEU representatives when Inspectors were not taking immediate regulatory action as wanted by the CFMEU representatives. The discloser stated Ms Burgess would always tell them that she would telephone former OIR employee Mr Marc Dennett, Executive Director, Compliance and Field Services about the discloser's conduct and they would later receive contact from Mr Dennett. Ms Burgess would also inform the discloser that that a named CFMEU representatives would not be happy if regulatory action was not taken.

- The discloser stated every time their Inspectors had union interaction at worksite locations there was interference by Ms Burgess in some manner.

- The discloser provided several identities of both current and former OIR managers and Inspectors who have either experienced similar conduct by Ms Burgess, or who have been subject to disclosures made to them by other OIR employees.

- The discloser stated they had not reported their concerns earlier as they believed the OIR did not have the appetite to deal with the issues and that through recent times in a change of leadership within the CFS, that they held more confidence in the OIR dealing with the matter.

- The complaint has been assessed as reaching the thresholds of the definition of corrupt conduct and will be reported to the Crime and Corruption Commission (CCC).

- The *Public Service Act 2008* (PS Act) section 137 provides that the *chief executive of a department may, by notice, suspend a person from duty if the chief executive reasonably believes:*
  (i) for a public service officer—the proper and efficient management of the department might be prejudiced if the officer is not suspended;
  (ii) for a public service employee—the employee is liable to discipline under a disciplinary law.

- The PS Act section 137(3), supported by the Public Service Commission (PSC) Directive 16/20 (effective date 25/09/2020) holds provisions regarding the suspension of a public service employee and which the chief executive must consider all reasonable alternatives before suspending an employee. Such alternatives include alternative duties, a temporary transfer or another alternative working arrangement, that are available to the person, and asking the employee if they wish to access accrued recreation and/or long service leave in lieu of suspension (which such taking of leave is at the discretion of the employee). A copy of the PSC Directive is attached for review **(Attachment 1)**

- You may adopt a position to consider the allegations raised may be serious to consider suspending Ms Burges on normal renumeration while an investigation is conducted. Should you opt for this position you should direct that Crown Law advice be sought to assist in the preparation of a suspension letter.

- You may also adopt a position to ask Ms Burgess if she wished to access her accrued leave as an alternative to being suspended on full renumeration. The leave balances of Ms Burgess are provided **(Attachment 2).**

- You may also adopt a position to consider reasonable alternative duties which Ms Burgess can undertake while the matter remains on foot.

- Alternatively, you may adopt a position to take no further action in relation to the current workplace position of Ms Burgess while the matter remains on foot.

BACKGROUND

- Ms Helen Burgess is the Director (Construction Compliance and Field Services). Her responsibilities extend to the supervision of construction Operation Managers and Inspectors in the South East Queensland (SEQ) region, and historically at times, Lead Inspectors outside of the SEQ region.

- Ms Burgess has been subject to several previous complaints in relation to inappropriate relationships and inappropriate influence over her regulatory duties by Office of Industrial Relations (OIR) clients, predominantly the Construction, Forestry, Mining and Energy Union (CFMEU) and which have all been subject to investigation.

- While those investigations found allegations of inappropriate relationships and inappropriate influence over her regulatory duties by the CFMEU have not been capable of substantiation, the most recent complaint investigation found Ms Burgess guilty of misconduct to an element of the complaint. On that occasion a disciplinary penalty of 1. deferment of any consideration of a remuneration increase for a period of 6 months from the date the disciplinary action is implemented and 2. a reprimand was determined. That disciplinary penalty has been appealed by Ms Burgess to the Queensland Industrial Relations Commission (QIRC) and has yet to be finalised.

- The most recent report which resulted in the decision to impose the disciplinary penalty remains under review by the Crime and Corruption Commission (CCC) as a Public Interest Review (PIR). No timeframe has been given for the CCC review to be completed and their report provided to the OIR.

HUMAN RIGHTS CONSIDERATION

- Before you consider adopting any approach, you will need to consider the *Human Rights Act 2019* which commenced on 1 January 2020. This means that, from 1 January 2020, it is unlawful for a public entity to act or make a decision in a way that is not compatible with human rights; or, in making a decision, to fail to give proper consideration to a relevant human right. The *Human Rights Act 2019* applies to decisions made under the *Public Service Act 2008*, including decisions on disciplinary processes and suspension. It is important that, as a decision maker, you give consideration to any potential human rights impact prior to making a decision in this matter as it relates to Ms Burgess in any considerations of suspension.

- The human rights that are potentially impacted by the decision you make is the right to take part in public life (through employment in the public service and the private sector) and the right to privacy and reputation, which extends to protect professional relationships and reputation. The decision you make against Ms Burgess may limit her rights to privacy and reputation and her current employment with the Queensland Public Service.

- You may adopt the view that the public interest in ensuring that employees of the OIR conduct themselves appropriately and, in a manner consistent with policy and legislative requirements, outweighs the potential impact on the human rights of Mr Burgess.

Prepared by:
Gavin Gleeson
A/Director
Ethical Standards
Tel: [redacted]
Date: 24/11/2022

Endorsed by:
Jason Korenromp
A/Executive Director
Business and Corporate Services
Tel: [redacted]
Date: 24/11/2022

Recommendation Approved: .....

Date: .....

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-18 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Kym Bancroft
Sent: Wednesday, 14 December 2022 12:11 PM
To: Sharon Bush; Andrew Harris; Donna Morgan
Subject: FW: CCFS
Attachments: Changes to CCFS

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]

From: Jane Barker [redacted]>
Sent: Wednesday, 14 December 2022 10:55 AM
To: Kym Bancroft [redacted]
Cc: Helen Burgess [redacted]; correspondence.dete[redacted]
Subject: CCFS

Kym

For the second time this year and for the second time in my working career, I feel compelled to write to the CEO/DDG of this organisation to lodge my protest about a misguided decision, this time your misguided decision.

Everything I wrote to Tony James on 22 July 2022 still stands. I have attached that email for you to read.

You will cause irreversible damage by moving Helen out of her role regardless of whether it is a temporary move or a permanent move, and whether the temporary move is for 2 days or 2 months or longer. OIR and CCFS will never come back from this. The message you are sending to the inspectorate, not just the CCFS inspectorate but the whole of OIR's inspectorate, is that if you sling enough mud around some of it will stick and you can get weak senior management to move on any managers who are actually trying to get you to perform your job competently and thoroughly.

You are moving Helen out of her role because of the Working for Queensland survey results? You have got to be joking! You are scraping the bottom of the barrel for excuses now. CCFS didn't even get a report this year because of the small number of people who completed it. How representative is the group of people who responded? How many are actually CCFS inspectors? Is there actually anything new in the comments that have been made this year or is it the same vindictive, unsubstantiated, defamatory mud-slinging as in previous years? How many of the people who responded have an axe to grind? How many people who do not have an axe to grind did not complete the survey because they see no value in it? It is custom and practice for construction inspectors to use the anonymity of that survey to cast spurious allegations. It is no different to members of parliament using parliamentary privilege to defame innocent public servants.

Have you read Jason Edward's PhD report on the inspectorate and his conclusions on the construction inspectorate? If not, I am sure Peter Thorning can give you a copy. You may wish to read that before jumping to conclusions about any comments a small group of people have made on an unreliable survey.

Are you aware that three CCFS Operations Manager this year have put up their hands in defeat because they can't manage a small group of belligerent inspectors and they can't get HR to support them to do what you are doing to Helen? A small group of inspectors has driven out three Operations Managers and now they have driven out Helen. However, Helen has not given up. You are doing the inspectors' bidding and kowtowing to their demands. There will be no stopping them now. Their Christmas/New Year's celebrations will be pretty wild. If you supported Helen to move that small group on you will probably find that the Working for Queensland Survey results will improve, if that is actually really your concern. It would also improve the culture and performance of the inspectorate, which is actually our concern.

The construction inspectorate is notorious. There is a long history of senior managers kowtowing to them hoping that would turn them around. It didn't. Marc Dennett and Helen were the first people to make a genuine effort to change things and make them accountable. For the last year, Helen has done it by herself without senior management support. She has not had support from the Executive Director or her peers, the other Directors, in CFS. We were optimistic when your appointment was announced that your apparent commitment to the safety of workers meant that you would be just as interested as us in having a competent, relevant, accountable inspectorate. It appears we were wrong.

Have you bothered to find out what we discovered when we did the first audit of CCFS inspectors' activities; to learn about the strategies we put in place in response to the damning findings; and to understand the backlash that was generated as a result? You cannot look at the Working For Queensland survey results in isolation.

Have you heard the story about the creation of the level 7 Lead Inspector positions? Marc's predecessor, Julie Nielsen, created the positions in response to demands from the construction inspectorate for a career path. It was a trial arrangement and there was a selection process to fill the positions on a trial basis. The inspectors that spearheaded the creation of these positions were unsuccessful in the selection process. Julie was too scared to tell them that they were unsuccessful so everyone who applied was appointed, despite the fact that there was more people than positions. This of course blew the budget out. One of the first things Helen had to do as Director was run another selection process and only fill the positions that were budgeted for. The same inspectors were unsuccessful. Helen had to deliver the bad news and suffered the backlash. What do you think the comments were like in the Working for Queensland survey that year?

CCFS managers are not allowed to do to our staff what you are doing to Helen despite copious records of discussions with staff members and repeated evidence of poor performance, behaviour and attitude. It appears that different rules apply when you are the DDG and you can do what you want without jumping through all the hoops HR forces us to jump through and still not be able to do anything.

If you want to maintain the status quo, a lazy, incompetent inspectorate who don't care about the safety and wellbeing of construction workers, go for it. Next time the Dept of Energy and Public Works asks about what happened in relation to an incident and what enforcement action an inspector took, I won't try to cover up anymore the fact that the inspectors did nothing. I will tell it like it is – instead of supporting Helen to achieve a high performing, committed, accountable inspectorate, OIR's senior management is too weak to stand up to the belligerent, vindictive inspectorate. That is, if I bother to stay around.

I am still here because I support Helen, I support Helen's vision for a high performing inspectorate and safety for construction workers. There was still some optimism that we could do some proactive, interesting work with a new group of construction inspectors and have an impact on industry. If Helen is nobbled, then I question whether there is any point anymore. My head hurts from constantly hitting it against a brick wall. You are now another brick in that wall.

In your Christmas message to everyone you acknowledged that this time of the year can be difficult for many people. It is acutely disappointing that you didn't actually mean a word of what you said. The fact that you felt it was acceptable to phone Helen out of business hours (we have been chastised for sending emails to inspectors out of business hours) and to summon her to a meeting the week before Christmas and the annual closure to tell her you are moving her out of her role demonstrates that Helen's wellbeing is the least of your concerns. You have totally disregarded the fact that it will be impossible for Helen to organise a support person or legal advice at such short

notice, especially at this time of year when a lot of people have already started their holidays. Helen and I were just talking about how we were looking forward to a break because of the difficult year behind us. Thanks for ruining that for us.

Jane

Jane Barker
Manager
Construction Strategy and Major Construction Program Unit
Construction Compliance and Field Services
Office of Industrial Relations

[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

The most important reason for making your workplace safe, is not at work at all.
Work safe. Home safe.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-19 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Subject: Construction Inspectorate Plan
Location: 1WS Room 5:15

Start: Mon 19/12/2022 12:30 PM
End: Mon 19/12/2022 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Kym Bancroft
Required Attendees Helen Burgess; Donna Morgan

Dear Helen

As discussed, this meeting is to share with you the plan for the Construction Inspectorate over the next few months and temporary changes to your role.

I have asked HR to attend the meeting with us to assist with any questions. You may also like to bring a support person.

I've attached an information sheet about the Support Person role if helpful.

Thanks

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-20 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Meeting Monday 19 December 2022 at 12.30pm
Kym Bancroft, Donna Morgan
Helen Burgess, Marc Dennett
(room 5.15 in 1WS)

Introduction

Thank you for meeting with me Helen. As discussed, this meeting is to share with you the plan for the Construction Inspectorate over the next few months and temporary changes to your role.

It is my preference that you and I continue to have an engaging interactive relationship and that you play an active role in this process however you are not required to respond in the meeting if that is your wish. You will have the opportunity to provide written feedback after this meeting,

Before we start, I just want to say that I would really like this discussion to be respectful and supportive. I acknowledge we may not always agree however I am confident we can discuss these matters and work them through.

I have asked Donna to attend the meeting with us to assist with any questions and I note you have brought Marc Dennett as your support person. Thanks for coming along today. Just to clarify I won't expect you to speak on Helen's behalf today and I'm hoping you can just help us make sure our communications are clear and there's no misunderstandings.

In this meeting, I will provide an overview of what's planned; the communication strategy; and a letter for Helen to take away.

Helen, please feel free to ask questions along the way or you can come back to me later after the meeting with followup questions or comments.

Confidentiality

It is also important to remind everyone involved we must maintain appropriate confidentiality to protect the integrity of the process and the privacy of the people involved. This includes not discussing the matter with work colleagues or those likely to have information relating to the matter.

Purpose of meeting - summary

We have been talking about the Construction Inspectorate and your role for some time.

- To advise of my decision that I am progressing with engaging an independent external consultant (Tristan Casey) through QUT to facilitate a **Strategic Discovery Process** to explore the strategy, stakeholder engagement, operations, people and cultural aspects of the Construction Compliance function.

- While the Process is occurring, I'd like you to move into the **new temporary role of Director Construction Strategy** to ensure this exploration Process can be undertaken free of any perception of bias or influence

- I note that when Andrew discussed you moving to Director Construction Strategy in July it was about separating strategic and operational matters, particularly given WHSQ's need to focus on the significant increase in infrastructure investment in Qld (eg with the Olympic Games), emerging health and safety issues (dust disease, policy response implementation; and emphasis on BPP in the Qld Government QPP.

- I also understand Andrew asked you to respond to him detailing what resources you would need to undertake the role. If you have any further thoughts or input on this question, please send it through.

Going Forward

- I understand you objected to the change at that time and I committed to put it on pause and review the situation more closely myself. I have now had a few months to get closer to the issues and as I've said in our earlier conversations, the situation has me concerned – for OIR, for staff, and for yourself.

- I can't not take action when I see such concerning indicators and risk.

- I'm now at the point where I need to **fully examine all aspects of the construction inspectorate** across our governance and strategy, stakeholders, complaints management, performance data, our operating model (structure, org design), people and culture; processes etc.

- Commissioned QUT (Tristan Casey) to come in for about **6-8weeks** to work closely with us and the staff in CCFS to understand what opportunities exist to build engagement and strengthen the function.

- While we are undertaking this work, I want you to undertake the **role that was proposed and discussed with you in July,** ie. **Director Construction Strategy** Compliance and Field Services Role.

- Going forward I need you to focus on:
    - Construction and major projects strategy;
    - Stakeholder engagement (including the likes of the CFMMEU; ETU; MBA; QBCC);
    - Strategic focus on high level initiatives such as the prefabricated panel lifting safety issue;
    - Assist the CFS OED, WHS Policy and Regulatory Strategy and Boards groups with matters pertaining to the WHS Board and OIR's WHS Executive Board;
    - Increased focus on the emerging issues, such as the hydrogen industry, increased in solar farm construction, Silica in the Construction Industry and MSD Response in Construction.
    - Dept of EPW procurement activities in construction

- Your **substantive role will not be backfilled** during this period

- **To accommodate this, temporary changes to reporting arrangements** for some employees who currently report to you will be put in place.

- **In addition, temporary changes to the notification/triaging process** in that our stakeholders will be informed to communicate directly with the Regional Directors.

- **The above temporary changes are proposed to take effect from Tuesday 3 January 2023.**

- While it is absolutely **my preference** for this temporary move to take place with your **agreement**, if you do not agree, **a temporary transfer direction** will be given to you under s133 of the Public Service Act.

The Letter

- The attached letter outlines all this and provides you with the process of how you can provide a response, if you so wish, by COB Friday this week.

Communications to Others

- I am planning to hold a Town Hall with the inspectorate at 2pm today.
    - The focus of the townhall is to talk to the QUT Discovery Project
    - I am not planning to talk about the transfer of your role at this time to afford you some time to consider your response

- I also want to talk you through the communications strategy we have around this initiative going forward:
    - We propose to meet with the Inspectorate today to provide a general update
    - Andrew is also meeting with CFS leadership this afternoon to let them know about the QUT Discovery Project
    - Following my decision early in the new year, we will meet with the RDs
    - We will then meet with RDs, OMs, Lead Inspectors and Jane
    - We then have an all staff townhall set up to address all construction staff
    - If this process proceeds, we will communicate with stakeholders and confirm the RDs are their operational contact points for the next 6 months; with you retain a key working relationship with them in your new temporary role as that will continue to be a focus

- You are welcome to join any of these meetings, however I appreciate you might prefer not and that's fine also

- I'm happy to walk through the townhall presentation and key talking points now with you if you like (hard copy – to be handed back before end of meeting)

- We will also be sending out an email following the townhall summarising the key points and sharing the presentation with all staff in the area and I can share a copy of this with you now also (hard copy – to be handed back before end of meeting)

- Concerned about you and want to know how I can best support you.

Where can you go (Helen) for more information or to discuss this with?

- Of course, Marc as your support person
- Human Resources
- Ethical Standards
- Your union representative if you have one
- Your legal representative if you have one
- However, it would be inappropriate to communicate details of our discussions with colleagues, any staff of OIR (particularly those within your span of control) or any industry stakeholder, while we go through this process

You don't need to say anything now unless you want to. We can take a short break now if you wish and we can reconvene in say, 30 minutes if you would like to discuss with your support person and we can come back together?

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-21 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Queensland Government

Office of
Industrial Relations

Department of Education

19 December 2022

PRIVATE AND CONFIDENTIAL

To be delivered in person and via email:

Ms Helen Burgess
C/- Office of Industrial Relations
[redacted]

Dear Helen

Temporary transfer to Director Construction Strategy position

I refer to our discussion today.

As discussed, I have commenced a Strategic Discovery Process (**Process**) for Construction Compliance and Field Services (**CCFS**). To be clear, this Process is not a workplace investigation and will rather consider CCFS's overall strategy, structure, and operations and gather input to inform how we can best position the Construction inspectorate going forward.

You will have the opportunity to participate in the Process.

Section 133 of the *Public Service Act 2008* (**Act**) provides that a chief executive may transfer a public service officer to another role.

By way of the Office of Industrial Relation's Human Resources Management Delegations Manual October 2020, I have been delegated the functions of the Chief Executive for this decision.

I have decided that while the Process is occurring, it is appropriate to temporarily transfer you to the new temporary role of Director Construction Strategy to ensure that the Process can be undertaken in a manner free of any perceived bias or influence.

Your remuneration and any other employee benefits will not be impacted by this temporary transfer.

1 William Street Brisbane
Queensland 4000 Australia
GPO Box 69 Brisbane
Queensland 4001 Australia
Telephone 13 QGOV (13 74 68)
WorkSafe +61 7 3247 4711
Website www.worksafe.qld.gov.au
www.business.qld.gov.au
ABN 94 496 188 983

The temporary transfer will become effective from Tuesday 3 January 2023 until 30 June 2023, unless otherwise ended earlier and advised in writing by myself. I may also extend the temporary transfer if the Process has not concluded by that date.

Your substantive position as Director, Construction Compliance and Field Services will not be backfilled during the period of your temporary transfer. However, temporary changes to reporting arrangements for some employees who currently report to you will be put in place.

Jane Barker, Manager Major Projects (AO8) will continue to report to you. The Construction Strategy Unit will continue under your direction, along with staffing Patrick Coyle (AO5) and Naomi Bern (AO3) as well as the two vacant AO7 positions once this recruitment process is finalised.

As part of the new arrangements, the CCFS Lead Inspectors will temporarily report to the Operations Managers, who will in turn temporarily report to the Regional Directors. The CCFS Principal and Senior Inspectors will continue to report to the Operations Managers.

Grounds to refuse the temporary transfer

While it is my strong preference for this temporary move to take place with your agreement, under section 133 of the Act, a Chief Executive or delegate has a broad discretion to transfer a public service officer to another role.

Pursuant to s134 of the Act, you are only able to refuse this temporary transfer on reasonable grounds. If you wish to provide details of grounds for refusing the transfer, you should provide me with a written response **no later than COB on Friday 23 December 2022**, which I will then consider.

Your temporary transfer will otherwise take effect on Tuesday 3 January 2023.

If you refuse to comply with this temporary transfer direction without reasonable grounds, you may be liable for disciplinary action.

Option of taking annual or long service leave

If you would prefer to apply for a period of annual or long service leave instead of undertaking the temporary transfer, please discuss this with me.

Confidentiality

As discussed in previous months, as a senior officer in OIR and with your standing in the sector, I am hopeful for your active role in the Process. I want to better understand the challenges and opportunities for the Construction Inspectorate and how we can best support the function to thrive.

With that in mind, you are reminded, the matters which are the subject of this Process are to remain confidential. To ensure the privacy and work health and safety of all officers involved in this process, you are directed not to discuss this matter, or to share information regarding this matter, with any other Departmental employee.

You are also directed not to subject any officer who provides information as part of this Process, to any detriment as a result of their involvement in this matter.

It is important for you to be aware that any failure to comply with these directions may result in formal disciplinary action against you pursuant to Chapter 6 of the *Public Service Act 2008*.

Support available

I appreciate this has no doubt been a difficult time for you. You are reminded that you may access support from the Department's Employee Assistance Program, provided through SMG Health, should you require confidential counselling and debriefing which is free of charge to all employees of OIR. Access to this service is by self-referral. You are invited to contact SMG Health on [redacted] at any time, should you wish to access this support.

I greatly value your expertise and knowledge in construction safety compliance and believe that you will continue to make an important contribution to OIR's ongoing work in improving the operations of the Compliance and Field Services team during your temporary transfer.

If you have any questions, please either myself on [redacted] or Donna Morgan, (Director – Human Resources, RTI and Information Privacy) on [redacted] or [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Attachment
– Draft Position Description, Director Construction Strategy

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-22 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Sent: Thursday, 22 December 2022 6:58 PM
To: Helen Burgess; Andrew Harris
Cc: oir.ethicalstandards
Subject: RE: Construction Inspectorate Update

Thanks Helen

This is very concerning. Andrew, can you please reiterate the key intent of this process (which isn't to investigate individuals rather understand the organisational factors that can be improved on) with all leaders in CCFS so they can assist in stamping out this type of inappropriate comments.

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

From: Helen Burgess [redacted]
Sent: Thursday, 22 December 2022 10:46 AM
To: Andrew Harris [redacted]
Cc: oir.ethicalstandards [redacted]; Kym Bancroft [redacted]
Subject: FW: Construction Inspectorate Update

Hello Andrew

Since the Construction Inspectorate Town Hall on Monday I have been told by five people, one of them external to OIR, that the Construction Together Union delegate and a Construction HSR are attempting to influence the outcome of the anonymous interviews that will be carried out as part of the DDG's discovery project.

I have been told the delegate and HSR are telling everyone they are very excited about the anonymous interviews, they are the best thing that has ever happened because the results of the anonymous interviews can only lead to two outcomes. The delegate and HSR are telling everyone the two outcomes are: one that OIR will tell her to resign or two OIR will refer her to the CCC, either way we will get rid of her.

The delegate and HSR said that if OIR put someone else in we don't like then we will just get rid of them as well.

I am sending this to you as I want it on the record that I brought it to your attention.

Thanks
Helen

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

The most important reason for making your workplace safe, is not at work at all.
Work safe. Home safe.

Connect with us:

From: Kym Bancroft [redacted]
Sent: Wednesday, 21 December 2022 5:09 PM
To: OEDCFS [redacted]; Adam Bates [redacted]; Barry Trinder [redacted]; Brian Culleton [redacted]; Brian Drake [redacted]; Brian Pocock [redacted] Christopher Mutton [redacted]; Christopher O'Donnell [redacted]; Dale Rogers [redacted]; Daniel Ala-Outinen [redacted]; Daniel Baltzer [redacted]; David Whittaker [redacted]; Deborah Dargan [redacted]; Franck Berthaux [redacted]; Frank D'Allura [redacted]; Gary Stanley [redacted]; Helen Burgess [redacted]; Ian Coleman [redacted]; Isaac Avery [redacted]; James Northfield [redacted]; James Ross [redacted]; Jane Barker [redacted]; Jason Argent [redacted]; Jason Plath [redacted] John Azcune [redacted] John Barber < [redacted] John Carmosino [redacted]; Julian Hasted [redacted] Kerry Scowcroft [redacted]; Luke Ellis [redacted] Majella Pearl [redacted] Mark Murphy [redacted]; Mark Norris [redacted] Mark Schaumburg [redacted] Michael Hill [redacted]; Naomi Bern [redacted]; Nathan Williams [redacted]; Neale Garaty [redacted]; Neil Stockton [redacted] Patrick Coyle [redacted]; Peter Stevens [redacted]; Reece Groves [redacted] Robert Flood [redacted]; Ryan Usher [redacted] Simon McLennan [redacted]; Travis Dungey [redacted]>; Warwick Holmes [redacted]; Wayne Armstrong [redacted]
Subject: Construction Inspectorate Update



Dear all,

Thank you again to those of you who were able to join us on Monday to discuss a Strategic Discovery Process we are commencing, to explore and better understand the challenges and opportunities for the Construction Inspectorate and how we can best support the function to thrive.

For those of you who were unable to attend, you will be able to access a recording via MS Teams – go to your "Chat" area in MS Teams and look for "Construction Inspectorate Town Hall" which would have appeared from the calendar appointment sent to you.

Primarily, I wanted to share with you all that you are invited to share your ideas into how we can best shore up the Construction Inspectorate function for success going forward in a confidential 1:1 interview. We are looking for all sorts of input and ideas around how we do our work, structure, what tools and capabilities we need, and how we want our work environment to be.

This initiative commenced this week and will run throughout January and February. I expect to come back to you all in March in person to workshop the plan for our next steps.

To book a confidential interview time with QUT who is assisting us with this initiative, please click on this link. I really encourage your participation in this process as I want to hear from each one of you however, this is a voluntary process.

As we move into the Christmas break and a time out with friends and family, this is a time of reflection, thinking about the year that was and planning for a year of "what can be". Our environment is changing and there is a lot of exciting changes ahead. With major projects on the horizon such as the Olympic games and other large infrastructure projects, as well as industry issues like silica and emerging issues such as hydrogen, we need to consider how we can best support these projects and issues.

I look forward to keeping you updated on progress however in the meantime, if you have any questions or concerns, please contact your manager, Director, ED Andrew Harris or OIR HR.

If I don't see you before the end of year, please take care and enjoy your Christmas and New Year.

Kind regards,

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]

Queensland Government

[redacted]

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-23 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Helen Burgess
Sent: Tuesday, 10 January 2023 8:56 PM
To: Sharon Bush
Cc: Kym Bancroft; Donna Morgan; Andrew Harris
Subject: RE: Confidential - RE: Questions regarding the proposed temporary position description
Attachments: Key responsibilities from draft position description - further questions.docx; Attachment A.docx

Sensitivity: Confidential

Follow Up Flag: Follow up
Flag Status: Completed

Dear Sharon

I refer to your correspondence dated 5 January 2023. Your correspondence answers some, but not all, of the 37 questions that I raised within my correspondence dated 3 January 2023.
Please find attached an amended document which identifies the questions that remain unanswered.

While the outstanding questions remain unanswered, I am no closer to being in a position to provide a meaningful response to the correspondence that was sent to me on 19 December 2022 than I was two weeks ago. In the interests of transparency, the reason I am asking these questions is to properly understand what is expected of me in the proposed temporary role. This pre-empts matters that might otherwise result in a negative performance review. It is also to ensure that the proposed temporary role is properly resourced. This will prevent a repetition of the position I was in for four years from 2011 when performing a very similar role. Indeed, it may be that the answers to the outstanding questions may ultimately lead to me deciding to provide no response at all to the proposed temporary transfer, however I am unable to make a final decision about that while so many questions remain unanswered.

On the question of resourcing, I propose that the Lead Inspectors continue to report to me so that I am able to successfully deliver the functions that are referenced throughout the position description. Through learned experience this would alleviate what would otherwise be barriers to me being able to properly obtain the necessary support and evidence to fulfil the functions of the role and would likely eliminate most of the concerns I am raising. Upon viewing Attachment A it is apparent that the Lead Inspectors role is to provide strategic support to achieve the functions of the proposed temporary position. To have the Lead Inspectors reporting directly to me would reduce the need for me to require the Executive Director to adjudicate the use of resources.

I appreciate that it may take you some time to provide responses to the remaining questions and I thank you in advance for your efforts in providing the requested answers to me.

Again, out of an abundance of caution, I confirm that I do wish to be heard regarding the proposed temporary transfer. However, as I still do not have the necessary information to enable me to provide a meaningful response, and because I am currently in my second week of suffering from a debilitating virus that I am struggling to recover from (as discussed with Andrew during a telephone conversation last week), I respectfully request that I be given seven days to provide my response to the proposed temporary transfer once the answers to the outstanding questions have been provided.

I look forward to your earliest response. Should you require any clarification regarding the questions that I am asking, please do not hesitate to contact me.

Yours faithfully
Helen

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

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Connect with us:

From: Sharon Bush [redacted]
Sent: Thursday, 5 January 2023 4:04 PM
To: Helen Burgess [redacted]
Cc: Kym Bancroft [redacted]; Donna Morgan [redacted]; Andrew Harris [redacted]
Subject: Confidential - RE: Questions regarding the proposed temporary position description
Sensitivity: Confidential

Dear Helen

Thank you for your email and questions seeking clarification. I note that Donna Morgan also included information in relation to the proposed position description in her emails to you on 19 December and 22 December 2022 (as attached).

I have worked with Andrew this week to review the questions you sent through on Tuesday and offer the following response.

In summary the questions posed seem to focus on a few key themes, addressed below, and the attached document responds to each question.

1. *How can this role undertake operational and certain other matters without direct access to inspectors?*

The focus of this role is strategic leadership rather than direct line management. This role is considered a strategic lead for construction industry safety and as such would establish and work to have implemented programs and initiatives designed to improve safety in construction. Programs and initiatives would be developed informed by evidence and analysis, which the Construction Strategy Unit will support. The role would also work collaboratively with CFS and OIR management, as relevant, to rollout these programs and initiatives consistently across regions and areas. This role will have access to Inspectors in support of developing and implementing these programs.

2. *How can this role provide considered advice and support workforce capability without direct access to Lead Inspectors?*

While the Lead Inspectors may not report directly to this role, this role will still have access to their expertise and advice. We will need to better understand what tasks or roles OIR needs Lead Inspectors to undertake/contribute to and the time allocation required for these and when they would need to be available to support the Construction Strategy work. It would be helpful if you could put further thought to clearly defining the requirements for Lead Inspector involvement.

3. *Questioning the relevance of particular responsibilities; eg. SLA; Appeals; delegation of powers*

It is worth noting that the position description is aligned with other Director PDs in CFS. There is a broad range of responsibilities, some of which may only be required from time to time.

You also included questions regarding outcomes and evaluation of the temporary restructure. As you know, QUT are currently working to gather ideas and input for how we can best position the Construction Inspectorate going forward. There is no fixed decision regarding structure at this time and OIR will consider the input from QUT as it is available.

While I am forwarding responses to your questions in written format at this time, please note that Kym and Andrew have expressed that they can be available to discuss further if preferred.

Please don't hesitate to contact me if I can assist any further at this time.

Kind regards
Sharon

Sharon Bush
Acting Director HR, RTI & IP
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

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Customers first | **Ideas into action** | **Unleash potential** | **Be courageous** | **Empower people** | **Healthy and safe workforce**

I acknowledge the traditional Custodians of the lands on which we work, and pay my respect to Elders, past, present and emerging community leaders. I also acknowledge the contributions of First Nations people within OIR and the communties we serve.

From: Helen Burgess [redacted]
Sent: Wednesday, 4 January 2023 1:36 PM
To: Andrew Harris [redacted]
Cc: Sharon Bush [redacted]; Kym Bancroft [redacted]; Donna Morgan [redacted]
Subject: FW: Questions regarding the proposed temporary position description

Dear Andrew

Thank you for your prompt response to my correspondence.

While the matters you have raised are noted (but not necessarily agreed), we appear to be at cross purposes. I attached a document to my correspondence which raised 37 questions that I need answered before I can be in a position to obtain legal advice and provide a meaningful response to the correspondence that was sent to me on 19 and 22 December 2022. I have merely sought to explain within my correspondence the steps that I have already taken to have these questions answered; not to level criticism.

I therefore respectfully press my request that you please read the attached document and respond to my 37 questions in writing by 6 January 2023. From my perspective, I consider time to be of the essence given the uncertainty that currently surrounds my professional career as a result of this process and the current deadline of 13 January 2023 for me to provide my response.

I trust that the foregoing clarifies my position and I look forward to your earliest response.

Kind regards
Helen

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

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Connect with us:

From: Andrew Harris [redacted]
Sent: Tuesday, 3 January 2023 9:17 PM
To: Helen Burgess [redacted]; Sharon Bush [redacted]
Cc: Kym Bancroft [redacted]; Donna Morgan [redacted]
Subject: RE: Questions regarding the proposed temporary position description

Hi Helen – I have not reviewed your enclosed attachment yet, but I'm not quite clear on what you mean by the below sentences, although I can confirm I discussed Kym Bancroft's proposed CCFS change with Regional Directors Robert Wicks and Kym Tollenaere on the afternoon of **Thursday 15 December 2022**. I advised Paul Smith of this on **Friday 16 December 2022**. Rob and Kym T provided me with some practical operational feedback on **Friday 16 December 2022**, most of which were questions they had for me regarding how I thought this new arrangement would work.

When I first raised this change proposal with Rob and Kym T on **15 December 2022**, they had both already heard rumours from their staff that there might be some changes within CCFS happening. This was after at least three people (that I know of) in your team confirmed they had heard of Kym's proposed changes from you.

I had not intended to raise this with Rob, Kym T, Paul or anyone else until you had an opportunity to work with Kym Bancroft on this, but as you chose to discuss Kym's proposal first with others, I made a decision to update these three regional directors.

To be clear, I did not discuss this with these two (or three) RDs several weeks prior to 20 December 2022.

As for your last sentence, I don't understand what you mean. I don't believe I told you that the three of them (assuming you mean the three RDs) were unable to provide you with any answers or guidance.

> *I subsequently phoned Andrew on 20 December 2022 and he told me that he had spoken to the two Regional Directors several weeks prior to the meeting with me and he had tasked them with ascertaining how the proposed role would work, which forms the basis of most of my questions. Andrew advised me that the three of them were unable to provide me with any answers or guidance, and I have not heard anything further since then.*

Perhaps this might be clearer to me once I have reviewed your 37 questions.

Regards
Andrew

Andrew Harris
Executive Director
WHS Compliance and Field Services
Office of Industrial Relations

Level 11 | 1 William Street | Brisbane Qld 4000
GPO Box 69, Brisbane Qld 4001
P [redacted]
Teams Andrew Harris



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Connect with us:

From: Helen Burgess [redacted]
Sent: Tuesday, 3 January 2023 8:02 PM
To: Sharon Bush [redacted]
Cc: Kym Bancroft [redacted]; Andrew Harris [redacted]; Donna Morgan [redacted]
Subject: Questions regarding the proposed temporary position description

Dear Sharon

I am writing to you in Donna's absence. Attached to this correspondence is a copy of the position description for the proposed temporary position that I have been provided, accompanied by 37 questions that I urgently need answered. I respectfully request that all of my questions be answered in writing to avoid further uncertainty moving forward.

Some of the questions were raised by me during the meeting with Donna and Kym on 19 December 2022 and I was advised that answers were not readily able to be provided to me during the meeting. I subsequently phoned Andrew on 20 December 2022 and he told me that he had spoken to the two Regional Directors several weeks prior to the meeting with me and he had tasked them with ascertaining how the proposed role would work, which forms the basis of most of my questions. Andrew advised me that the three of them were unable to provide me with any answers or guidance, and I have not heard anything further since then.

Out of an abundance of caution, I confirm that I still wish to be heard regarding the proposed temporary transfer; however, as you can no doubt appreciate, I cannot provide any form of response until I receive the answers to the questions that I am asking. To enable me to meet the deadline of 13 January 2023 to provide my written response, I request that you please provide me with the answers to my questions by no later than close of business on 6 January 2023.

I look forward to your earliest response.

Kind regards
Helen

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-24 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Helen Burgess [redacted]
Sent: Friday, 20 January 2023 3:29 PM
To: Sharon Bush
Cc: Kym Bancroft; Donna Morgan
Subject: Proposed temporary transfer
Attachments: 230120 Ltr to DDG.pdf

Dear Sharon

Please find attached correspondence.

Yours faithfully
Helen

Helen Burgess
Director, Construction Compliance and Field Services
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001

Queensland Government

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20 January 2023

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

By Email: [redacted]

Dear Ms Bancroft

Re: Proposed Temporary Transfer

I refer to the above matter, our meeting on 19 December 2022, and to your correspondence to me dated 19 December 2022 (the **Temporary Transfer Correspondence**).

The Temporary Transfer Correspondence

Within the Temporary Transfer Correspondence, you state that you have commenced a Strategic Discovery Process (the **Process**) and that you have determined that while the Process is continuing you consider it appropriate to temporarily transfer me to a new temporary role. You have also stated that you are relying on the powers conferred on a Chief Executive by s.133 of the *Public Service Act* 2008 (Qld) (the **PS Act**) to effect the temporary transfer and have confirmed that you have been delegated the functions of the Chief Executive for this decision.

The Temporary Transfer Correspondence states that I am only able to refuse the temporary transfer on reasonable grounds, in accordance with s.134 of the PS Act, and you have invited me to respond in writing if I wish to provide the details of any reasonable grounds to refuse the temporary transfer. You originally invited me to provide my written response by 23 December 2022, however an extension of time was since granted until 20 January 2023. I thank you for granting me the extension of time.

The Clarification Correspondence

To enable me to be in a position to provide a meaningful response to the temporary transfer, I asked a series of questions within correspondence dated 3 January 2023 and 11 January 2023. While I received the answers to some of those questions on 5 January 2023, many of the questions that I asked on 11 January 2023 remain outstanding. Not withstanding my request for further information, on 13 January 2023 you sent further correspondence to me (the **Clarification Correspondence**) which assured me that I would not be the subject of any performance management process due to my inability to fulfil the outputs of the position due to resourcing constraints. You have otherwise asserted that as a Senior Officer it is expected that I have the skills and experience to be able to perform the proposed temporary role.

The Clarification Correspondence otherwise pressed me for a response to the Temporary Transfer Correspondence by 20 January 2023.

Response

In light of the assurances within the Clarification Correspondence, and your obvious views regarding the temporary transfer being effected irrespective of my views (which is evidenced by matters that I

deal with below), I have decided to waive my right to make a submission in relation to the matters outlined in s.134 of the PS Act. In other words, I accept that the temporary transfer will be effected and I agree to it. However, my agreement is on the basis that the temporary transfer is only until 30 June 2023, and I reserve my right to make a further submission if the temporary transfer is extended.

Matters for Consideration

I have received correspondence that was sent to the unions that comprise the Building Trade Group on 12 January 2023 (the **BTG Correspondence**). I note that the correspondence squarely names me and outlines a new process for the union movement to follow when requesting assistance.

I was also present at the Construction Inspectorate Town Hall on 19 December 2022 (the **Town Hall**) during which you advised employees of the Process being implemented.

During the meeting with me on 19 December 2022, and at the Town Hall, you said several times that the Process was not being implemented due to one person. However, as far as I am aware, I observe that I am the only person who is being temporarily transferred. I also note that this is the first time that I am aware of where a Senior Officer has been temporarily transferred under such circumstances.

The change of process that was outlined in the BTG Correspondence and the words spoken at the Town Hall have invited several questions being asked about my conduct, and, intentional or not, I am aware that certain inferences are being drawn in relation to me as a result. I urge you to consider the effect that the temporary transfer (and the way in which these matters were communicated within the BTG Correspondence) are having on my professional reputation.

Yours faithfully



Helen Burgess

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-25 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

From: Kym Bancroft
Sent: Wednesday, 8 February 2023 8:05 AM
To: Kurt Pauls; Jade Ingham; Jacqui Collie; Kane Lowth
Subject: FW: Construction Strategy and Construction Compliance update

Hi all

Please see below comms that was sent to Mr Ravbar yesterday afternoon advising of an internal temporary structure change in the Construction Inspectorate.

Kurt, please give me a call if you have any questions or would like to discuss.

Regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

From: Kym Bancroft
Sent: Tuesday, 7 February 2023 5:24 PM
To: Kym Bancroft [redacted]
Subject: Construction Strategy and Construction Compliance update

Dear Colleagues

I am writing to inform you of a temporary change in our operational arrangements for the Construction Inspectorate. This change will enhance our focus on emerging issues and trends in the construction industry to develop innovative and contemporary strategic initiatives and programs ensuring best practice outcomes.

From 13 February 2023 to 30 June 2023, the Construction Strategy team led by Ms Helen Burgess, Director will be our stakeholder engagement lead, engaging further with you and other key industry organisations to manage and respond to emerging issues and major projects in the construction industry including:

- Best Practice Principles (BPP) on projects over $100 million;
- Increased infrastructure investment in Queensland (e.g. Olympic Games);
- The hydrogen industry;
- Solar farm construction;
- Silica in the Construction industry; and
- Musculoskeletal Disorders Response (MSD) in Construction.

During this period, the construction compliance function will report through to the Regional Directors: Ms Kym Tollenaere for SouthWest, Gold Coast region and Ms Terrie-Anne Norris for Brisbane, Sunshine Coast and Wide Bay region. The two Regional Directors have responsibility for the day-to-day operations and direct supervision of the construction inspectorate staff.

If you have any queries about operations, please don't hesitate to contact Kym Tollenaere ([redacted]) or Terrie-Anne ([redacted]).

Regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-26 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

Subject: MEETING: Michael De'Ath, Tooey Elliott, Kym Bancroft and Michael Ravbar, CFMEU
Location: Director-General's office, Level 37, 1 William Street, Brisbane

Start: Thu 27/10/2022 9:00 AM
End: Thu 27/10/2022 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: DE'ATH, Michael

Purpose
Catch up

Attendees:
Michael De'Ath, Director-General
Tooey Elliott, Deputy Director-General, Infrastructure Services
Kym Bancroft, Deputy Director-General, Office of Industrial Relations

Contact:
Jacqui Collie | [redacted]

Organiser:
Lisa Pennisi, Senior Executive Officer to the Director-General | [redacted] | [redacted]

****

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ANNEXURE SHEET

This is the document referred to as KSB-27 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

From: Kym Bancroft
Sent: Wednesday, 29 March 2023 12:53 PM
To: Kate Stuchbury
Cc: Cathy Bray
Subject: FW: 280323 FILE NOTE (DRAFT).docx
Attachments: 280323 FILE NOTE (DRAFT).docx

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

From: DE'ATH, Michael [redacted]
Sent: Wednesday, 29 March 2023 12:29 PM
To: Kym Bancroft [redacted]; PENNISI, Lisa [redacted]
Cc: SEELEY, Nick [redacted] Kate Stuchbury [redacted]
Subject: 280323 FILE NOTE (DRAFT).docx

Thanks Kym. Some minor edits but otherwise reflects well my recollection of the meeting as best we were able to capture.

Lisa, please prep as filenote.

****

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FILE NOTE (DRAFT)

Meeting Subject: MEETING: Michael De'Ath, Kym Bancroft and Michael Ravbar, CFMEU
Meeting Date: 28/03/2023 2:30 PM
Location: Director-General's office, Level 37, 1 William Street, Brisbane
Participants

DE'ATH, Michael (Meeting Organizer)
Kym Bancroft
Michael Ravbar [redacted]
Kurt Pauls
Jacqui Colli

Meeting opened by MD welcoming CFMEU to the meeting. Stated meeting intent to discuss concerns that CFMEU have raised.

MR proceeded to talk for approx. 20 minutes without stopping. MR was erratic in his communication with continual inflammatory statements made toward MD, KB, Ministers, and government leaders. MR's use of inappropriate language MR stated the following:

- CFMEU are planning to send more letters, "We have letters ready to go. We have met with the other unions and what we send will depend on outcome for today"
- Our relationship hasn't been good since change in Government
- We are focussed on outcomes for workers
- You have decided to insult us (referring to KB email regarding triaging), you have put a slur on the union, "no one has ever won taking us on"
- The place is in a 'rubble'
- MR started to threaten that the issue will become political, "we will go to the Premier" and "this is on you"
- Threatened to go to CCC

Key issues raised:

1. Changed the white card induction…don't support f2f
    - All other jurisdictions only run f2f training (KB: only SA and NT do this)
2. Helen and criminal conduct x 6 investigations
    - Referred to the perceived unfair treatment of HB and the six investigations that have been conducted
    - Why has HB been moved? What is her role now?
3. HSR's
4. CCC and Qleave
    - According to MR, the DDG was removed from a recruitment process
5. Recruitment and Yasmin Cox
    - Accused KB of corrupting the process by running a second interview and bringing Yasmin Cox into the process
    - "we have a statement from Davidsons"
    - "Recruitment will get you with the CCC"
    - "two people let it slip that we have Yasmin on the panel"
6. Triage process
    - Reviewed in 2017 by Tony Cook, implemented by Marc Dennett
    - Currently unfair as employers will ring the inspectors directly (KB to investigate)
    - John Barbers behaviour is unacceptable
    - CPB pick the inspector they want to call

7. Silica (note: no comment made as to the issue)
8. BPICS - TMR, Water
    - Alluded to this being badly managed
9. Memorial
    - “Affected families not engaged, they won’t be going to your church service, they will be coming to ours. The Emma Miller memorial is a disgrace” (KB: referring to previous Chair)

Throughout this first 20 minutes, MR was getting increasingly agitated, and increased in use of inappropriate language and disparaging comments regarding various officials past and present, and Ministers.

2:50pm

MD asked MR which topic he wanted to focus on first. MR stated recruitment. MR reiterated concerns with the ED CFS recruitment process that occurred late 2022. Stated that the process was corrupted, and KB was trying to circumvent the process and “bring in her preferred candidate”.

KP gave an overview of the process that was to occur after the initial interview, which was do referee checking, and clarify whether Davidson’s had gone to market. MD and KB clarified that the second interview process was in order to address the points of clarification raised by the panel and referee checking and Davidson’s check had been completed. KB further clarified that communication to the panel on the follow-up process could have been clearer and that we are working to the same goal of appointing the most meritorious candidate to the role.

MD commented that KB was acting with the best of intent in further speaking with and checking on the candidate, and noted we all want to conclude the process and keep it moving.

The room agreed that we will move forward with the ED CFS recruitment, KP will remain on the panel and that OIR will identify another panel member instead of JC given CFMEU suggest a perceived conflict.

This was agreed.

2:55pm

MD stated that meeting time allowed was coming to a close and could take a few more minutes to discuss any further concerns. MR commenced talking about the changes to the triaging process and lack of consultation. MD stated that there has been repeated offers to consult and he would put this in writing to CFMEU. MR stated "you never consulted with us", “you can expect rallies, blues, put it in writing, you are dishonest, a liar”, “you are deluded enough, you are a silly man”.

MD cautioned MR that insults will not be tolerated, and the meeting will be called to a close if this continued.

MR grew extremely agitated and started to increase his insults, "you are a pathetic human being",

MD stated this behaviour isn’t tolerated and meeting is finished.

MR left with KP and JC and called MD a “boofhead” on the way out.

Meeting close approx. 3:05pm.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-28 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Kurt Pauls
Sent: Wednesday, 30 November 2022 11:01 AM
To: Kym Bancroft
Cc: Michael Ravbar; Kane Lowth; Jade Ingham; Jacqui Collie; rkupsch[redacted]
Subject: RE: Interview Panel for Executive Director within OIR

Morning Ms Bancroft,

The CFMEU except the offer from OIR, for myself to be a representative on behalf of the CFMEU on this interview panel, for the Executive Director's position within OIR.

Can you please forward me any information or documents to be signed to make this appointment official.

Regard

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen Hills QLD 4006

[redacted]

I acknowledge the traditional Aboriginal owners of country throughout Australia and pay my respect to them, their culture and their Elders past, present and future.

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From: Kym Bancroft [redacted]
Sent: Tuesday, 29 November 2022 7:12 AM
To: Kurt Pauls [redacted]
Cc: Michael Ravbar [redacted]; Kane Lowth [redacted]; Jade Ingham [redacted]
Jacqui Collie [redacted]
Subject: RE: Interview Panel for Executive Director within OIR

Hi Kurt

Thanks for your email outlining your concerns. Please see responses below.

- Where was position was advertised. The position was advertised on Smart Jobs, LinkedIn, Davidsons Executive Recruitment site, Australian Institute of Health and Safety site and Seek.
- Who created the selection criteria. The position description was updated by Cathy Bray in the Office of the DDG to reflect the Queensland Government's Leadership Competencies for Queensland, and built on the

position description used when OIR last recruited the role in 2018. Royce will know Cathy from when he was on the panel for this role in 2018. Michael has known Cathy for many years from her earlier roles in IR.

- What was the selection criteria. A copy of the position description is attached for your information and includes this information.
- How many applicants have applied. Davidsons have conducted a thorough recruitment search and 22 applicants have applied.
- Who has applied. Under confidentiality we cannot disclose the full list of applicants. However we did receive a mix of applications from private industry and government.
- Who was short listed and how. The panel hasn't as yet met to shortlist applicants for interview. However, Davidsons have engaged with the more competitive candidates to provide advice and assist the panel's deliberations. Again, the short list is confidential and isn't disclosed outside of the recruitment process. However if we do not find a successful applicant through the interview process the short list will be revisited by myself and the panel.
- Who is the representative from the Mining regulator, and how is the mining regulator relevant to this process. Under the Queensland Government directive on recruitment and selection, we are required to have a representative from outside our Minister's portfolio. We have therefore invited Robert Djukic from RSHQ to be on the panel for this role.
- What is the question criteria being asked of the applicants at their interview. This will be supplied to the panel in the interview briefing prior and feedback will be sought.
- What is the criteria to be a successful applicant. The attached Position Description includes this information.

Applications for this role closed on 7 November 2022 and we intend to hold interviews in early December. I am inviting you to be on the panel for this role as construction is a key industry from a WHS perspective.

I await your response.

Kind regards

From: Kurt Pauls [redacted]
Sent: Sunday, 27 November 2022 2:37 PM
To: Kym Bancroft [redacted]; Helen Burgess [redacted]
Cc: Michael Ravbar [redacted]; [redacted] Kane Lowth [redacted]; Jade Ingham [redacted]; Jacqui Collie [redacted]
Subject: Interview Panel for Executive Director within OIR

Dear Ms Bancroft,

On Friday the 25th of November 2022 you asked myself to be on the panel as a representative from the CFMEU to interview the candidates for the Executive Director role within OIR.

In order for the CFMEU to decide if I will be on the panel we need clarification that OIR will keep the utmost transparency and good governance through the appointment of the new Executive Director's role.

Your voice mail Friday the 25th of November 2022 stated you needed to know if I was going to be on the panel as you wanted to send out the dates for interviews asap. The CFMEU considers the appointment of this position within OIR should not be rushed to tick a box.

This person needs to be the "right person" that can deal with day to day operations of safety, industrial relations (with unions and internally), internal politics and holding inspectors accountable when they do not perform the role that they are employed to do.

So prior to the CFMEU agreeing to participate on the panel please provide the following information on the process to date and moving forward.

- Where was position was advertised.
- Who created the selection criteria.

- What was the selection criteria.
- How many applicants have applied.
- Who has applied.
- Who was short listed and how.
- Who is the representative from the Mining regulator, and how is the mining regulator relevant to this process.
- What is the question criteria being asked of the applicants at their interview.
- What is the criteria to be a successful applicant.

The CFMEU await your written response.

Regards

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen Hills QLD 4006
[redacted]

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ANNEXURE SHEET

This is the document referred to as KSB-29 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Subject: Meeting between OIR, Davidson and Sarina Wise
Location: MS Teams and meeting room 11.17, Floor 11, 1WS

Start: Tue 17/01/2023 1:00 PM
End: Tue 17/01/2023 1:45 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Kym Bancroft
Required Attendees: Kym Bancroft; Yasmin Cox; Elena Ryan; [redacted]
Optional Attendees: Ryan Webster

Microsoft Teams meeting

Join on your computer, mobile app or room device
Click here to join the meeting

Meeting ID: 482 991 822 978
Passcode: cd9q93
Download Teams | Join on the web

Join with a video conferencing device
teams@oir.onpexip.com
Video Conference ID: 137 205 283 2
Alternate VTC instructions

Learn More | Meeting options

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ANNEXURE SHEET

This is the document referred to as KSB-30 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: DE'ATH, Michael
Sent: Thursday, 2 February 2023 9:33 AM
To: Kym Bancroft
Cc: SEELEY, Nick
Subject: FW: Urgent - ED Appointment

Importance: High

Kym,

Noting Mr Pauls concerns I had felt that all matters could have been resolved and the process continued. However, the Secretary of the CFMMEU, Mr Michael Ravbar, informed me in a meeting at the CFMMEU on Monday 31 January, that Mr Pauls had informed him about a preferred candidate and that he (Mr Ravbar) had proceeded to make inquiries about that person in NSW with various parties.

Given this breach of confidentiality, as delegate for this process I would be unable to endorse any recommendation out of the current process. On this basis alone I direct that a new process be undertaken.

In undertaking a new process can I ask that you again state clearly to the panel the importance of confidentiality and with this, adherence to due process.

Thank you

Regards
Michael De'Ath
Director-General
Department of Education
[redacted]
Level 37 | 1 William Street | Brisbane QLD 4000
PO Box 15033 | City East QLD 4002

Please consider the environment before printing this email.

Queensland Government

From: Kurt Pauls [redacted]
Sent: Wednesday, 1 February 2023 2:06 PM
To: BANCROFT, Kym <[redacted]>; robert.djukic[redacted]; craig.dearling[redacted]
Cc: DE'ATH, Michael [redacted]
Subject: RE: Urgent - ED Appointment

Panel Members,

Following my correspondence dated Friday 27 January 2023 in relation to the position of Executive Director (ED), Work Health & Safety Compliance Field Services, OIR and the recommendation that Sarina Wise be appointed. In the correspondence, I requested that no further steps be taken in relation to the selection report due to the failure of an agreed process from the Panel last year on 9 December 2022. This agreed process included:

1. That Davidson's would take minutes from the interviews for distribution to panel members.
2. That Davidson's would go back to the market for other possible candidates.
3. The panel would reconvene in the new year.

4. The Panel would canvas Sarina Wise's referees, and
5. The Panel would conduct a second interview with Sarina Wise.

It is disappointing from the Queensland Government that the above process has not been followed by the Chair, OIR or Davidson's and it has resulted in a lack of transparency and good governance.
Consequently, I have had a conversation with the Chair on Monday 30 January 2023 and have requested that the process recommence with the following principles:

1. That OIR map out the recruitment and panel process in detail to ensure full transparency and good governance.
2. The panel will reconvene to review and refine the process in accordance with the appropriate government directive and review other issues including the salary of the ED position and reviewing all applications for short listing.
3. OIR to take minutes of all panel meetings.
4. A new recruitment agency will be engaged (agreed by the panel) from OIR's list of suppliers.
5. That the role will be readvertised, and the agreed process will be followed as per the government directive and panel discussions/decisions.
6. All works and minutes from Davidson's to be given to the panel.

I request each panel members confirmation that this process to be applied moving forward.

Regards

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen HillsQLD4006
[redacted]

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From: Kurt Pauls [redacted]
Sent: Friday, 27 January 2023 7:04 PM
To: Kym.Bancroft[redacted]; robert.djukic[redacted]; craig.dearling@[redacted]
Cc: Michael DE'ATH <[redacted]>
Subject: Urgent - ED Appointment

Panel Members,

You will recall that at our meeting in December 2022, we all agreed that we would reconvene to consider feedback from this candidate's referees and invite the candidate back for another interview, however I have heard nothing back in relation to this agreed process.

It is clear that for some unknown reason a second interview of the candidate has been conducted without the panel or without all of the members of the panel. This is clearly a divergence from the agreed process between us and is particularly concerning to me, the Union and other industry stakeholders.

I request each panel's confirmation that no further steps will be taken in relation to the attached selection report and this candidate until we have considered this matter further.

Additionally, I have other concerns in relation to this panel and the process selection that I will set out in further correspondence to you, the Minister and other agencies early next week.

Regards

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen HillsQLD4006

[redacted]

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ANNEXURE SHEET

This is the document referred to as KSB-31 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

CFMEU

REGIONAL OFFICES
Darwin – Ph
Townsville – Ph

CFMEUQ
State Construction
& General Division

HEAD OFFICE
16 Campbell Street
Bowen Hills QLD 4006
Ph
Fax
qntqueries@cfmeu.org

15 March 2023

Michael De'Ath
Director-General
Education, Industrial Relations and Racing

By Email - [redacted]

Dear Director-General

RE: Executive Director, Work Health & Safety Compliance and Field Services

You will no doubt recall our conversation in about October 2022 when I raised concerns about the involvement of the Deputy Director-General, Office of Industrial Relations, in the recruitment process of the Executive Director, Work Health & Safety Compliance and Field Services.

My concerns were that there was the potential for the Deputy Director-General to, either advertently or inadvertently, influence the recruitment process to ensure that her preferred candidate would be appointed.

You assured me that you had complete faith in the Deputy Director-General and that the recruitment process would comply with the Government Directive and that the Deputy Director-General would act with propriety.

I now write to you regarding a number of concerns with the recruitment processes implemented by the Deputy Director-General.

Formation of the Panel

The first issue that arose was that the Deputy Director-General had taken it upon herself to determine the selection strategies prior to the formation of the recruitment panel, including: updating the position description of the role; determining where, when and how advertising for the role would occur; determining when the advertising period would close; and selecting a recruitment agency to assist with the process. This is entirely inconsistent with Directive 12/20.

After advertising had closed, the Deputy Director-General approached the Union's OHS Co-ordinator to be on the recruitment panel. We did not have time to raise our concerns as, practically, the Union had no choice other than to participate if we wanted any say on behalf of our members.

Conduct of the Deputy Director-General

Once on the panel, the Union's OHS Co-ordinator quickly realised that there were issues with the Deputy Director-General being a part of the process. The most significant of which was her deliberate choice to ignore the process approved by the panel for conducting a second interview. You may not be aware of what occurred, and I will set out the facts below:

- Davidson Recruitment Agency had been engaged, without consultation, to assist with the selection of a candidate.
- 22 applications were received, of which three were shortlisted.

qnt.cfmeu.org
ABN: 12 898 529 251

- On 9 December 2022, the three shortlisted candidates were interviewed, and it was agreed between the panel that:
    - Davidson Recruitment would distribute minutes from the interviews to the panel;
    - Davidson Recruitment would go back to the market for other possible candidates;
    - the panel would reconvene in the new year;
    - the panel would consider the preferred candidate's referees; and
    - the panel would conduct a second interview with the preferred candidate.
- The Union's OHS Co-ordinator did not hear back from Davidson Recruitment or the Deputy Director-General, was not provided with a copy of the minutes of the interviews and was not informed whether Davidson Recruitment had gone back to the market for other possible candidates.
- On 27 January 2023, the Union's OHS Co-ordinator was informed by Davidson Recruitment that the preferred candidate's referees had been considered, that a second interview had been conducted and that the preferred candidate is the recommended candidate for appointment.
- Immediately, the Union's OHS Co-ordinator raised his concerns in an email to the panel, in which you were copied, on 27 January 2023 and stopped the process of appointing the preferred candidate.
- On 1 February 2023, the Union's OHS Co-ordinator confirmed with the panel that process to be followed into the future.
- On 12 February 2023, the Deputy Director-General confirmed that the recruitment process had now closed, and a new recruitment process would commence.

As there was no indication, from either Davidson Recruitment or the Deputy Director-General, about why the process had not been followed, the Union's OHS Co-ordinator contacted Davidson Recruitment who confirmed that it was the Deputy Director-General and the Executive Director, Specialised Health and Safety Services, who conducted the second interview with the preferred candidate.

Not only is it of significant concern to the Union that the Deputy Director-General ignored the agreed process, but she did so with the assistance of the Executive Director, Specialised Health and Safety Services, who was not involved in the recruitment process, nor should she be. This is made only worse by the matters that we raise below.

New Recruitment Process

As I have alluded to above, the Deputy Director-General indicated that a new recruitment process would commence on 12 February 2023. The Union's OHS Co-ordinator confirmed his willingness to be on the panel on 13 February 2023.

The Union's OHS Co-ordinator did not, despite following up, hear back from the Deputy Director-General until 1 March 2023. It came as a surprise to the Union that the Deputy Director-General had altered the composition of the panel by removing a member of the initial panel, replacing them with the Assistant Director-General of QBuild and adding a fourth member of the panel.

It came as more of a surprise to the Union that the new member would be the Executive Director, Specialised Health and Safety Services, who had already involved herself with the initial recruitment process when she ought not to have done so. I can only assume that the Executive Director, Specialised Health and Safety Services, did so under the direction of the Deputy Director-General.

It is entirely inappropriate for the Executive Director, Specialised Health and Safety Services, to be on the panel for the new recruitment process for two reasons.

First, she reports directly to the Deputy Director-General and, as a result, will be unable to remain impartial. She will no doubt feel the pressure of having to agree with whatever decision the Deputy Director-General makes. Both I and the Union's OHS Co-ordinator already consider that she has already been exposed to this pressure, having clearly been under the direction of the Deputy Director-General when she involved herself in the initial recruitment process.

Second, the Deputy Director-General has now altered the composition of the panel so that a majority can override the minority. In doing so, the Deputy Director-General has appointed a direct report to the panel ensuring that she has a voting bloc of (at least) two people. This is obviously concerning given her conduct to date.

You, as the Director-General, should intervene and remove the Executive Director, Specialised Health and Safety Services from the recruitment panel. In doing so, you should not take steps to replace her as it is not necessary for the recruitment panel to consist of five people.

Moving Forward

As you can see, I have copied the panel into this correspondence. I have done so to ensure that this process remains transparent and so that the panel members are aware that these issues have been raised to the Director-General.

The former Executive Director, Work Health & Safety Compliance and Field Services, left their role in February 2022. Since that time, there has not been an appropriately qualified or experienced person in that role.

In October 2022, you assured me, and other union secretaries, that this was a priority for you and could be completed in a six-week period. You then assured us that the recruitment process would comply with the Government Directive and that the Deputy Director-General would act with propriety.

The Union relied on these assurances and participated in the recruitment process. The Union has now on two separate occasions been required to intervene in the recruitment process to ensure that it is conducted in accordance with the Government Directive and to ensure that the Deputy Director-General acts with propriety.

It is now your responsibility as Director-General to address these matters.

As I made clear to you from the outset, the Deputy Director-General's predecessors Mr Allen and Mr Blackwood would ensure that they did not participate in the recruitment of their direct reports. The Deputy Director-General's position on the panel is now untenable and you should take steps to remove her and replace her with an appropriately senior public servant from another Department.

If you do not take these steps, I will be required to approach the Minister and other relevant agencies in order to review the recruitment process and you, as the Director-General responsible for the conduct of your direct reports.

Yours sincerely

[redacted]

Michael Ravbar
STATE SECRETARY

CC Panel Members

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-32 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Queensland Government

Office of the
Director-General

Department of
Education

17 MAR 2023

Mr Michael Ravbar
Secretary
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Mr Ravbar

Thank you for your letter dated 15 March 2023 in relation to recruitment for the Executive Director, Work Health and Safety Compliance and Field Services, Office of Industrial Relations.

The earlier recruitment process you referenced closed in February 2023. Mr Kurt Pauls from the Construction, Forestry, Maritime, Mining and Energy Union, was invited to be on the new recruitment panel, which commenced in early March 2023.

I am satisfied that this current process complies with the provisions of the *Public Sector Act 2022* and the current Commission Chief Executive Directive 12/20: Recruitment and Selection.

I note your ongoing dissatisfaction with the Recruitment and Selection Directive 12/20. Please advise Ms Kym Bancroft, Deputy Director-General, Office of Industrial Relations by 22 March 2023, should you not wish to continue to be involved in this process as an invited stakeholder.

Ms Bancroft can be contacted on [redacted] or by email at [redacted]

Yours sincerely

[redacted]

MICHAEL DE'ATH
Director-General

Ref: 23/206466

1 William Street Brisbane
Queensland 4000 Australia
PO Box 15033 City East
Queensland 4002 Australia
Telephone +61 7 3034 4754
Website www.qed.qld.gov.au
ABN 76 337 613 647

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-33 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Johanna Sutherland
Sent: Wednesday, 31 August 2022 2:53 PM
To: Kym Bancroft
Cc: Andrew Harris
Subject: PwC Audit of Assessment Services (AS) and White card
Attachments: Final Internal Audit Report - OIR WHSQ Assessment Services Triaging Process Review (Audit Job No 2122OIR1) - March 2022.PDF; RTO 91533 - IMPORTANT: New Conditions to issue GCIT cards - effective 15 Aug 2022

Hi Kym,

Please see attached the PwC audit report for the AS Triaging process. That review is the impetus for a review of triaging decision making and the need for the Executive to have a clear understanding of triaging actions that are not based on a consistent risk assessment process.

In relation to Connected Real Time Delivery (CRTD) for White Card training. I have attached the correspondence sent out after the consultation period to both RTOs (this version) and stakeholders (based off this version with slight changes to wording). You will note that during the consultation period we did not receive any negative feedback about the introduction of CRTD. We received one letter from Mr Steven Asnicar (RTO) in which he indicated that he disagreed with removing traditional online training.
As discussed earlier, as well as the permanent introduction of CRTD, the changes to the Conditions for RTOs include qualification checks for trainers, improved evidence of identity requirements, requirement to notify of training (consistent with HRW licence training and due to be introduced in early 2023), mandatory assessment tool (due to be introduced after consultation in early 2023).

I spoke to the QCU, ETU and the Training Ombudsman regarding the CRTD change and all were supportive, CFMMEU were not supportive of introducing CRTD permanently unless we kept the 100km rule. It is our firm view that the focus on training quality and auditing will be far more effective at achieving consistent competency outcomes than policing the 100km rule which is impossible to effectively regulate.

Please let me know if I can provide any further information.

Kind regards,
Jo

Queensland Government

Johanna Sutherland
Director, Licensing and Advisory Services
Workplace Health and Safety Queensland
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001



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Internal Audit Report

Office of Industrial Relations
WHSQ Assessment Services Triaging Process Review



To:	Tony James, A/Deputy Director-General, Office of Industrial Relations
CC:	Andrew Harris, A/Executive Director, WHS Compliance and Field Services Johanna Sutherland, Director, WHS Licensing and Advisory Services Cathy Bray, Director, Business Innovation and Planning Jennifer Pedler, A/Director, Business Innovation and Planning
Audit Manager:	Andrew Darcy, Director, Internal Audit Branch
Lead Auditor:	Co-sourced provider – under QG0050-18
Issue Date:	1 March 2022
Audit Ref:	2122OIR1

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1. EXECUTIVE SUMMARY

1.1 Background

An internal audit of OIR's Workplace Health and Safety Queensland (WHSQ) Assessment Services triaging process was performed in accordance with the approved 2021-22 Department of Education (DoE) 6+6 Month Internal Audit Plan.

The *Workplace Health and Safety (WHS) Act* and *Electrical Safety (ES) Regulation* requires a person conducting a business or undertaking (PCBU) to notify the Regulator of various incidents i.e. notifiable incident, Serious Electrical Incident (SEI) or Dangerous Electrical Event (DEE). WHSQ and the Electrical Safety Office (ESO) also have provisions in place to allow anyone to make a complaint or raise a safety concern about workplace practices or unsafe electrical events.

The WHSQ Assessment Services (AS) team is responsible for the advisory and assessment services for receiving, assessing and triaging workplace health and safety and electrical safety incident notifications and complaints to determine the appropriate response and action e.g. no further action, regional response required, address matter directly with duty holder, or close out. Given the nature and scope of this work, its technical complexities and the organisational risk associated with response triaging requires competent, efficient and consistent levels of service.

The response activities undertaken for each notification and complaint are completed in accordance with the OIR Compliance Monitoring and Enforcement Policy (CMEP). The CMEP was introduced following the Best Practice Review, as a supplement to the National Compliance and Enforcement Policy (NCEP) and continues to adhere to the compliance and enforcement principles of consistency, constructiveness, transparency, accountability, proportionality, responsiveness and targeted.

1.2 Objectives, Scope and Risks

The objective of this audit was to assess the design of controls in place across the WHSQ Assessment Services triaging process to ensure decisions are defensible, justifiable and meet the Regulator's responsibilities under the Workplace Health and Safety (WHS) Act and Electrical Safety (ES) Regulation. Given the broad nature of incidents and complaints, the review narrowed its focus on complex matters.

The following table outlines the scope and approach for each key risk / audit area.

Reviewed areas	Risks	Scope and approach
Policies, procedures and guidance	• Policies, procedures and guidance do not adequately cover responsibilities required under the *WHS Act* and *ES Regulation*. • Policies, procedures and guidance do not provide adequate coverage on roles	Assessed the design of controls to ensure: • current policies, procedures and guidance material are consistent with responsibilities outlined in the WHS Act and ES Regulation.

	and responsibilities regarding more complex incidents and complaints resulting in gaps in process understanding. • Lack of clear and articulate roles and responsibilities may limit the ability to provide adequate and timely information to WHSQ and ESO regional management teams in order to perform timely response activities.	• mechanisms are in place to update policies, procedures and guidance material as changes in legislation occur. • policy and procedure requirements and changes are appropriately communicated in a timely and structured manner. • current procedures clearly articulate roles and responsibilities including the required steps when triaging complex matters e.g. jurisdictional assessment.
Triaging WHS and electrical safety incident notifications and complaints process	Triaging practices lack consistency, responsiveness and targeted compliance and enforcement activities, in approach and application of the *WHS Act* and *ES Regulation*, resulting in potential organisational reputation risk. Inconsistent decision-making regarding event notifications and complaints may result in: • incomplete and inaccurate information • failure to escalate matters of importance • inappropriate response activities • delay in subsequent response activities • indefensible outcomes.	For a sample of incidents and complaints, assessed the design of controls in place to better understand the triaging process and factors considered when determining the appropriate response. Given the broad nature of incidents and complaints, the review had a narrowed focus on more complex matters.
Communications	Insufficient communications with key impacted stakeholders, resulting in poor service quality and / or reputational damage	Assessed the design of controls to ensure: • protocols are undertaken to acknowledge the complaint when it has received to appropriate stakeholders • protocols relating to communicating the status, resolution or escalation of a complaint to appropriate stakeholders
Reporting and monitoring	Lack of controls in place to allow for effective reporting and monitoring on incident notifications and complaints including consistency with legislative reporting obligations.	Assessed the design of controls to ensure: • appropriate monitoring processes have been established e.g. critical

	Insufficient controls in place to identify, disclose, manage and report potential and actual conflicts of interests.	data/information is captured to identify possible anomalies and escalated where necessary. • conflicts of interests (both potential and actual) are identified, disclosed, reported and managed appropriately.
Information security and management	Lack of user access controls in place resulting in inappropriate access, distribution or disclosure of sensitive or protected information. Insufficient validation controls in place to capture notification information resulting in the inability to make an informed decision on appropriate and timely response activities.	Assessed the design of controls to ensure relevant information systems used throughout the triaging process: • mitigate the risk of inappropriate information being accessed, distributed or disclosed. • key fields require completion to capture information relevant to make informed decisions. • system generated reminders are sent to AS advisors to complete and/or review triaging information during relevant milestones. • key fields require completion to allow for effective reporting, oversight and monitoring.
Training	Staff members are not adequately trained on key roles and responsibilities regarding more complex incidents and complaints resulting in potential organisational reputation risk.	Assessed whether adequate processes are in place to train staff members on: • their roles and responsibilities, including key factors for consideration when triaging incidents and complaints and determining the appropriate response. • Awareness of information storage, management, security and sharing (including limitations) responsibilities.

The areas in scope and a detailed testing approach can be found in the approved Internal Audit Scope in **Appendix E.**

1.3 Summary of Results

Assessment services are presented with a challenging role in managing the risk inherent to the sensitive notifiable incidents and complaints that are triaged. Overall, it was noted that the process in place for advisors to perform a triage is well established. However, there were a number of areas identified to strengthen existing triage and assessment practices. These included:

- Embedding conflict of interest identification and management into the triage and assessment process;

- An opportunity to strengthen guidance for risk assessing the significant variety of complex incidents and complaints received;
- Building clear communication checkpoints, and aligning them with the level of communication provided by Regional Management Teams;
- Leveraging existing data in key systems to perform periodic and formal reporting and monitoring to enable trend analysis and the identification of continuous improvement opportunities (e.g. detailed risk assessment outcomes, conflict declarations etc.);
- Ensuring the currency of key procedural and guidance documentation through periodic review and update mechanisms.

1.3.1 Development areas

Three high, two medium and one low priority-rated development areas were identified during this review. Refer to Appendix A for an explanation of priority ratings and Sections 2 and 3 for further detail on each development area including proposed/agreed management actions.

1.3.2 Positive observations

The following positive observations were identified during the review:

Positive observations	
	Key triaging process steps are well established and consistent.
	High level of expertise and experience within the Assessment Services team.

1.4 Acknowledgement

The Internal Audit Branch (IAB) would like to thank all the team members involved in this review for their assistance and for working together to provide agreed management actions for the development areas identified. The following business units were involved in this review:

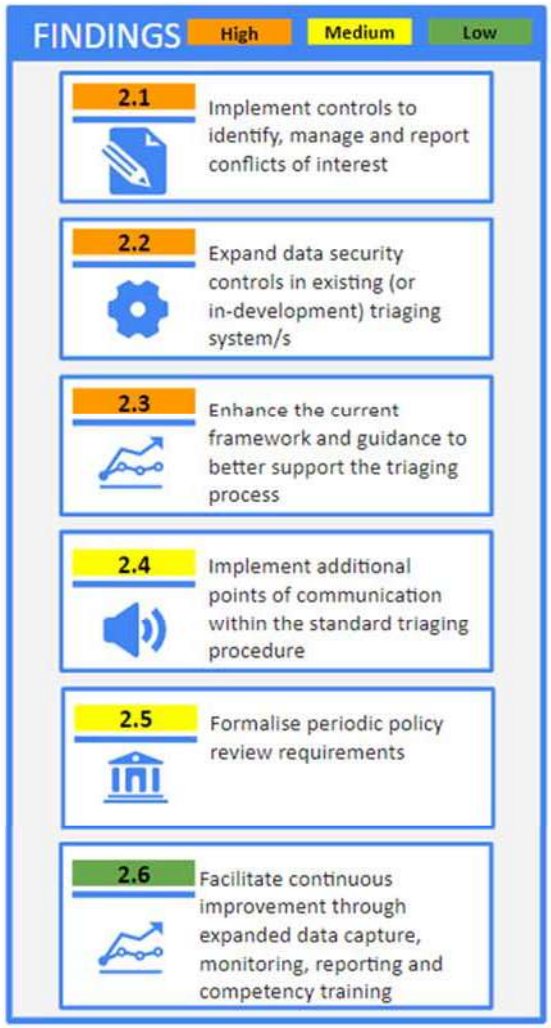
- the Assessment Services Unit
- the Psychological Health Unit; and
- the Information, Communication and Technology Services.

To assist in maintaining the efficiency of the audit process and the quality of the audit report, it is important for IAB to seek the views of management immediately after an audit has been finalised. To this end, it would be appreciated if you could complete the client survey using the department's Survey Manager tool (link provided below):
https://intranet.qed.qld.gov.au/Services/strategymanagement/InternalAudit/Pages/Internalauditquestionnaire.aspx

1.5 Report on a page

The table below summarises the areas tested during this review and outlines the development areas mapped to the end-to-end process.





2. DEVELOPMENT AREAS AND PROPOSED MANAGEMENT ACTIONS

Ref	Development area	Risk / impact	Proposed management action	Priority	Management action plan

2.1	**Implement controls to identify, manage and report conflicts of interest**
	
	The active management of potential and actual conflicts of interest (CoIs) is vital to ensure that notifiable incidents and complaints are triaged objectively and to reduce the risk exposure for WHSQ.
	
	Section 158 of the WHS Act 2011 requires inspectors to provide written notice of all interests that conflict or could conflict with proper performance of their functions.
	
	There is currently an absence of controls within AS to identify, monitor and report these CoIs accordingly. Specific gaps or weaknesses in the processes to detect, monitor and report CoIs were noted:
	
	- ***No up-front conflict declaration by staff:*** The review of the end-to-end triaging process did not note any processes to actively identify CoIs. The existing environment relies on AS advisors to self-declare based on CoI training they received during onboarding. This is not supported by a required declaration (or 'sign off') to confirm no existing conflict exists. Consider implementing this declaration within the triaging system to enable CoI data capture for each triaged event.
	- ***No monitoring and review process for conflict declarations:*** AS are currently unable to monitor potential or actual conflicts given the lack of formal disclosure process (noted above). To support a declaration
		• Potential and actual conflicts are not identified and managed appropriately.
		
		• Management has limited visibility over risks from conflicts.
		
		• Non-compliance with legislative requirements due to inability to source and monitor conflict declarations.
			Management will:
			
			1. Explore the implementation of a system control to enable the declaration of CoIs (e.g. a self-declaration prior to triaging); Consider the following factors when designing this system control:
			  ○ Level of detail required in making the declaration; and
			  ○ Treatment of sensitive information that may be disclosed as part of a declaration.
			2. Increase frequency of CoI training for the Assessments team to 6 monthly, rather than annually.
			3. Establish a periodic process to monitor and review conflict declarations. Specifically determine the frequency of review and the process owner responsible for this.
			4. Leverage the data gathered through the implementation of 1. by formalising a periodic reporting requirement around CoIs.
				High	**Implementation Due Date:**
					
					1 & 2 31 May 2022
					
					3 & 4. 31 December 2023
					
					Risk Owner
					
					Andrew Harris
					
					A/ED Compliance and Field Services
					
					Action Officer
					
					Johanna Sutherland
					
					Director LAS
					
					Contributor
					
					Michele Elliston
					
					Director ICT

	process and ensure WHSQ is compliant with legislative requirements, a periodic process to monitor and review conflict declarations should be in place. - ***No CoI information in reporting practices:*** Due to the lack of CoI identification noted above, reporting practices are not in place for conflicts. It would be expected that CoI reporting would be conducted to empower management to identify CoIs.				
2.2	**Expand data security controls in existing (or in-development) triaging system/s:** AS currently utilises two systems in the end-to-end triaging process; the Compliance and Investigations System Refresh (CISr) and the Assessment And Advisories WHSQ Internal System (AAAWI) (being the primary system utilised by AS). Staff interviews were performed with system administrators from Information Communication and Technology Services (ICTS) to determine the current level of data and information security controls present in these systems. The following opportunities to improve existing controls in relation to data security and user access were identified: - ***Gaps in user access review:*** There are currently limited data monitoring controls conducted on AAAWI, AS' primary triaging system. Currently ICTS will perform a high-level review of user access rights when the rights are amended, however this is not a documented process. - ***Access to sensitive personal information is not sufficiently restricted*** - CISr has a broad user base across the entirety of WHSQ (i.e. not limited to AS staff) and retains data on	• Sensitive incident or complaint information is compromised, posing an increased risk to WHSQ's reputation as the regulator.	Management will, in consultation with ICTS: 1. Assess the practicality of implementing key better practice data and information security controls in current systems, including: ○ Periodic audit of user access rights (including an initial review of the appropriateness of access for all existing users); ○ Review of user access changes when implemented; and ○ Maintain and periodically review system access logs for changes and access of records. 2. Ensure the above-mentioned better practice controls are iterated into the new AS triaging system (currently in development).	**High**	**Implementation Due Date:** 1. 31 May 2022 2. 31 December 2022 **Risk Owner** Andrew Harris A/ED Compliance and Field Services **Action Officer (Owner)** Johanna Sutherland Director LAS **Contributor** Michele Elliston Director ICT

	all events triaged through AAAWI. With this wide user base there is an increased risk of inappropriate user access and the dissemination of sensitive information. The Crime and Corruption Commission's Operation Impala report dated 21 February 2020 proposes that processes should be in place to periodically monitor and review user access rights, user access changes and access logs. This report investigated the improper access and misuse of sensitive information of vulnerable stakeholders. Similarly, sensitive information is handled by AS when triaging events such as workplace bullying, violence and sexual harassment. Considering the development of a new system for AS to triage events that is underway, there is an opportunity to implement these better practices in this system. In the interim, some of the more critical better practice principles should also be implemented in the current triaging systems.				
2.3	**Enhance the current framework and guidance to better support the triaging process:** An effective triaging process would consider a set of consistent factors in determining the risk associated with each notifiable incident or complaint. This enables greater accuracy and consistency in the triage process and outcomes. The AS team currently adopts a risk-based approach to the internal allocation of events (prior to triage), and utilises a triage model and risk matrix to support the triaging process. Our review noted the following areas for improvement: - ***Risk-based criteria for event allocation was not documented:*** In staff interviews	• Inconsistent allocation methodology which may lead to high risk/ complex incidents or complaints awaiting triage for an excessive period of time and or/ incorrectly triaged. • Inconsistent risk assessment for similar incidents or complaints, resulting	Management will: 1. Document existing business rules relating to risk based triage and assessment, and submit these to the Board of Management (BoM) for review and endorsement. 2. Define the risk-based allocation methodology to be utilised by the AS team (including for complex incidents and complaints); and 3. Update internal guidance around the risk assessment phase of triaging different types of events to include key and/or common considerations. In doing	**High**	**Implementation Due Date:** 1. 31 May 2022 2-4 31 October 2022 **Risk Owner** Andrew Harris A/ED Compliance and Field Services **Action Officer (Owner)** Johanna Sutherland

	performed, it was noted that notifiable incidents and complaints were self-allocated by AS advisors based on risk, however Internal Audit observed that there were no clear criteria to define the approach to the allocation of incidents and complaints. Factors considered in the allocation process (e.g. inherent risk of certain event types) should be formally documented to enable greater consistency in assigning triage priority. - ***Limited documented guidance on key factors considered as part of the triaging risk assessment:*** The review identified that, while a risk matrix has been developed, there is limited guidance provided to AS advisors regarding key or common considerations in conducting a risk assessment for the wide variety of incidents and complaints that AS processes, including complex incidents and complaints. Additionally, there was limited guidance provided to support additional upfront triaging considerations that would result expedited referrals to other authorities (e.g. QPS) or a specialised team for consultation regarding a complex notification (e.g. the Psychological Health Unit). Refer to Appendix B for an illustration of how these key considerations could be embedded within the existing triaging model. - ***No consistent standards documented for what needs to be on file to support triaging rationales:*** To support the expanded guidance noted above, additional structure should be implemented for the documentation of triaging rationales. The review noted that a	in inappropriate and/ or inconsistent outcomes for stakeholders.	so, consider the factors that will enable greater consistency (while avoiding over restrictive structure that may prevent wide application). 4. Develop and deliver training to AS advisors on applying the updated methodology and guidance.		Director LAS

	free-text field was utilised for recording these rationales, which can facilitate inconsistency. This was observed in sample testing performed over a selection of events triaged in FY21. Notes retained on file were unstructured in highlighting the key considerations for the triaging decision, which resulted in an inconsistent level of detail recorded. 9 of 26 samples reviewed failed to highlight any key considerations, recording only details of the event.				
2.4	**Implement additional points of communication within the standard triaging procedure:** Customer service is a key aspect for WHSQ as a regulator. Consistent points of communication throughout the process can assist in managing stakeholder expectations effectively. Our review noted that AS' standard triaging process utilises minimal stakeholder communication points. Primarily AS will contact stakeholders only if further information is required or to communicate the outcome of their review (if triaging resulting in an administrative response). A key contrast noted between the standard procedures for AS and for Regional Management teams is in the prevalence of standard communication points such as a confirmation of receipt to establish standard timelines to the stakeholder. This disparity could create a more disjointed experience for stakeholders. Internal Audit identified the following opportunities to improve AS' current level of communication for complaints and incidents to better manage stakeholder expectations: - ***There were no standardised and clear points of communications with***	• Inconsistent communication with stakeholders, reducing the standard of service provided by WHSQ. • Additional disputes and opposition from stakeholders resulting from a lack of communication through the triaging process.	Management will: 1. Establish a set of standardised checkpoints for communication with complaint stakeholders. Management should focus on aligning these communications with the standard provided by RMTs (where appropriate). 2. Consider and establish a framework for the level of information AS should provide stakeholders during the incident triaging process, with consideration to case sensitivity. Determine whether additional checkpoints of communication can be established for incidents to better manage stakeholder expectations, without creating additional issues for the regulator.	**Medium**	**Implementation Due Date:** 30 October 2022 **Risk Owner** Andrew Harris A/ED Compliance and Field Services **Action Officer** Johanna Sutherland Director LAS

	stakeholders reporting complaints: To enable greater alignment with Regional Management Team (RMT) communications, it would be expected that there would be clearly defined communication points with complainants e.g. confirmation receipt, status update. No such communications checkpoints were defined or utilised. - ***Limited guidance on appropriate communications for stakeholders reporting incidents:*** It was noted that a lack of communication with complainants has resulted in WHSQ receiving Right to Information requests. It is acknowledged that careful consideration needs to be given with regard to not providing excessive details of a complaint that is in the process of being assessed. However, the absence of clear expectations of what can be communicated (and supporting templates for this) results in limited communications occurring. It was noted that key checkpoints may include: - Acknowledgement of receipt upon receiving the notification; - Status update communication where the triaging process is delayed (e.g. due to additional liaising with technical units); and - Acknowledgement of allocation to RMT, advising further investigation to be conducted. Refer to Appendix C for suggested levels of communication at these additional checkpoints, and potential content at these communication check-points.				

2.5	**Formalise periodic policy review requirements:** The AS team utilises multiple guidance and procedure documents that inform the end-to-end triaging process. Our review of these documents identified that none were reviewed recently (within 1 year) and lacked a formal periodic review requirement. One key document reviewed was noted as being in draft (AS triaging procedure manual). Although sample testing performed as a part of this review did not identify any instances of inconsistent risk assessment outcomes, management should ensure all key documentation is finalised, and implement a periodic review requirement. This will ensure triaging practices remain current and effective, rather than relying on tacit knowledge held by the team.	BAU processes are out of date and potentially ineffective due to lack of review and iteration process.	Management will: 1. Undertake an activity to formalise and endorse all key documents relating to the AS triaging process; and 2. Implement a periodic process to review, update and endorse these key documents.	**Medium**	**Implementation Due Date:** 30 October 2022 **Risk Owner** Andrew Harris A/ED Compliance and Field Services **Action Officer** Johanna Sutherland Director LAS
2.6	**Facilitate continuous improvement through expanded data capture, monitoring, reporting and competency training:** A continuous improvement cycle ensures that performance outcomes and lessons learned are iterated into future processes, increasing the quality and consistency of future event triaging. Establishing this is reliant on the synergy between monitoring activities and feedback mechanisms such as reporting and training. AS currently performs monitoring activities over triaged events, however the review noted the following improvement opportunities: - ***Limitations in data fields built into systems to support monitoring activities:*** Event data extracts from CISr indicate that a wide range of data fields are currently available for each incident or complaint triaged by AS. Our	• Insufficient data is captured to enable a risk-based approach to monitoring. • Monitoring activities are inconsistently conducted, reducing their overall effectiveness. • Limited management visibility over triaging outcomes, reducing awareness of potential sources of risk. • Outcomes from quality reviews are not implemented	Management will: 1. In consultation with ICTS, implement additional data fields within key triaging systems to better capture the outcome of risk assessments conducted during the triaging process. Consider whether it is more appropriate to iterate this within current systems or ensure it is included within the future triaging system (currently in development). 2. Document the monthly monitoring and QA process conducted internally in AS, specifically defining elements of the selection methodology such as sample size and event types etc. 3. Establish a formal reporting channel to ensure the results of the monthly QA process are circulated to management	**Low**	**Implementation Due Date:** December 2022 **Risk Owner** Andrew Harris A/ED Compliance and Field Services **Action Officer** Johanna Sutherland Director LAS

	review noted however that a free-text field is being utilised to capture the assessed risk rating in addition to notes accompanying the assessment. This currently limits AS' ability to perform trending analysis over types of complaints received, and detailed performance analysis to determine if different case types are resulting in greater assessment and triage timeframes. - ***Current monitoring activities are informal and is not supported by documented processes:*** AS currently conducts monthly monitoring which involves reviewing a sample of triaged events against set criteria. However, the selection methodology (e.g. number of events per month, risk-based approach to selecting certain event types etc.) has not been documented in AS guidance materials. Detailing the selection criteria will ensure the monthly review is conducted consistently and sufficiently covers events deemed higher risk to the department. - ***No reporting channel for monitoring activities:*** The outcomes of the monthly review noted above are currently kept within the AS team. Consequently, the results of this activity are not escalated for management review, or used to drive consultation and engagement with specialised teams within OIR. Without this process, AS is not receiving feedback from relevant stakeholders that can further drive consistent and high-quality triaging outcomes as well as continuous improvement. - ***Limited competency training post onboarding:*** Internal Audit noted that the AS advisors are only subject to training during the onboarding process. The scope of this induction training is quite broad and is limited	into future processes. • Missed opportunities to use data to drive continuous improvement.	and relevant specialised business units within WHSQ. Ensure feedback is able to be provided by all involved parties. 4. Establish periodic competency training to formally action the feedback and improvement opportunities identified through the QA process.		

	in its coverage of increasingly complex events (e.g. with sensitive mental health considerations for stakeholders). There is an opportunity for management to introduce periodic competency training to maintain and expand the skill set of advisors. Specifically, this training should be informed by the monitoring and reporting activities noted above, enabling the inclusion of feedback from key stakeholders that can assist AS in the triaging of increasingly complex events.				

Appendix A – Priority ratings

Priority ratings have been assigned to the development areas raised in this report. The actions to mitigate, review and report are aligned with the DoE Enterprise Risk Management Framework (ERMF) to ensure that any risks above the department's risk tolerance level are escalated to Executive Management to consider appropriate response, if required. Escalation is a function of accountability essential to good governance.

The table below outlines the actions to mitigate, review and report the finding based on the overall priority level.

Priority level	Attributes	Action	Report
Extreme priority	An extreme weakness in the control environment which exposes the department to a significant material impact in terms of achievement of corporate objectives, child / student safety, operational and financial results and/or impairment of reputation.	Active management required as an extreme priority. Commence treatment planning for mitigation immediately.	Monthly risk updates to relevant governing body or management team (e.g. Project Board, Divisional Leadership Team or Executive Management Board) and risk stakeholders.
High priority	A significant weakness in the control environment which exposes the department to a material impact in terms of achievement of corporate objectives, child / student safety, operational and financial results and/or impairment of reputation.	Active management required as a high priority. Within one month commence treatment planning for mitigation.	Monthly risk update to relevant governing body or management team and risk stakeholders.
Medium priority	A moderate weakness in the control environment which exposes the department to a moderate impact in terms of achievement of corporate objectives, child / student safety, operational and financial results and/or impairment of reputation.	Active management required as a moderate priority. Within three months commence treatment planning.	Bi-annual update to relevant governing body or management team and risk stakeholders.
Low priority	A minor weakness in the control environment which does not seriously expose the department to a material impact in terms of achievement of corporate objectives, child / student safety, operational and financial results and/or impairment of reputation.	Maintain effectiveness of current controls. Within six months commence treatment planning based on cost/benefit and resource prioritisation.	Annual update to relevant governing body or management team and risk stakeholders.
Business process opportunity (BPO)	An opportunity for the business area to improve the efficiency and effectiveness of current processes which, if not actioned, does not expose the department to any material impact in terms of achievement of corporate objectives, child / student safety, operational and financial results and/or impairment of reputation.	Maintain effectiveness of current controls and consider the suggested improvement in efficiency or better practice.	As required provide risk update to relevant governing body or management team and risk stakeholders.

For further information visit the homepage for the Enterprise Risk Management Framework or Policy and Procedure Register or email the Governance and Risk team at [redacted]

Appendix B – Example approach to embedding additional triage guidance

The below figure illustrates additional guidance and considerations that AS can embed within the existing triage model.

Suggested additional guidance

Expand guidance provided to AS advisors to include circumstances where WHSQ and another organisation have interest in an event (Not a sole jurisdictional responsibility).
Example considerations:

- Is the incident highly sensitive, require investigation by another organisation beyond WHSQ's consultation with the PCBU regarding the workplace? (e.g. sexual assualt incident requiring QPS investigation).
- If the event is already under investigation by another organisation, are there workplace concerns relating to the incident (e.g. QPS conducting a criminal investigation)?
- Is the other investigating organisation able to be consulted on the workplace investigation, or is a conflict present? (e.g. a criminal incident occurring at the QPS).

Consider additional vetting questions prior to the risk assessment, identifying whether a specialised team is required to liaise on the triage. In practice this may be achieved through a formal classification of 'complex' event categories that trigger this consultation.

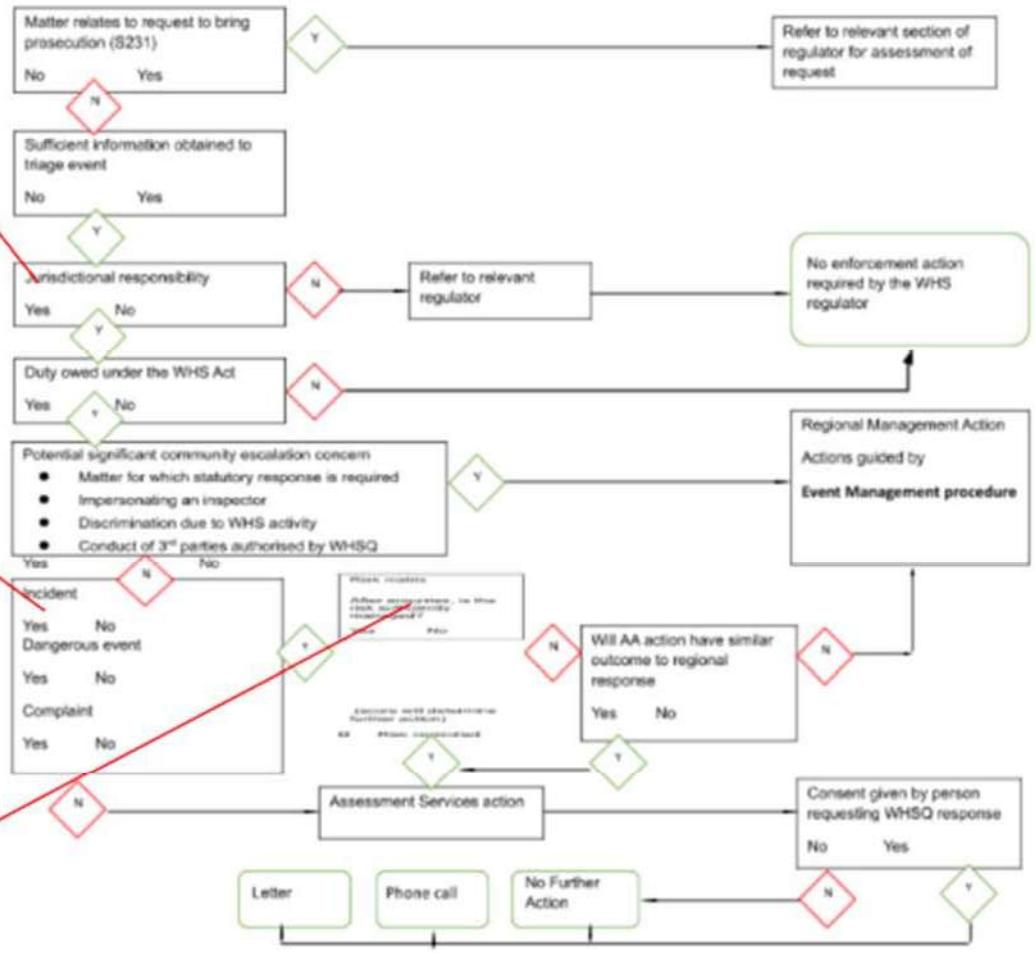
Example factors / considerations that may indicate a complex event:

- Does the nature of the incident carry a high of psychological risk to the stakeholder e.g. sexual assault?
- Is it unclear whether the incident relates to a workplace? (e.g. Occurring outside of workplace but involves a work colleague);
- Does there exist potential for additional psychological risk based on workplace response (rather than as a direct result of the incident)?

Implement standard considerations that must be addressed in the risk assessment process, and documented within the triaging system. In doing so, target a balance between more general considerations that could apply to many (if not all) categories of notifications, and specific considerations tailored to complex categories.

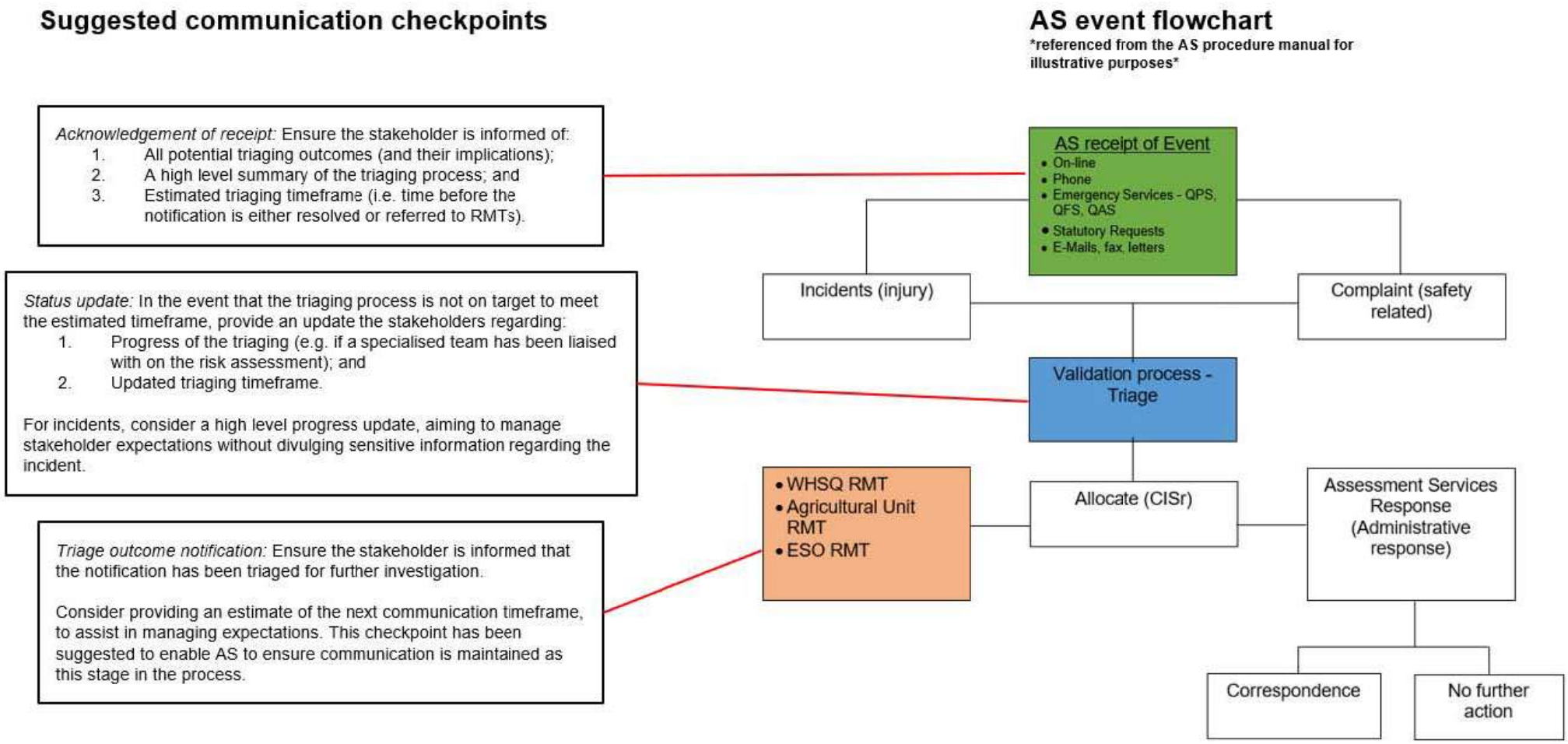
As an example, consider liaising with the Psychological Health Unit to develop targeted considerations for psychosocial events that are more appropriate than the 'one size fits all' bullying pack currently utilised.

AS Triaging Model



Appendix C – Suggested additional communication checkpoints

The below figure contains suggested communication checkpoints at particular stages of the end to end triaging process. This includes a suggested level of detail, and additional considerations.



Appendix D - List of Key Stakeholders

The table below includes a list of the key stakeholders interviewed during this review with a reference to the relevant performance measure.

Name	Role	Department / Unit
Johanna Sutherland	Director	Licensing and Advisory Services
Sam Brooker	Manager	Assessment Services / HSR Unit, Licensing and Advisory Services
Robert Vettiger	Principal Advisor (Electrical)	Assessment Services
Christopher Coxon	Manager	Compliance Services Support and Asbestos Compliance
Tara Bopf	Principal Advisor	Compliance Services Support
Bronwyn Fletcher	Manager	Workforce Capability Unit
Allan Goodwin	Principal Advisor	Workforce Capability Unit
Yvette Norris	Manager	Authorisations, Policy and Training
Sam Popple	Director	Psychological Health Unit
Natalie Dunton	Chief Advisor	Psychological Health Unit
Christina Wicks	Principal Advisor	Psychological Health Unit
Tanya Orszulak	Principal Advisor	Psychological Health Unit
Dominic Gatling	Project Manager	Information, Communication and Technology Services (ICTS)
Nicholas Drapes	Applications Developer	Information, Communication and Technology Services (ICTS)
Rowan Semple	Applications Developer	Information, Communication and Technology Services (ICTS)
King Lai	Applications Developer	Information, Communication and Technology Services (ICTS)
Dale Blight	Operations Manager, Robina	South West Gold Coast (Industrial)
David Weitkas	Manager, Data	Data and Evaluation Services
Terrie-anne Norris	Operations Manager	Brisbane Sunshine Coast Wide Bay Region

Appendix E – Internal Audit Scope

Internal Audit Scope

Office of Industrial Relations
WHSQ Assessment Services Triaging Process



To	Craig Allen, Deputy Director-General, Office of Industrial Relations
CC	Marc Dennett, Executive Director, WHS Compliance and Field Services Johanna Sutherland, Director, WHS Licensing and Advisory Services Cathy Bray, Director, Business Innovation and Planning Jennifer Pedler, A/Director, Business Innovation and Planning
Audit Manager	Jana Chapman, Director, Internal Audit Branch
Lead Auditor	Co-sourced provider – under QG0050-18
Issue Date	23 July 2021
Audit Ref	2122OIR1

INFORMATION SECURITY CLASSIFICATION: SENSITIVE

1. Background

An internal audit of OIR's Workplace Health and Safety Queensland (WHSQ) Assessment Services triaging process is to be performed in accordance with the approved 2020-22 Department of Education (DoE) 6+6 Month Internal Audit Plan.

The *Workplace Health and Safety (WHS) Act* and *Electrical Safety (ES) Regulation* requires a person conducting a business or undertaking (PCBU) to notify the Regulator of various incidents i.e. notifiable incident, Serious Electrical Incident (SEI) or Dangerous Electrical Event (DEE). WHSQ and the Electrical Safety Office (ESO) also have provisions in place to allow anyone to make a complaint or raise a safety concern about workplace practices or unsafe electrical events.

The WHSQ Assessment Services (AS) team is responsible for the advisory and assessment services for receiving, assessing and triaging workplace health and safety and electrical safety incident notifications and complaints to determine the appropriate response and action e.g. no further action, regional response required, address matter directly with duty holder, or close out. Given the nature and scope of this work, its technical complexities and the organisational risk associated with response triaging require competent, efficient and consistent levels of service.

The response activities undertaken for each notification and complaint are completed in accordance with the OIR Compliance Monitoring and Enforcement Policy (CMEP). The CMEP was introduced following the Best Practice Review, as a supplement to the National Compliance and Enforcement Policy (NCEP) and continues to adhere to the compliance and enforcement principles of consistency, constructiveness, transparency, accountability, proportionality, responsiveness and targeted.

The following reflects the objectives, scope and approach, audit process, staffing, timing and reporting protocols agreed with management for the audit.

2. Objectives, scope and approach

The objective of this audit is to assess the design of controls in place across the WHSQ Assessment Services triaging process to ensure decisions are defensible, justifiable and meet the Regulator's responsibilities under the *Workplace Health and Safety (WHS) Act* and *Electrical Safety (ES) Regulation*. Given the broad nature of incidents and complaints, the review will have a narrowed focus on more complex matters.

The following table outlines the scope and approach for each key risk / audit area. (Note: additional risks and audit areas may be identified during the audit).

Audit area	Risk description	Scope and approach
Policies, procedures and guidance	Policies, procedures and guidance do not adequately cover responsibilities required under the *WHS Act* and *ES Regulation*. Policies, procedures and guidance do not provide adequate coverage on roles and responsibilities regarding more complex incidents	Assess the design of controls to ensure: ➢ current policies, procedures and guidance material are consistent with responsibilities outlined in the *WHS Act* and *ES Regulation*. ➢ mechanisms are in place to update policies, procedures and guidance material as changes in legislation occur.

	and complaints resulting in gaps in process understanding. Lack of clear and articulate roles and responsibilities may limit the ability to provide adequate and timely information to WHSQ and ESO regional management teams in order to perform timely response activities.	➢ policy and procedure requirements and changes are appropriately communicated in a timely and structured manner. ➢ current procedures clearly articulate roles and responsibilities including the required steps when triaging complex matters e.g. jurisdictional assessment.
Triaging WHS and electrical safety incident notifications and complaints process	Triaging practices lack consistency, responsiveness and targeted compliance and enforcement activities, in approach and application of the *WHS Act* and *ES Regulation*, resulting in potential organisational reputation risk. Inconsistent decision-making regarding event notifications and complaints may result in: • incomplete and inaccurate information • failure to escalate matters of importance • inappropriate response activities • delay in subsequent response activities • indefensible outcomes.	For a sample of incidents and complaints, assess the design of controls in place to better understand the triaging process and factors considered when determining the appropriate response. Given the broad nature of incidents and complaints, the review will have a narrowed focus on more complex matters.
Communications	Insufficient communications with key impacted stakeholders, resulting in poor service quality and / or reputational damage	Assess the design of controls to ensure: ➢ protocols are undertaken to acknowledge the complaint when it has received to appropriate stakeholders ➢ protocols relating to communicating the status, resolution or escalation of a complaint to appropriate stakeholders
Reporting and monitoring	Lack of controls in place to allow for effective reporting and monitoring on incident notifications and complaints including consistency with legislative reporting obligations. Insufficient controls in place to identify, disclose, manage and report potential and actual conflicts of interests.	Assess the design of controls to ensure: ➢ appropriate monitoring processes have been established e.g. critical data/information is captured to identify possible anomalies and escalated where necessary. ➢ conflicts of interests (both potential and actual) are identified, disclosed, reported and managed appropriately.
Information security and management	Lack of user access controls in place resulting in inappropriate access, distribution or disclosure of sensitive or protected information.	Assess the design of controls to ensure relevant information systems used throughout the triaging process:

	Insufficient validation controls in place to capture notification information resulting in the inability to make an informed decision on appropriate and timely response activities.	➢ mitigate the risk of inappropriate information being accessed, distributed or disclosed. ➢ key fields require completion to capture information relevant to make informed decisions. ➢ system generated reminders are sent to AS advisors to complete and/or review triaging information during relevant milestones. ➢ key fields require completion to allow for effective reporting, oversight and monitoring.
Training	Staff members are not adequately trained on key roles and responsibilities regarding more complex incidents and complaints resulting in potential organisational reputation risk.	Assess whether adequate processes are in place to train staff members on: ➢ their roles and responsibilities, including key factors for consideration when triaging incidents and complaints and determining the appropriate response. ➢ Awareness of information storage, management, security and sharing (including limitations) responsibilities.

The audit will be undertaken through interviews and/or surveys with key staff, review of documentation (policy, procedures, guidelines, forms, etc.) to confirm key risks and identify key controls, walkthrough testing to confirm processes and controls.

The audit and any related data reviewed will focus on the period 1 July 2020 to 30 June 2021. Documents required for testing will be selected in advance of the audit, where possible. Interviews with key staff will be undertaken in person (i.e. face to face) and video conferencing will be provided as an option if necessary (i.e. via MS Teams).

Scope exclusions

The scope for the audit does not include:

- Operating effectiveness testing of controls in place across the WHSQ Assessment Services triaging process.
- Re-performing decisions made in relation to incidents and complaints made or referred to WHSQ Assessment Services.
- Review or comment on the quality and outcome of incidents and complaints made or referred to WHSQ Assessment Services.

3. PRIVACY

During the course of the engagement confidential information may be collected, accessed and reviewed. Information will not be disclosed to third parties unless required or authorised by or under law. This is in line with the relevant provisions of privacy requirements.

4. AUTHORITY

Under the DoE Internal Audit Charter created as per the requirements of the *Financial and Performance Management Standard 2019*, Internal Audit Branch (IAB) is authorised to

conduct such audits as are considered necessary to exercise its responsibilities, to determine their nature and scope, and to develop methods of investigation for the assessment of operations.

In addition, IAB is authorised full, free, and unrestricted access to any and all of DoE's records, personnel, and physical properties relevant to the performance of engagements'.

5. AUDIT PROCESS

The approach taken to deliver the scope will conform with the IAB standard internal audit approach which includes:

Phase	Approach
Audit strategy	IAB will conduct preliminary research into the area to be audited. This will include communicating with the client to confirm the objective, scope and approach, key risk areas, audit process, staffing, timing and reporting protocols, etc. for the audit and to request additional information to facilitate detailed audit planning.
Detailed planning	Information obtained will be analysed and risk and control work programs prepared that focus on the key objectives, key risks and areas of significance / materiality to the objectives of the audit. Key risks will be identified from review of risk registers for areas within the scope of the audit and from review of documentation and interviews held during the planning phases of the audit. Additional risks identified during audit fieldwork will also be examined. Details of documents required for audit fieldwork testing will be requested (where applicable) and key client interviews arranged where possible.
Audit fieldwork	The audit approach will be conducted in accordance with section 2 above. Any development areas identified will be discussed with the client during audit fieldwork and in accordance with agreed protocols. At the completion of audit fieldwork a clearance meeting will be conducted to validate development areas and agree management actions.
Reporting	A draft report will be issued to all interested parties for input or comment. Agreed management actions will be included in the final report for any development areas identified. The final report will be issued to senior DoE management, and tabled at the following Audit and Risk Management Committee meeting.
Post audit	Shortly after finalisation of the audit report, IAB will input agreed management actions for each development area reported into IAB's TeamCentral audit management system. Management will be requested to input details of corrective action taken directly into TeamCentral with the responses provided subject to later audit

	verification.

AUDITORS

The audit will be facilitated by an external provider under the Standing Offer Arrangement QG0050-18 for provision of Professional Services in the categories of Management, Finance, Procurement, Human Resources and Internal Audit by Contractors and Consultants. This audit will be managed by Andrew Darcy, A/Director of Internal Audit on behalf of the DoE Internal Audit Branch. Additional staff may be used should the need arise.

6. TIMEFRAME

The audit is expected to be completed according to the following timetable:

Milestone	Planned timing
Fieldwork	Commencing 30 July 2021 for approximately 6 weeks
Draft report	Within three weeks of fieldwork completion
Final report	Within two weeks of receiving response to draft report

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-34 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

19 October 2022

Ms Kym Bancroft
Deputy Director-General
Office of Industrial Relations
1 William Street
Brisbane QLD 4000
BY EMAIL: [redacted]

Dear Ms Bancroft

Re: Notification of Protected Industrial Action Pursuant to Section 236 of the *Industrial Relations Act 2016*

In accordance with s236 of the *Industrial Relations Act 2016*, Together Queensland, Industrial Union of Employees gives notice of Protected Industrial Action to commence on 25th of October 2022

Members of Together Queensland, Industrial Union of Employees employed by the State of Queensland in the Office of Industrial Relations, as Inspectors in Workplace Health and Safety across the state will undertake Protected Industrial Action each day from the 25th of October in the form of a

- Ban on issuing improvement or infringement notices.
- Ban on attending sites unless AAA have confirmed that there is an unresolved issue and that the parties have tried to resolve the matter for matters were a request for assistance is sought under WHSA 2011 - 81(3).
- Ban on attending sites unless AAA triages the safety matters and have confirmed there are permit holders onsite with concerns relating to right of entry matters where a request for assistance is sought under WHSA 2011 - s117.
- Ban on attending site where members have identified potential risk of occupational violence except where there has been an immediate or imminent exposure to a serious risk has been identified.
- Ban on performing work reallocated due to protected industrial action.
- Ban on completing union interaction reports.

Yours sincerely,

[redacted]
Alex Scott
Secretary

Together Queensland
Industrial Union of Employees

Freecall [redacted]
Website www.together.org.au
Email [redacted]
Postal Address PO BOX 3272
South Brisbane BC 4101
Street Address L4 43 Peel St
South Brisbane
Fax 3017 6235
ABN 44901734369

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-35 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

Our reference:

Mr Alex Scott
Secretary
Together Queensland Industrial Union of Employees
Email: [redacted]

Dear Mr Scott

I refer to your letter dated 19 October 2022 providing notification of the commencement of protected industrial action involving members of Together Queensland, Industrial Union of Employees employed by the State of Queensland in the Office of Industrial Relations, as Inspectors in Workplace Health and Safety across the state.

I note the form of the protected industrial action and that such action will commence on and from Tuesday, 25 October 2022.

I acknowledge that, subject to requirements of the *Industrial Relations Act 2016* (IR Act), taking protected industrial action is a right of negotiating parties as part of the collective bargaining process. I also acknowledge that, on 14 October 2022, your Union received the approval of the Industrial Registrar to engage in the protected industrial action having satisfied the requirements of section 235 of the IR Act.

While I respect your member's right to participate in protected industrial action and I support that right, I express to you my disappointment that your union has invoked workplace bans while constructive negotiations are continuing towards reaching in-principle agreement for a new Department of Education Certified Agreement. I remain committed to reaching in-principle agreement through these good faith negotiations.

I am mindful that, subject to the IR Act, industrial action may be suspended or terminated where the industrial action has threatened, is threatening or would threaten to (amongst other things) endanger the life, personal safety or health, or welfare of the State's population or part of it. As you can appreciate, the work performed by work health and safety inspectors under the *Work Health and Safety Act 2011* (WHS Act) and other safety-related legislation does, in a very real and practical way, protect the life, personal safety or health, or welfare of the State's population or part of it.

In regard to the specific industrial action being taken by your Union's members and following discussions between your officers and my staff, it is my understanding that this risk of threat to personal safety or health of workers and the community has been mitigated such that, when participating in the protected industrial action, a member who is appointed as an inspector under the WHS Act will continue to perform their duties in all instances and at all times where an immediate or imminent exposure to a serious workplace risk has been identified.

I understand that Inspectors will continue to attend sites and respond to jobs in the usual course of duties. Where there is an immediate or imminent exposure to a safety risk and a prohibition notice is warranted, that notice will be issued. Where a less serious safety issue is identified, inspectors will act in accordance with the Compliance, Monitoring and Enforcement Policy by exercising their discretion to provide advice to the PCBU that the breach exists and issuing instructions that the breach must be rectified and put in the date that the breach must be rectified by.

If the proposed protected industrial action is not as I have indicated above, please contact me as a matter of urgency to discuss the industrial action.

I look forward to continuing to work with you and Together Queensland to reach in-principle agreement for a new workplace agreement, and to foster cooperative and productive relationships into the future.

Should you or your officers wish to discuss the matter further please contact Mr Jason Korenromp, Executive Director, Business and Corporate Services, Office of Industrial Relations on [redacted].

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
25/10/2022

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-36 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Natasha Carstens
Sent: Monday, 20 February 2023 12:07 PM
To: Cathy Bray
Subject: FW: Follow-up

FYI

Natasha Carstens
Executive Officer
Office of the Deputy Director-General
Office of Industrial Relations
Level 11, 1 William Street, Brisbane City
P [redacted]

From: DE'ATH, Michael [redacted]
Sent: Wednesday, 2 November 2022 8:53 AM
To: mravbar[redacted]
Cc: Kym Bancroft [redacted]; SEELEY, Nick [redacted]; PENNISI, Lisa [redacted]
Subject: Follow-up

Hi Michael,

Thank you for taking the time to meet with both me and Ms Kym Bancroft, Deputy Director-General on Thursday 27th October 2022 regarding matters relating to the Office of Industrial Relations.

At the meeting Ms Bancroft discussed the plans in progress to recruit a new Executive Director, Work Health and Safety Compliance and Field Services (ED WHS CFS). Further to this meeting, on Friday 28 October you contacted me advising that Construction, Forestry, Maritime, Mining and Energy Union (CFMMEU) had been represented in the past on selection panels and expressed interest in having representation on the panel for this role. Similarly, Mr Royce Kupsch also put forward his expression of interest directly to Ms Bancroft on 23rd August 2022.

In considering your request, I have reviewed the panel formation process and Queensland government requirements relating to recruitment and selection of senior executives. I am aware that in the previous ED WHS CFS process OIR had Work Health and Safety (WHS) Board representation on the selection panel. I was informed that in 2018 Mr Kupsch was one of two WHS Board members on that panel.

I have inquired of Ms Bancroft as to her intentions for the current process. Ms Bancroft has determined that, similar to the recruitment process in 2018, there will be one representative each from the union and employer groups on the upcoming panel, selected from WHS Board members. In the interests of diversity, OIR will rotate the selection panel membership. Given Mr Kupsch was on the previous panel we will be seeking to invite other board members on this occasion.

During our recent phone call on 28th October 2022, you also enquired further as to the temporary amendments to the WHS complaints triaging process. As Ms Bancroft stated in our meeting, she had been advised by the Director, Ms Helen Burgess that there will be little to no impact on the response to trade union complaints while this temporary process is in place.
Once the lawful protected industrial action by Together Queensland members ceases, OIR will revert back to the processes that have been in place for some time. However please note that Ms Bancroft will be reviewing the triaging process in the future, as advised in our 27 October meeting with you, and will be seeking key stakeholder input into any changes that may be made. This is an important process and I again encourage CFMMEU engagement in this. I

understand Ms Bancroft has made explicit her commitment to ensuring key stakeholders, including the CFMMEU, are consulted. I would appreciate your assistance with ensuring CFMMEU engagement.

Should you wish to discuss this matter further, I invite you to contact DDG Bancroft, Office of Industrial Relations on [redacted].

Regards
Michael De'Ath
Director-General
Department of Education
[redacted]
Level 37 | 1 William Street | Brisbane QLD 4000
PO Box 15033 | City East QLD 4002

Please consider the environment before printing this email.

Queensland Government

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-37 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Andrew Harris
Sent: Sunday, 27 November 2022 9:50 AM
To: Johanna Sutherland; Kym Bancroft
Subject: RE: Triaging Discussion

Thanks Johanna.

Subject to further discussion with you and Kym, I believe Option 2 (replicated here) to be the most appropriate option. My other comments are in the below email trail.

I really want these matters to be received, triaged and allocated through a central point to ensure consistency in how we deal with these matters, and I think **Option 2** does this the best.

Option 2 - Advisory Focus- *A direct contact number to be created within the Advisory Services area. Through this contact point union representatives can provide the information relating to the issue and Advisory Staff will log it directly into the notifications portal. On completion Advisory staff will advise AS cc Director LAS and the Manager Assessment Services. AS will then triage as a priority and allocate out to the regions. AS will immediately contact the relevant OM/RD or allocator in the region to ensure the matter is actioned as a priority.*
This option provides the most consistent approach and addresses the needs of immediate response. Staff managing interactions are equipped to manage difficult, contentious and urgent issues, however will not be senior officers. Staffing within this team is such that this additional task can be managed within the current resource allocation.

Regards
Andrew

Andrew Harris
Executive Director
Business and Corporate Services
Office of Industrial Relations
Level 11 | 1 William Street | Brisbane Qld 4000
[redacted]
Teams Andrew Harris



From: Johanna Sutherland [redacted]
Sent: Friday, 25 November 2022 2:42 PM
To: Kym Bancroft [redacted]; Andrew Harris [redacted]
Subject: Triaging Discussion

Hi Kym and Andrew,

As you are both aware there has been a CFS wide discussion regarding triaging processes. The focus of those discussions is to provide appropriate pathways that ensure transparency and consistency and meet the individual needs of stakeholders.
Due to current stakeholder expectations it is necessary to consider the mechanisms that can be used to support direct notification requests and triaging for inspector assistance or complaints received from construction unions.

Under the current model all notifications are received through the Director CFS who usually sends inspectors and then emails the details through to Assessment Services (AS) with cc to Director LAS, Manager Assessment Services and other key operational staff.

As there may be a need to move away from that model the following options are suggested.

Option 1 - **Regional Focus** – Provide direct contact points in each regional area through the Operations Managers (OM) or Regional Directors (RD). OM/RD's would be able to seek information necessary to support inspector attendance and could then email AS with cc to Director LAS, Manager Assessment Services and other key operational staff. AS would then triage the matter as a priority. Even though AS action these matters as an immediate priority, this option allows the regions to allocate inspectors immediately and not await the event being allocated from Assessment Services.

This option provides a small pool of senior officers to manage the initial interaction with union representatives. It may result in union officials choosing to contact one point of contact that they build rapport with over others. It may also lead to inconsistent decision making and information gathering between regional areas.

ANDREW'S COMMENTS OPTION 1:

- I want to ensure the best option to ensure consistency in how we deal with these matters – I am concerned that Option 1 might not provide this as well as Option 2

Option 2 - Advisory Focus- A direct contact number to be created within the Advisory Services area. Through this contact point union representatives can provide the information relating to the issue and Advisory Staff will log it directly into the notifications portal. On completion Advisory staff will advise AS cc Director LAS and the Manager Assessment Services. AS will then triage as a priority and allocate out to the regions. AS will immediately contact the relevant OM/RD or allocator in the region to ensure the matter is actioned as a priority.
This option provides the most consistent approach and addresses the needs of immediate response. Staff managing interactions are equipped to manage difficult, contentious and urgent issues, however will not be senior officers. Staffing within this team is such that this additional task can be managed within the current resource allocation.

ANDREW'S COMMENTS OPTION 2:

- Option 2 is my preferred option. This provides the construction stakeholders with a dedicated process to allow notifications to be promptly attended to. It also puts the notification and the responsibility for the CCFS response with the CCFS Operations Managers or CCFS job allocators.

Options 3 - AS Direct Focus – A direct contact number is stood up in AS. Through this contact point union representatives can provide the information relating to the issue and AS staff will log it directly into the portal and immediately triage and allocate to the regions. AS will also contact the relevant OM or allocator in the region to ensure the matter is actioned as a priority and advise Director LAS and Manager AS to ensure senior officer oversight.
Although AS staff are at a higher level than Advisory there are currently resource pressures within the team that mean allocation of additional responsibilities will further impact a backlog of complaint and incident notification work. This option is not recommended unless additional resources are allocated.

ANDREW'S COMMENTS OPTION 3:

- I don't believe we require the specialist knowledge such as that which the Assessment Services staff have, particularly as we will need additional resources if we accept this Option 3. The matters are sometimes

complex and the actual matters are not clear until an inspector attends the actual job, or a senior member in the CCFS team talk with the informant over the phone. So in this regard it is a triaging process we need, not so much an advisory or assessment service type process.

Option 4 – Director LAS Focus – Union representatives are directed to contact Director LAS who will gather the required information and send it through to AS for triaging and regional allocation. DLAS will include the relevant regional RD and OM in the communications to AS.
This process requires the least amount of change from current processes of direct contact with one senior officer within OIR, however it shares may of the same risks as the current process.

Option 2 may be considered the most appropriate process from a consistency and due process perspective. However, depending on the discussions with stakeholders it may be considered more appropriate to take a incremental approach to change by introducing option 1 or 4 in the short term and moving in time to option 2. Option 3 is only recommended if additional resource allocations are provided to meet the service demand.

ANDREW'S COMMENTS OPTION 4:

- I am not supportive of Option 4, as this may become overly burdensome on the Director LAS who then finds they become too involved in specific responses/jobs.

These are just the solutions that utilise current frameworks, happy to discuss further if you feel there are options I have not considered.

Kind regards,
Jo

Queensland Government

Johanna Sutherland
Director, Licensing and Advisory Services
Workplace Health and Safety Queensland
Office of Industrial Relations
[redacted]
Level 11, 1 William Street, Brisbane QLD 4000
GPO Box 69, Brisbane QLD 4001



The most important reason for making your workplace safe, is not at work at all.
Work Safe. Home Safe.

Connect with us here

Please note: I sometimes work and send correspondence out of hours. Please do not feel obliged to respond outside of your own work hours.

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-38 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Cassy Pearson on behalf of Andrew Harris [redacted]
Sent: Friday, 23 December 2022 10:33 AM
Cc: OEDCFS; OED BCS; OEDWHSEPS; OEDSHSS; OED ESO; OED WCRS; OEDPSIR; Kym Bancroft; Andrew Harris; DDG OIR
Subject: Update on OIR Enterprise Bargaining and Protected Industrial Action

[cid:image005.jpg@01D916B9.D91197F0]

Good morning colleagues

Last night the Together Union advised that following the ballot for the Department of Education certified agreement offer, 96% of those who voted endorsed the offer. On that basis TQ have advised the Department that in-principle agreement has been reached.

TQ also advised their members that on the basis that union members have reached in-principle agreement with the Department, protected industrial action is to be suspended.

OIR will send out a formal update to all staff in due course, which will include the new terms that have been agreed, as well as wage increase details.

This is good news for all of us and a great way to end 2022!

Regards
Andrew

Andrew Harris
Executive Director
WHS Compliance and Field Services
Office of Industrial Relations

Level 11 | 1 William Street | Brisbane Qld 4000 GPO Box 69, Brisbane Qld 4001 P[redacted]
Teams Andrew Harris<im:sip[redacted]

[cid:image003.jpg@01D916B9.0C91E8B0]
Connect with us:
[cid:image004.png@01D916B9.0C91E8B0]<https://www.worksafe.qld.gov.au/connect-with-us>

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-39 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Dean Rielly
Sent: Wednesday, 11 January 2023 7:23 AM
To: Kym Bancroft
Cc: Kurt Pauls
Subject: Assistance required
Attachments: 81 assistance interactive.pdf

Hi Kym
Hope this finds you well,

Regards

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Dean Rielly
Organiser

16 Campbell Street
Bowen Hills QLD 4006

[redacted]

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CFMEU
QLD/NT

REGIONAL OFFICES:
Darwin – Ph:
Townsville – Ph:

HEAD OFFICE:
16 Campbell Street
Bowen Hills QLD 4006
Ph (
Fax (
qntqueries@cfmeu.org

Dear Ms Bancroft,

I, Dean Rielly of the Construction, Forestry, Mining and Energy, Industrial Union of Employees, Queensland, being a worker's representative request the assistance of an inspector to facilitate this process to site, under Resolution of Health and Safety issues (81.3) and compliance of WHS Act,

SMA B2PB M1 motorway upgrade

Unresolved issues being

Access and Egress Reg 40 WHSQ
Falls from Heights Reg 54, 78 WHSQ
Emergency response planning Reg 43 WHSQ

I await your response.

Regards

Dean Rielly

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-40 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

From: Kym Bancroft
Sent: Wednesday, 11 January 2023 8:28 AM
To: Andrew Harris
Subject: Fwd: Assessment Services

Sent from my iPhone

Begin forwarded message:

From: Kurt Pauls [redacted]
Date: 11 January 2023 at 6:29:33 am AEST
To: Kym Bancroft [redacted]
Cc: michael.de'ath [redacted], Michael Ravbar [redacted] Jacqui Collie [redacted], Jade Ingham [redacted], Kane Lowth <[redacted]>
Subject: Assessment Services

Dear Ms Bancroft

The CFMEU are a major stakeholder in the construction, civil, manufacturing and off-site industries.

The reason for this email is to raise the issue of the lack of consultation, accountability and transparency by yourself as the Deputy Director General of OIR with stakeholders in relation to Health and Safety matters.

As you are well aware any work health and safety incidents are triaged through Assessment Services under your portfolio which has resulted in workers safety in Queensland going backwards. This current process has resulted in Inspectors not turning up to major incidents until hours later or the following day, worker representatives waiting hours for Inspectors to arrive until they have spoken to Assessment Services to make a determination on whether the health and safety issues raised were valid. This process is unacceptable and fails Queensland workers, the community and stakeholders. It exposes workers to poor health and safety practices and associated risks.

As previously advised on numerous occasions the CFMEU do not support this failed process and have taken the position that assistance for all Health and Safety matters will be directed to yourself as Deputy Director General. The Inspectorate under your portfolio has become a laughing stock throughout the industry. We expect that these calls will now be taken seriously due to your direct involvement in obtaining first-hand information and knowledge that Assessment Services are not working and failing worker's safety in this state and therefore you will have a better understanding on why urgent changes are needed to improve workplace health and safety.

Regards

CFN

Constr
QLD





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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-41 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Kym Bancroft
Sent: Thursday, 12 January 2023 12:09 PM
To: Paul Smith (WHS); Greg Karlsson; Robert Wicks; Kym Tollenaere
Cc: Andrew Harris; Natasha Carstens
Subject: FW: Assessment Services

Importance: High

Confidential – not for forwarding

Hi Paul, Greg, Rob & Kym

Please see a below email from trade unions expressing discontentment with service delivery levels.

I have asked Andrew to pull out any data we have on existing service delivery levels so we can ascertain how factual these claims are.

Going forward, we may receive further feedback on service delivery levels for the trade unions which is obviously a fine balance with ensuring we are meeting the needs of all stakeholders in the community against severity and risk. I appreciate the job you all do in balancing complex stakeholder needs with finite resources.

Any measures we already have in place, combined with your anedoctal feedback will be essential going forward on how this process is working.

Thanks all

From: Kurt Pauls [redacted]
Sent: Wednesday, 11 January 2023 6:29 AM
To: Kym Bancroft [redacted]
Cc: michael.de'ath [redacted] Michael Ravbar [redacted]; Jacqui Collie [redacted] Jade Ingham [redacted]; Kane Lowth [redacted]
Subject: Assessment Services
Importance: High

Dear Ms Bancroft

The CFMEU are a major stakeholder in the construction, civil, manufacturing and off-site industries.

The reason for this email is to raise the issue of the lack of consultation, accountability and transparency by yourself as the Deputy Director General of OIR with stakeholders in relation to Health and Safety matters.

As you are well aware any work health and safety incidents are triaged through Assessment Services under your portfolio which has resulted in workers safety in Queensland going backwards. This current process has resulted in Inspectors not turning up to major incidents until hours later or the following day, worker representatives waiting hours for Inspectors to arrive until they have spoken to Assessment Services to make a determination on whether the health and safety issues raised were valid. This process is unacceptable and fails Queensland workers, the community and stakeholders. It exposes workers to poor health and safety practices and associated risks.

As previously advised on numerous occasions the CFMEU do not support this failed process and have taken the position that assistance for all Health and Safety matters will be directed to yourself as Deputy Director General. The Inspectorate under your portfolio has become a laughing stock throughout the industry. We expect that these calls

will now be taken seriously due to your direct involvement in obtaining first-hand information and knowledge that Assessment Services are not working and failing worker's safety in this state and therefore you will have a better understanding on why urgent changes are needed to improve workplace health and safety.

Regards

CFMEU

Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen Hills QLD 4006

[redacted]

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-42 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Kym Bancroft
Sent: Thursday, 12 January 2023 10:54 AM
To: Michael Ravbar
Cc: Kurt Pauls; Jade Ingham; Kane Lowth; Jacqui Collie
Subject: Update on OIR triaging processes

Dear Michael

As discussed at our meeting with the Director-General on Thursday 27 October 2022, we have a process currently in place for incoming complaints whereby the trade union representative will call Ms Helen Burgess, Director Construction, Compliance and Field Services. This complaint is then passed on to our Assessment Services Unit whereby the complaint is logged and triaged further.

Due to the Protected Industrial Action that was in place late 2022, we temporarily changed this process so that all complaints were sent to the Assessment Services Unit. The Protected Industrial Action has now ended as in-principle agreement has been reached. We acknowledge that Mr Paul has raised issues with this process in December 2022, and more recently advised on 11 January 2023 that trade unions will be calling me directly regarding all Health and Safety matters. We are committed to ensuring timely responses to complaints based on the severity and risk and take the concerns outlined seriously. Directing all matters directly to me is neither feasible or appropriate.

Going forward we will not be asking trade unions to call through to our Assessment Services Unit. We are implementing a process that invites trade unions to phone Health and Safety matters through to the Regional Director in the relevant region. These are:

Central and North Queensland Region (including OIR offices of Gladstone, Rockhampton, Mackay, Townsville and Cairns)
Mr Paul Smith: Mobile [redacted] or [redacted]

Brisbane, Sunshine Coast and Wide Bay Region (North of Brisbane River and including OIR offices Brendale, Maroochydore, Maryborough and Bundaberg)
Mr Robert Wicks: Mobile [redacted] or [redacted]

South-West Gold Coast Region (South of Brisbane River and including OIR offices Toowoomba, Ipswich, Mt Gravatt, Logan and Robina)
Ms Kym Tollenaere: Mobile [redacted] or [redacted]

As this is a temporary measure, I reiterate my previous invitation to meet at a time convenient to you to gather your input into determining a new process that is safe, efficient and most effective.

Kind regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-43 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

From: Kurt Pauls
Sent: Friday, 13 January 2023 1:24 PM
To: Kym Bancroft
Cc: michael.de'ath[redacted]; Michael Ravbar; Jade Ingham; Kane Lowth
Subject: RE: Triaging process

Dear MS Bancroft,

In regards to your email, the CFMEU's position has not changed and will remain as stated in the email correspondence on the 11th January 2023.

It's extremely disappointing and frustrating that again you've chosen to implement changes without any relevant unions involvement to change this process again as out lined, in your email on the 12th January 2023, and to be honest it's worse than the current internal triage process. It is obvious to the union movement you do not support or believe in a co-operative approach.

Once again since you have been in this role you have not consulted with the relevant trade unions prior to your implementation of this triage process and true consultation happens prior to a decision being made.

regards

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen Hills QLD 4006

[redacted]

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From: Kym Bancroft[redacted]
Sent: Friday, 13 January 2023 10:03 AM
To: Kurt Pauls[redacted]
Cc: Natasha Carstens[redacted]
Subject: Triaging process

Hi Kurt

Apologies for cutting short our call yesterday.

As discussed, we are implementing this temporary triaging process to ensure high level of delivery for trade union HSW matters. Please let me know if you have any concerns about the quality of service, response times etc.

Please contact Natasha Carstens to arrange a time to meet as we are committed to ensuring building trade union input into a permanent process that you are satisfied with.

Regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-44 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Kym Bancroft
Sent: Thursday, 2 February 2023 2:07 PM
To: Kurt Pauls
Cc: Michael Ravbar; Jade Ingham; Kane Lowth; Mick Robinson; Michael DE'ATH; Jacqui Collie
Subject: RE: CFMMEU Meeting Request

Dear Kurt

I note the position of the CFMMEU as outlined in your email below.

I refute the view that we implemented the temporary process without consultation. I have, on a number of occasions, invited the CFMMEU to meet with me to consult on both the HSR Strategy and the assessment process, including:

- 27 October 2022 meeting with Michael De'Ath, Michael Ravbar, Peter Ong, Gary O'Halloran, Tooey Elliot and myself, I invited all three unions to meet with me to provide input into an assessment process;
- 2 November 2022 email from Michael De'Ath encouraging engagement with OIR to discuss the assessment process; and
- 13 January 2022 email from myself requesting a meeting on the assessment process.

On the 17 August 2022, you shared the CFMMEU position that OIR not direct calls to Assessment Services, which I agreed to, however I advised that OIR would require your input into an alternative process.

The ongoing refusal of the CFMMEU to take part in consultation and to continue contacting me directly in relation to workplace incidents is not appropriate. As the Deputy Director-General for the Office of Industrial Relations, it is simply not possible to meet the obligations of the Regulator by attempting to personally answer the concerns that you and your representatives might have by telephone, text or email. This process must cease immediately. I have significant concerns that this will create heightened risk and negatively impact the health and safety of Queensland workers. In addition, continuing to contact me directly will not enable WHSQ to respond in a timely or appropriate manner and there is a risk that concerns raised by the CFMMEU will not be addressed. The advised temporary assessment process allows WHSQ to respond to your organisers and members in a timely manner.

I again reiterate my offer to meet with you, however, in the meantime, the Office of Industrial Relations remains absolutely committed to ensuring Queensland workers and industry are healthy and safe. We will now develop a permanent assessment process that ensures Queensland workers safety, and attempt to address what we understand to be your organisation's needs.

I will be in touch again in the near future to inform you of the outcomes of these considerations.

Regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]
Queensland Government

From: Kurt Pauls [redacted]
Sent: Wednesday, 1 February 2023 12:20 PM

To: Kym Bancroft <[redacted]>
Cc: Michael Ravbar [redacted]>; Jade Ingham [redacted]>; Kane Lowth [redacted]
Mick Robinson [redacted]; Michael DE'ATH [redacted]; Jacqui Collie [redacted]>
Subject: RE: CFMMEU Meeting Request

Dear Ms Bancroft,

The CFMEU position in regards to OIR still remains as it was as per our correspondence 13 January 2023 regarding OIR's temporary assessment process that OIR had implemented without any consultation with the CFMEU, ETU or PPTEU Qld. The CFMEU's position is that this process remains Status Quo as it was prior to your changes and we will continue to direct all our health and safety concerns to yourself.

So at the this point in time we decline your invitation to this matter.

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Kurt Pauls
OHS Co-ordinator

16 Campbell Street
Bowen Hills QLD 4006

[redacted]

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From: Kym Bancroft [redacted]
Sent: Wednesday, February 1, 2023 8:44 AM
To: Kurt Pauls [redacted]
Cc: Michael Ravbar [redacted]; Jade Ingham [redacted] Kane Lowth [redacted];
Mick Robinson [redacted]; Michael DE'ATH [redacted]
Subject: CFMMEU Meeting Request

Dear Kurt

Following on from our recent communications regarding the temporary assessment process currently in place for health and safety matters, I invite the CFMMEU to meet with myself to contribute to the establishment of a permanent assessment process for incoming Health and Safety matters. I am also extending this invite to ETU and Plumbers Union.

I have proposed some meeting options below, however please suggest alternatives dates and times if these do not suit.

- Thursday 2 February – available between 9am and 12 noon
- Friday 3 February – 11am onward

- Monday 4 February – available from 9am

Regards

Kym Bancroft
Deputy Director-General
Office of Industrial Relations

Level 11, 1 William Street, Brisbane City
[redacted]

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-45 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: Jacqui Collie
Sent: Wednesday, 5 April 2023 8:49 AM
To: Kym Bancroft
Cc: michael.de'ath[redacted]
Subject: Correspondence
Attachments: Michael De'Ath correspondence 040423.pdf

Dear Deputy Director-General,

I confirm that this letter was intended to be addressed and sent to you and the Director-General.

By inadvertence it was addressed only the Director-General. It is your letter of 17 March 2023 and your conduct that the Building Trades Group are concerned with.

Regards,

Michael

CFMEU
Construction & General Division
QLD/NT Divisional Branch

Jacqui Collie
Governance, Political & Executive Officer

16 Campbell Street
Bowen Hills QLD 4006

T[redacted]

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CFMEU

REGIONAL OFFICES
Darwin
Townsville

CFMEUQ
State Construction
& General Division

HEAD OFFICE
16 Campbell Street
Bowen Hills QLD 4006
Ph
Fax
qntqueries@cfmeu.org

4 April 2023

Michael De'Ath
Director-General
Department of Education

Email: [redacted]

Dear Director-General

RE: Triaging Process

We refer to the letter sent by you to the CFMEU on 17 March 2023. We are responding to you as the Building Trades Group as the proposed triaging process effects all of our members and construction workers generally.

Temporary Practices

As you would be aware, for approximately six years a process was in place whereby a union representative of a construction worker would contact the Director, Construction, Compliance and Field Services, who would appropriately action a Work Health and Safety Complaint.

As a Group, it is our position that it was not necessary to change this longstanding practice.

It is critical for the Senior Public Servants within the Office of Industrial Relations to cultivate relationships with industry stakeholders. At each stage you have made temporary changes, you have failed to consult with our Unions about the processes to be implemented.

We support the position that the CFMEU has adopted, being that union representatives call the Deputy Director-General directly to ensure that Work Health and Safety Complaints are appropriately actioned since the process was changed.

We reject any suggestion that this position will negatively impact the health and safety of construction workers as you, the Deputy Director-General, have the responsibility to ensure that these Work Health and Safety Complaints are dealt with.

You have previously suggested that inviting our Unions to meet with you satisfies your requirement to consult. This suggestion is rejected.

You are aware that it is our position that the longstanding practice be reintroduced and, if you wanted to discuss any challenges to implementing that practice, we are available to do so.

Triaging Process

It is evident that the Senior Public Servants at the Office of Industrial Relations are unable to comprehend matters of Health and Safety.

By directing Union Representatives to the 1300 Number, or the Assessment Service email, you are adding unnecessary bureaucracy to a process that should be simple and efficient. In doing so, you are directing Union Representatives to Public Servants who:

qnt.cfmeu.org
ABN: 12 898 529 251

- have no understanding of, or experience in administrating, the *Work Health and Safety Act 2011* (Qld);
- have no, or insufficient, experience with the construction industry and the specific hazards that those workers face on a daily basis; and
- have no ability to respond to critical, life-threatening incidents.

These are, however, all responsibilities of the Senior Public Servants at the Office of Industrial Relations.

To make matters worse, you are only forcing the Unions to follow this process. We are aware that PCBUs and Subcontractors have direct access to Inspectors and are able to pick and choose the Inspectors that attend site to deal with issues raised by workers and the Unions.

Your Inappropriate Conduct

In addition to these matters, the Building Trades Group has been provided a copy of an email from you to the CFMEU's OHS Coordinator on 6 March 2023 and a letter sent to you by the CFMEU on 7 March 2023. We have been informed that you **have not** responded to this letter.

Not only is it extremely unprofessional but it is extremely disrespectful that you have not responded to this letter.

Under your leadership, the Office of Industrial Relations then implemented a process, without consultation, that restricted the access that representatives of construction workers had with Senior Public Servants.

With lower-level Public Servants having the responsibility of 'triaging' Work Health and Safety Complaints and with Inspectors having less accountability, incidents like the fall from height incident that occurred at CCR Albert St Lot 1 were bound to happen.

Rather than take responsibility, you sought to shift blame to the CFMEU asserting that by following the prior effective process in place with the Office of Industrial Relations the CFMEU was putting its members and all workers at risk.

As the Group, being the representatives of all construction workers in Queensland, it is safe for us to say that your comments are unfounded and baseless.

Each time that you implement a process without consultation you are the one putting construction workers at risk.

Each time that you fail to adequately deal with Work Health and Safety Complaints you are the one putting construction workers at risk.
We request that you adequately respond to the matters we have raised above.

Yours sincerely

[redacted]

Michael Ravbar
STATE SECRETARY

Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-46 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft

Kym Susanne Bancroft

Jack Dominic Kerin

Witness (Lawyer)

Our reference: FILE67006, REC67008

Mr Michael Ravbar
Secretary
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Mr Ravbar

Good afternoon

Thank you for your letter dated 7 March 2023 regarding requests for regulator assistance from representatives of construction unions.

I am writing to inform you of a change to processes that support the receipt and triaging of these requests.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

Under the new process your representatives will submit requests for regulator assistance through the direct phone number, 1300 323 180 that will be serviced by Assessment Services staff. Requests can also be lodged via email at WHSQ.AAA@oir.qld.gov.au.

Assessment Services comprises of staff with previous field inspector experience who are well placed to understand the complexity of risks and issues in the construction industry.

These officers will immediately lodge and triage the requests through the regional inspectorate and notify Operations Managers and Regional Directors of their receipt and allocation. Inspectors will then be allocated in accordance with the risk associated with the identified issues.

Attached is a process flow of the proposed triaging model and allocation matrix.

Your advice in relation to any critical impediments to operationalising this process within 14 days from the date of this letter would be most welcome.

If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Peter Ong
State Secretary
Electrical Trades Union
Email: [redacted]

Dear Mr Ong

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Gary O'Halloran
State Secretary
Plumbing and Pipe Trades Employees Union Qld
Email: [redacted]

Dear Mr O'Halloran

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Kurt Pauls
Health and Safety Co-ordinator SEQ
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Mr Pauls

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

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Your advice in relation to any critical impediments to operationalising this process within 14 days from the date of this letter would be most welcome.

If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Ms Jade Ingham
National President
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Ms Ingham

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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Attached is a process flow of the proposed triaging model and allocation matrix.

Your advice in relation to any critical impediments to operationalising this process within 14 days from the date of this letter would be most welcome.

If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted].

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Ms Jacquie Collie
Governance Officer
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Ms Collie

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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Your advice in relation to any critical impediments to operationalising this process within 14 days from the date of this letter would be most welcome.

If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted].

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Kane Lowth
Assistant state secretary
Construction, Forestry, Maritime, Mining and Energy Union
Email: [redacted]

Dear Mr Lowth

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

Under the new process your representatives will submit requests for regulator assistance through the direct phone number, 1300 323 180 that will be serviced by Assessment Services staff. Requests can also be lodged via email at WHSQ.AAA@oir.qld.gov.au.

Assessment Services comprises of staff with previous field inspector experience who are well placed to understand the complexity of risks and issues in the construction industry.

These officers will immediately lodge and triage the requests through the regional inspectorate and notify Operations Managers and Regional Directors of their receipt and allocation. Inspectors will then be allocated in accordance with the risk associated with the identified issues.

Attached is a process flow of the proposed triaging model and allocation matrix.

Your advice in relation to any critical impediments to operationalising this process within 14 days from the date of this letter would be most welcome.

If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted]

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Mark Raguse
Queensland Executive Officer
Australian Workers' Union
Email: [redacted]

Dear Mr Raguse

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Chris Lynch
Asst Secretary
Electrical Trades Union
Email: [redacted]

Dear Mr Lynch

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted].

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)

Our reference: FILE67006, REC67008

Mr Rohan Webb
State Secretary
Australian Manufacturers Workers' Union
Email: [redacted]

Dear Mr Webb

Good afternoon

I am writing to inform you of a change to the processes that support the receipt and triaging of request for regulator assistance from representatives from the construction unions.

The permanent triaging process outlined below seeks to provide a direct pathway for requests for regulator assistance and to ensure that there is a consistent risk focused assessment in the regulator response to these requests. In addition, the change will support more transparent reporting of key issues within the construction industry particularly those that relate to right of entry and issue resolution and the timeliness and suitability of the regulator response to these requests.

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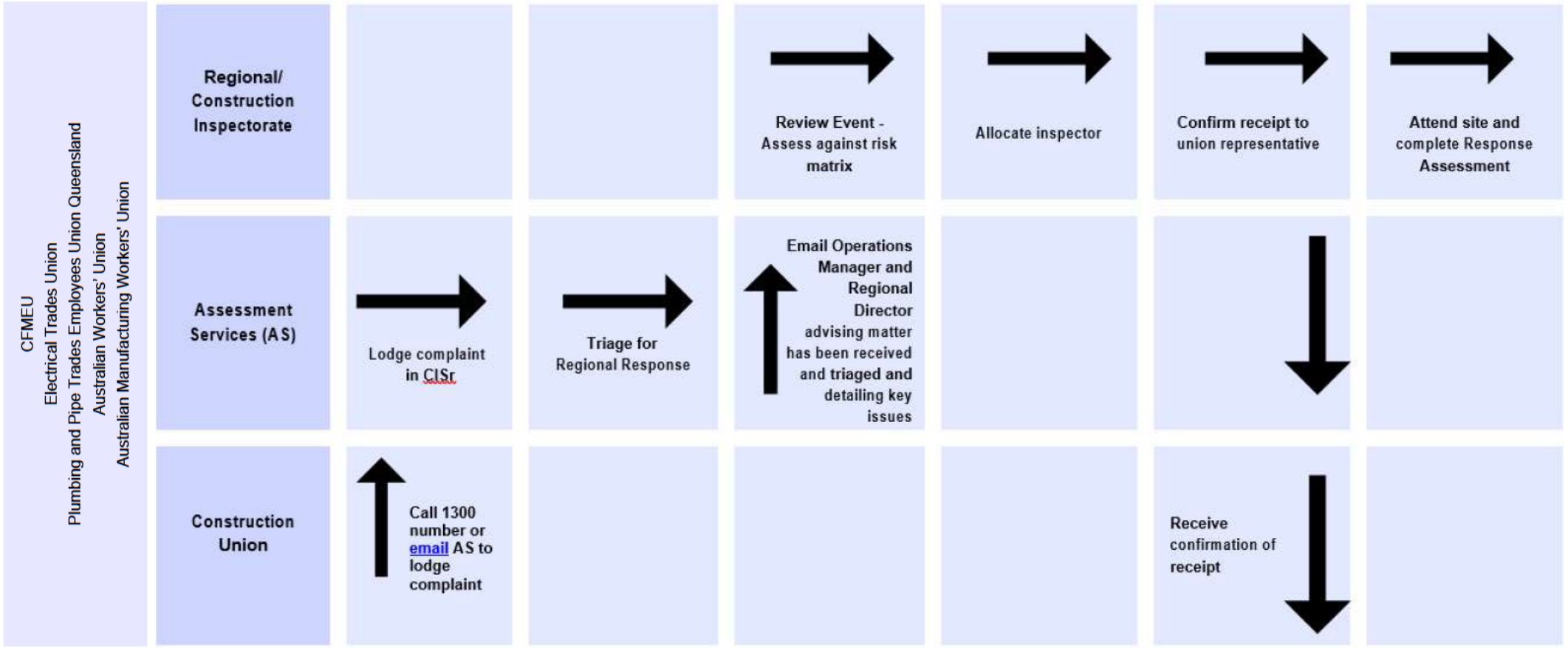
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If you require further information regarding the process, please contact Mr Andrew Harris, Executive Director, Compliance and Field Services, on [redacted].

Yours sincerely

[redacted]

Kym Bancroft
Deputy Director-General
Office of Industrial Relations
17/03/2023
Enc (2)



- **Telephone:** 1300 323 180 | **Email:** WHSQ.AAA@oir.qld.gov.au.
- Assessment Services operating hours 6.30am and 5pm Monday to Friday.
- Between 5 pm and 6.30am and over the weekend and public holidays the service will be directed to the After-Hours Service.

Inspector to attend as soon as reasonably practicable
 	
(In line with response assessment timeframes detailed on page 10 of the Event Management Procedure – Critical Event[1])
	• Request for Inspector assistance under s117
	• Request for inspector assistance under s81(3) with the following confirmed:
	  ○ the notifier is a party to the issue or a representative of a party to the issue?
	  ○ the parties to the issue have attempted to resolve the issue through discussions?
	  ○ reasonable efforts have been made to achieve a timely, final and effective resolution of the issue in accordance with a relevant agreed procedure or the default procedure prescribed under a regulation?
	  ○ who is the relevant party representing the PCBU onsite?
	• A matter that poses an immediate or imminent risk to the health and safety of workers or others

Inspector to attend in line within 24 hours. (In line with p10 of the Events Management Procedure - Incidents involving serious injuries/illness, dangerous events, serious electrical incidents)	Matters that are not supported by evidence of an immediate or imminent risk to workers and others

Data Analysis process

Compliance Services and Support (CSS) will collate information relating to response assessments undertaken on the basis of construction union notifications/complaints. Data will be drawn from:

- Union interaction reports
- CISr data
- Dot points forwarded to CSS from OM/RD regarding outcome of site interaction where inspectors have been called on request of Union and Union not in attendance
- Other inspector reports relevant to union prompted response assessments.

The analysis will compare issues notified with those found onsite and detailed as part of the response assessment. A report will be drafted monthly to Compliance and Field Services (CFS) directors, Executive Director, CFS and Deputy Director-General, OIR outlining findings including:

- Total number of union prompted events
- Comparison of issues notified v recorded by inspector
- Average response time
- Total number of statutory notices issued
- Total number of s117 requests
- Total number of s81(3) requests

Reference 1

Nature of event	**Timeframes for commencement**
Statutory request for Inspector assistance	These have stipulated response times that must be followed. Refer to the relevant operational procedures for more information.
Critical event or incident involving death	As soon as reasonably practicable and **within 24 hours** of a being notified to WHSQ/ESO.
Incidents involving serious injuries/illness, dangerous events, serious electrical incidents	**Within 48 hours** of regional notification, or as directed by the RMT (e.g. matters where excess travel or work out of hours is required may extend this response time).
Matters of possible significant community escalation concerns	As required by relevant operational procedures relating to matters of possible significant community escalation concerns. See Appendix J.
Complaints of a high-risk nature	As soon as reasonably practicable.
Complaints, injuries of less significant nature P10 Event management procedure	Within **7 working days**, or as directed by the RMT (e.g. matters where excess travel or work out of hours is required may extend this)

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-47 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

…….	…….
Kym Susanne Bancroft	Witness (Lawyer)

Subject: MEETING: Michael De'Ath and Kym Bancroft
Location: DG's office, Level 37, 1 William Street, Brisbane

Start: Thu 20/04/2023 3:30 PM
End: Thu 20/04/2023 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: DE'ATH, Michael

Purpose
Catch up

Organiser:
Lisa Pennisi, Senior Executive Officer to the Director-General | [redacted] |
[redacted]

****

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Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry

ANNEXURE SHEET

This is the document referred to as KSB-48 in the statement of Kym Susanne Bancroft affirmed at Gold Coast on 4 June 2026.

Kym Susanne Bancroft .....

Kym Susanne Bancroft

Jack Dominic Kerin .....

Witness (Lawyer)

From: DDG OIR
Sent: Friday, 21 April 2023 3:15 PM
To: DL-OIR-All Staff
Subject: A message from the Director-General to OIR staff

Dear Colleagues

I wish to advise you that Ms Kym Bancroft will be leaving her role as Deputy Director-General, Office of Industrial Relations today.

I would like to thank Kym for her contribution to industrial relations in Queensland. I have genuinely appreciated Kym's leadership and wealth of experience and expertise in the health, safety and environment industry. Kym is looking forward to spending some dedicated time with her young family as she looks towards the next steps in her career.

Ms Megan Barry will act as Deputy Director-General, Office of Industrial Relations, from Monday, 24 April 2023.

From 22 June 2023, Mr Peter McKay will begin acting as Deputy Director-General, Office of Industrial Relations. Having held a range of senior executive roles across the Queensland Government in a range of departments including the former Department of Industrial Relations, the Department of the Premier and Cabinet and the Department of Employment, Small Business and Training, Peter brings a decade of experience from the Public Sector Commission where he has most recently worked as Deputy Commissioner.

A full recruitment process will be undertaken in due course.

Kind regards
Michael De'Ath

Director-General
Department of Education

This email was sent by Department of Education, Education House, 30 Mary Street, Brisbane, Australia 4000 to Communication.OFFICEDG@qed.qld.gov.au

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