From: PENNISI, Lisa [redacted]
Sent: Tue 28/03/2023 6:39:49 AM (UTC)
To: Kym Bancroft [redacted]
Subject: PDP - Mid-Year Review
Attachment: SES performance agreement 2022-23 Kym Bancroft Mid-Year Review.docx

Hi Kym

Please find attached your completed PDP with Mid-Year Review comments.

Regards
Lisa Pennisi
Senior Executive Officer to the Director-General, Michael De'Ath

Queensland Government Office of the Director-General
Department of Education
[redacted]

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Executive performance and development agreement and assessment 2022-23

Name: Kym Bancroft

Agency: Office of Industrial Relations, Department of Education

Agreement	Signed [redacted] Kym Bancroft Deputy Director-General Date: 27 October 2022		Supervisor's comments	Approved [redacted] Michael De'Ath Director General Date: 27 October 2022
Mid-year review	Signed [redacted] Kym Bancroft Deputy Director-General Date: 13 March 2023	Approved [redacted] Michael De'Ath Director-General Date: 27 March 2023	Supervisor's Comments Significant, necessary growth with your entry to government processes Kym. Sound performance in most areas but ongoing care, attention and due diligence necessary for HR and Procurement processes.	
End of year assessment	Signed Kym Bancroft Deputy Director-General Date:		Supervisor's comments	
Final recommendation and approval	Assessment/comments		Approved Michael De'Ath Director-General Date:	

Self-assessment ratings: Limited – Partially meets expectations; **Sound** – Meets expectations; **High** – Far exceeds expectations

1. Whole-of-government leadership and collaboration; stewardship of the sector (collaboration to deliver benefits across the public sector) Your CEO/supervisor will address this Objective in their PDA. Consider how you will support them in collaborating with key stakeholders in all sectors to deliver outcomes.
High Performance Outcomes: • Provide purposeful public sector stewardship and leadership consistent with the Leadership Board Charter. • Lead and contribute collaboratively to national and international agendas that support the Government's objectives, through Safe Work Australia (Significant Issues Groups, Heads of Work Health and Safety Authorities and Heads of Workers' Compensation Authorities), Electrical Regulatory Authorities Council and IR CEO Committee to deliver outcomes to meet the needs of the Queensland community. • Peer collaboration and partnerships to effect client and stakeholder value and delivery of whole of government industrial relations outcomes. • Commitment to consult and collaborate on cross-cutting initiatives or actions • Stewardship and development of policy and thought leadership, delivering evidence-based reforms that contribute to broader Government objectives • Leadership and collaborative contribution to cross-agency actions in support of the Government's objectives for the community (where appropriate). • Actively support and sponsor place-based approaches to policy and service delivery challenges. • Build and support a public sector culture that respects, protects and promotes human rights. **Additional agreement performance outcomes to be aligned with supervisor's agreement**

Evidence:
Demonstrated behaviours/initiatives, which have influenced the national agenda, enabled and accelerated agency collaboration, whole-of-government leadership and sector-wide talent management.

Effectiveness in facilitating constructive cross-Government outcomes.

- Identification of efficiencies and implementation of an interagency approach to solutions for the prevention of work-related death, injury and disease, rehabilitation and return to work by relevant Queensland Government agencies.
- Creating collaboration opportunities with Queensland Government agencies to deliver seamless services to the community for renewable energy technologies, labour hire, asbestos, dust diseases, PTSD, licensing and other emerging issues with priority industry, disorder and hazard groups.
- Leadership and direction to support enterprise bargaining frameworks and agreements on behalf of the Queensland Government.

Regular reporting progress and achievements and evidence/examples of adapting policies and programs to deliver service improvements.

- Progress on the delivery of commitments in line with agreed milestones.
- Stakeholder feedback and satisfaction (anecdotal and quantitative through external measures)
- Contribute across the sector, outside portfolio responsibilities and/or disciplines to solve priority policy and service delivery problems.
- Contribute to the delivery of outcomes in line with the Queensland Government Procurement Policy.
- Champion and promote business leadership of cyber security and good information management.

Additional agreement performance outcomes to be aligned with supervisor's agreement.

Mid-year review comments: Established active membership with national bodies to influence and contribute to the national agenda, including Safe Work Australia, HWSA (Heads of Workplace Safety Authorities), HWCA (Heads of Workplace Compensation Authorities) and AIHS (Australian Institute of Health and Safety). In the process of applying for membership to IALI (International Association for Labour Inspection), to represent Australia on the international stage for regulation and labour inspection. Actively participating in interdepartmental committee meetings, representing OIR, including HIDC (Hydrogen Interdepartmental Committee) to deliver seamless services to the community for renewable energy technologies and IR CEO Committee to consider industrial relations issues across government to achieve consistent application of the Government's wages policies and strategically position Queensland public sector bargaining. Facilitating collaboration with employer groups and unions, including AWU, QNMU, QCU and Master Builders. For example, recent collaboration with QNMU in identifying potential opportunities and methods to assist in providing OIR with additional information/support and possible contribution to the development of training for the Inspectorate in health sector related operational and clinical matters. Continued collaboration with key stakeholders including WHS Board, QCU and CFMEU/ETU/Plumbers for contribution to key strategic projects. Continued efforts to build regulatory standards in Work Cover scheme, and collaboration between agencies. Building interagency approaches on emerging issues such as sovereign citizens, rail safety etc; consistently seeking efficiencies with other departments including OHSWP and DoE. Increasing OIR responsiveness to anecdotal stakeholder feedback and revising ways of seeking formalized quantitative feedback.	**Mid-year review self-assessment:** ☐ High ✓ Sound ☐ Limited
End of year achievements: (include evidentiary sources) What: How:	**End of year self-assessment:** ☐ High ☐ Sound ☐ Limited

Self-assessment ratings: Limited – Partially meets expectations; **Sound** – Meets expectations; **High** – Far exceeds expectations

2. Organisational priorities (Performance f This is about agency specific delivery of priorities in line with agreed vision, strategy and planning

High Performance Outcomes:

What:

- Deliver Government election commitments and Ministerial Charter letter commitments, demonstrating timely and effective delivery.
- Development and delivery of strategic priorities, as set out in the OIR Strategic Plan (including corresponding internal cultural transformation and high performing regulator strategy ensuring external goals and objectives are able to be met with internal capabilities).
- Collaboration with the WHS Board and Electrical Safety Board, to ensure alignment between OIR Strategy and external facing 5 year WHSQ Priority Plan/Strategy, HSR Strategy (BPR) and 5 year Electrical Safety Strategy.
- Contribute to Government's objectives for the community
- Deliver legislative reviews, policy agendas and key projects (Best Practice Recommendations by 31 December 2023)
- Deliver and coordinate strategic planning and annual reporting to provide transparency and insight into achievements and meet reporting obligations.
- Work collaboratively across the Queensland Government and with Games delivery partners to plan and prepare for the successful delivery of the Brisbane 2032 Olympic and Paralympic Games in accordance with the Olympic Host Contract.
- Successful delivery and embedding of an OIR Functional Review and work systems review in priority areas
- Red-tape reduction and bureaucracy transformation program that aims to declutter and remove non-value adding reporting, administrative processes, meeting culture etc, and reinvents complex decision-making and approval chains

Additional agreed performance outcomes to be aligned to supervisor's agreement.

Evidence:

Progress in delivery against strategic plan performance indicators, election commitments, and long-term plans.

- Development and delivery of strategic priorities, as set out in the OIR Strategic Plan (including corresponding internal cultural transformation and high performing regulator strategy ensuring external goals and objectives are able to be met with internal capabilities).
- Successful delivery and embedding of an OIR Functional Review and work systems review in priority areas (inspectorate, L&D, Cx and Ex, RAP, D&I, Digital strategies, alignment to ISO 9001, 45001, 27001, HR, PMO, Data and Evaluation)
- Stakeholder, customer and community insights, feedback, satisfaction and effective relationships.
- Resources aligned to services and outcomes to deliver on priorities.
- Uses innovation, Data and ICT guidelines to enhance service options.
- Business area responsibility for Cyber Security and the security of information.
- Consider the best available data and information to inform decision-making that maximises public value of service delivery.
- Support creating safe and fair workplaces and communities.

Additional agreed performance outcomes to be aligned to supervisor's agreement.

Mid-year review comments: Since joining OIR, I have identified that other WHS regulators' strategic plans are considerably more advanced than the current OIR plan. Specifically, the documents are longer, more detailed and specific, and contain tangible performance measures. Further, their plans are supported by strong background research such as academic models and detailed horizon scanning and issue identification. This is contrasted against recent internal and external feedback on our draft WHS Priority Plan, HSR Strategy and internal perceptions on the OIR Strategy 2021-24 through 2022 review and WfQ that these initiatives are not delivering on stakeholder expectations. I have commenced the process of refreshing the above strategic plans to ensure they have a clear set of statements regarding function, role, and purpose to guide their internal services and consolidate their sense of purpose around regulation. All GEC's are on track for timely delivery, with no anticipated delays (with the exception of the Electrical Safety Act Review which is being monitored closely). I have reviewed all previous Functional reviews and committed to building internal capability for completing future functional reviews and undergoing change management processes to embed sustainability outcomes. In the interim, while structural changes and capability building is underway, I have commenced improvement initiatives in the OIR L&D/WCU (which will result in an enterprise L&D framework to ensure legislative requirements and address ongoing concerns raised in WfQ); alignment to ISO3100, ISO45001, ISO9001; organisational culture including D&I, Human Rights, and RAP's: and ICT (document management systems, privacy requirements, and information management). There are a number of areas of concern which I will continue to address according to resource and priority. ICT continues to be a challenge and is closely monitored. Data strategy in progress	**Mid-year review self-assessment:** ☐ High ✓ Sound ☐ Limited
End of year achievements: (include evidentiary sources) What: How:	**End of year self-assessment:** ☐ High ☐ Sound ☐ Limited

Self-assessment ratings: Limited – Partially meets expectations; **Sound** – Meets expectations; **High** – Far exceeds expectations

3. Organisational financial management (Performance

This is about agency specific sustainable financial outcomes and maximised public value

High Performance Outcomes:

What:

- Deliver services within overall budget appropriation, including revenue, operating expenses and funded, controlled FTE positions – Budget paper 2.
- Capital budgets expended.
- Undertake effective workforce planning linked to the agency strategic plan.
- Adhere to *Savings and debt plan* policy and fiscal objectives, including workforce management objectives.
- Review and implementation of refreshed OIR governance and risk management frameworks to ensure alignment with best practice
- Respond to all internal and external audit recommendations.
- Adopt a collaborative approach to optimise delivery of outcomes sought in the Queensland Procurement Policy
- Deliver productivity and continuous process improvements
- Ensure overall value for money in departmental procurement spend
- Streamline internal business operations and reducing red tape through decluttering activities

Additional agreement performance outcomes to be aligned with supervisor's agreement.

Evidence:

- Demonstrating fiscal and business management discipline through budget, FTE against FTE caps and indirect workforce reporting.
- Percentage increase in spend in alignment with government procurement targets and commitments over previous year.
- Demonstrating achievement of annual agency savings adjustments.
- Utilising data to ensure evidence-based workforce planning and management.
- Delivering best practice corporate governance, risk management driving transparency and accountability.
- Continuous improvement to deliver on best practice corporate governance, risk management driving transparency and accountability.
- Supporting the review and updating of key departmental resourcing methods to ensure currency and that they remain fit for purpose

Additional agreement performance outcomes to be aligned with supervisor's agreement.

Mid-year review comments:	**Mid-year review self-assessment:**
Commenced gap analysis of Enterprise Risk Management against ISO31000, with aim for revised framework to be developed and implemented by 30 June 2023. Working closely with OIR Finance team to ensure 2023 agency savings. Reviewing decentralised spend against centralised function spend, introducing more effective business management discipline to reduce duplication. Commenced development of resource plan, review of FTE cap and contractor resourcing model. Commenced review of establishment. Introduced organisational rigour and discipline in ensuring all external and internal audit recommendations are	☐ High ☐ Sound ✓ Limited

communicated and closed out.	
End of year achievements: (include evidentiary sources) What: How:	**End of year self-assessment:** ☐ High ☐ Sound ☐ Limited

Self-assessment ratings: Limited – Partially meets expectations; **Sound** – Meets expectations; **High** – Far exceeds expectations

4. Organisational leadership and culture (Performance for own agency)
This is about fostering a high performing, customer centric workforce with an ethical and healthy workplace culture that reinforces trust in the sector

High Performance Outcomes:

- Maturation of OIR culture from the baseline of themes from 2020-2022 WfQ results
- Foster leadership at all levels of the organisation.
- Build a strong leadership talent pipeline, enabling equity and diversity.
- Drive a culture of integrity by championing the highest standards of ethical behaviour.
- Strengthen and mobilise the unique talents and capabilities of the workforce.
- Champion employee mental and physical well-being, safety, inclusion and diversity, and the prevention of domestic and family violence.
- Develop a high performing, accountable, values-driven culture that respects, protects and promotes human rights within the workplace and when dealing with customers.
- Adopt positive performance management principles, integrated into management practices and policies at all levels of the organisation.
- Embed robust complaint and grievance management processes to identify and respond to issues.

Additional agreement performance outcomes to be aligned with supervisor's agreement.

Evidence:

- Development and implementation of a OIR Cultural transformation program of work
- High performance and continuous improvement are appropriately promoted.
- A culture of ethical decision-making supports focus on delivery compatibly with human rights.
- Facilitating development opportunities, including sector-wide leadership development offerings, for staff, including senior executives, senior officers, women and other diversity groups.
- Participating in and promoting sector-wide leadership development offerings, including supporting the sector's ANZSOG investment.
- Promoting a culture of inclusion and respect to drive improved outcomes in equity, inclusion and diversity through development and implementation of the OIR Inclusion & Diversity Framework
- Ensuring systems and standards (for leaders and employees) that facilitate a culture of integrity, trust, learning and accountability
- Leveraging internal and sector-wide channels to mobilise talent and create a robust and diverse leadership pipeline.
- Improving the work health and safety of all workers, based on health and safety metrics, and committing to building cultures focused on health, safety and wellbeing through the development of the HSW Management System by December 2023 and HSW Tactical Plan
- Regularly consultation with employees and employee representatives on matters that affect them, and build collaborative workplace cultures through regular regional office visits, leadership off sites and a commitment to fostering a psychological safe workplace
- Recognising high performance and continuous improvement and celebrating achievements through 'Celebration of Success' moments, and the Annual DDG Awards
- Empowering staff to be role models for human rights, ethics and integrity, where decisions are made compatibly with human rights, breaches of policies/rules are reported and unacceptable behaviour or performance issues are managed fairly and promptly
- Ensuring all leaders and managers:
  - champion inclusive leadership and cultural capability to progress towards workforce diversity targets, including improved representation in senior leadership roles, under the OIR Inclusion & Diversity Framework – leveraging a co-design approach to ensure fit for purpose;

○ demonstrate visible commitment to domestic and family violence prevention, and all staff are aware of available support and confident in responding appropriately (White Ribbon Australia workplace re-accreditation, Working for Queensland data); and ○ demonstrate their commitment to the positive performance management principles, and all managers integrate the positive performance management principles into their practices. • Demonstrating evidence of staff participation in initiatives to build inclusive capability and cultural capability. • Continuing to provide Inclusion & Diversity Executive Champions with diversity metrics at the bi-annual dedicated ELT meeting, for leadership action to meet diversity targets. • Continuing to communicate and provide resources for managers and employees to have flexible work conversations that focus on role requirements, service delivery outcomes, and team priorities. • Reporting: ○ Continuous positive trend in workplace factors in WfQ. ○ Rate of unplanned absences (%) Target - better than whole-of-government average. ○ Rate of Workcover claims (per 100 FTE): Target - positive trend. ○ Recreational leave balances < 2 years accrual: Target - 100 per cent. **Additional agreement performance outcomes to be aligned with supervisor's agreement.**	
Mid-year review comments: Conducted a desktop diagnostic of current culture and identified the following issues: workforce retention, service quality, thought 'stagnation', reactivity, uncertainty and cynicism. Identified significant capability gap in Organisational Culture Business Unit. Commenced ambitious cultural transformation program in the Construction Inspectorate to address long term cultural issues resulting in high levels of turnover, complaints, cynicism, perceptions of fairness etc. Commenced structural change and capability uplift through new roles to lead the OIR Cultural Transformation program.	**Mid-year review self-assessment:** ☐ High ✓ Sound ☐ Limited
End of year achievements: (include evidentiary sources) What: How:	**End of year self-assessment:** ☐ High ☐ Sound ☐ Limited

Self-assessment ratings: Limited – Partially meets expectations; **Sound** – Meets expectations; **High** – Far exceeds expectations

5. Personal development priorities Self-awareness is critical to understanding your strengths and development areas, and to recognise the impact on your and your team's performance. Consider your development priorities through the lens of the Leadership competencies for Queensland, and gain deeper insights into your leadership capability by participating in LEAD4QLD.

You are encouraged to think beyond courses and conferences for your development. Experiences, particularly those that involve significant personal challenge, bring valuable learning opportunities. Mentoring is an exceptional development opportunity that can have system-wide impact. You may seek out a mentor for yourself, as well as offer to mentor an emerging leader. For more ideas and suggestions about fit-for-purpose learning and development opportunities, view career development.

Development priorities *Identify up to three leadership competencies as the focus for your development.*	**Learning and development actions**	**Review** *When reviewing your development priorities, provide evidence of achieving/progressing your planned outcomes*
Personal Leadership • Continual self-reflection against the Leadership Competencies for Queensland to identify strengths, opportunities for improvements and focus areas • Commitment to curiosity, ongoing feedback and continual development • Capitalising on opportunities to represent the sector and gain exposure to new environments, perspectives and ways of working • Build confidence and trust as a leader who drives a culture of trust, learning and accountability	Successful completion of the ANZSOG Deputies Leadership Program – August 2022 Procurement of an Executive Coach Leading positive changing across OIR by considering our Working for Queensland survey results and translating these opportunities into meaningful and sustainable actions	Monthly exec coaching session. Ongoing participation in ANZOG Professional Regulation workshops.

Regulatory effectiveness • Building effectiveness in my role as a Regulator both external and internal facing • Ensuring all risks are identified and mitigated	Successful completion of the ANZSOG Managing regulation, enforcement and compliance – November 2023 Review and innovate external communications strategies to convey a compelling and consistent external brand identity and clearly articulate the OIR 'value proposition' to key stakeholders (industry, unions, other regulators) Identify pain points and pockets of excellence; aiming for streamlined processes that balance individualised concern and consideration with administration and bureaucratic requirements	Professional connection with thought leaders in the regulatory space including Professor Malcolm Sparrow and Professor Richard Johnston in the application of regulatory best practice regulatory principles. Introducing lean, decluttering principles to reduce red tape and increase efficiency of the agency.
Industrial Relations body of knowledge and application	Ongoing commitment to knowledge building Ensuring strong representation of IR at all opportunities	IR CEO Committee Industrial Relations Society of Queensland Membership and attendance at regular IR events.

Note – it is recommended that any other executives (including those from other agencies) who support you in delivering Queensland Government priorities are provided with the relevant information from this plan, to ensure their agreements link to your plan

Executive overall comments:

Key Priorities:

1. **Strategy:**
   Timely and effective delivery of BPR's by December 2023.

   Government Election Commitments to be actioned by due dates, specifically the Electrical Safety Act Review, the WHS Act Review and the WC Act Review.

   Deliver all OIR strategic and Directorate initiatives by agreed dates.

   Commence the OIR Strategy refresh with consideration to how OIR can become a leading regulator? What does the organisation want to achieve? What sort of capabilities will OIR need to become a modern and responsive regulator?

2. **Leadership:**

   Ensuring all vacant Executive Director roles (WHSEPS ED, WHS-CFS ED) are permanently appointed by 30 June 2023.

   Commence executive team development to continue to build a cohesive and high performing executive team.

   Commence extended leadership team development with a focus on vision and culture.

3. **Resourcing:**

   Strategic consideration of resourcing model in response to emerging demands i.e., renewables, hydrogen, remote indigenous communities, mental health etc.

   Development of the resourcing plan for DG consideration by 30 April.

4. **Support OIR Improvement initiatives**

   Ensuring OIR meets minimum industry standards to ensure operational practices and processes are effective, compliant, and are regularly reviewed. Ensure all legislative obligations are met for all officers and across all regulatory arms.

5. **Stakeholder Management**

   Ensure proactive engagement of all key stakeholders including early consultation on key initiatives.

Key Learnings to date:

1. Since commencing in the DDG role, I have developed a far greater appreciation of Queensland Government processes , systems and expectations. This extends to leading with integrity and transparency. All key internal and external stakeholders must be considered in regard to major decisions. OIR needs to have much a more robust induction processes for executives, including a clear induction pathway, and making clear the courses available to executives to assist in avoiding/managing pitfalls.
2. There is a great potential improvement for the employee culture at OIR with some key systematic changes. I have highlighted that OIR has some counterproductive work behaviours, lack of system thinking internally, shallow analysis and solutions that perpetuate issues, and resistance of rational persuasion to outline systemic issues is creating despondency. The potential outcome of this is creating critical flight risks of key change agents. My learning that while this is the case, sustainable change takes time and it is critical that these observations are triangulated with previous functional review reports, WfQ thematic data and improvement that has been undertaken to date. Following this, a methodical and well planned approach to pace out addressing these challenges according to available resources and time so 'change fatigue' does not occur.
3. Various external stakeholders have too much influence within the OIR. This means that all internal decisions and actions are affected by external stakeholders that should not always be aware of internal actions. This appears to have grown over many years, and will take significant strategic planning and subsequent actions to ensure are turned to OIR's proper function.
4. Importance of continual efforts to build trust and confidence with the Minister and her office; thorough examination of issues and consideration of communication to best convey position and advice.

Supervisor overall comments: