

Workplace Relations Commission

Work Programme 2023



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Work Programme 2023

Section One

Work Programme Requirement

The Workplace Relations Act 2015 (the Act) provides that the Board of the Workplace Relations Commission (WRC) submit to the Minister a plan of the work (Work Programme) the WRC intends to carry out in the year to which the activity relates. While the Work Programme reviews the previous year's Programme, a more detailed breakdown of the WRC activities for any given year is contained in the relevant Annual Report.

Functions of the WRC

The WRC plays a vital role in Irish society in delivering fair and compliant workplaces and the non-discriminatory delivery of services.

The central mission of the WRC relates to the maintenance and improvement of workplace relations generally, assisting parties resolve differences, ensuring adherence to certain statutory employment standards and adjudicating on employment, industrial relations, equality claims and where people feel they have been discriminated against in the delivery of services.

In this regard, the services of the WRC comprise:

- Conciliating collective disputes,
- Mediating and adjudicating individual disputes,
- Providing information on statutory employment rights,
- Furthering compliance with statutory employment rights by way of inspection and, where necessary, pursuit of enforcement, and
- Improving workplace relations generally through information provision, training and company-specific advisory services.

Staffing of the WRC

The WRC is staffed by over 200 permanent employees who are civil servants and part of the staffing complement of the Department of Enterprise, Trade and Employment. These

staff are supplemented by over 40 Adjudication Officers who are contracted by the Minister to assist the Adjudication Service on a case-by-case basis.

Section Two

Review of Work Programme 2022¹

Key Priorities for 2022

The key focus of the WRC in 2022 was to meet the needs of stakeholders and users in terms of robust and independent services which would be delivered in a timely and efficient manner, while conscious of the potential to adjust service delivery should circumstances require in relation to the pandemic.

In particular, the WRC undertook to work towards an outcome where any accumulation of matters before it, caused by Covid-19 related service interruptions, would be dealt with across the year. In this regard, the adjudication, conciliation and mediation services of the WRC were delivered by way of a combination of in-person and virtual interactions while inspections were entirely in-person.

Key Achievements

Over the year:

- Call volumes managed by staff of the WRC information line exceeded 60,000 – a rise of 8% on 2021 and an increase of 15% on 2020, website visits increased by 18%, and some 13,500 complaints were processed – a rise of 10% on 2021.
- The WRC Adjudication Service offered to parties an average of 150 hearings a week – a 10% increase on 2021 - and some 4,000 hearings were held, an increase of 20% on 2021.
- At year-end, any accumulation of cases occasioned by service interruptions caused by Covid-19 or from the adjustment in service required by the Supreme Court judgment in *Zalewski v Adjudication Officer and WRC, Ireland and the Attorney General [2021] IESC 24*, had been largely addressed. In this regard, all parties to complaints received prior to 2022 had been offered a hearing by end-

¹ Data based on end-October outputs

October (other than complaints comprehended within “Multiple” complaint referrals or paused due to matters before higher Courts).

- The Service also bedded in its procedures to take into account the judgment of the Supreme Court in *Zalewski*, and introduced new administrative procedures designed to affect the earlier submission and sharing of submissions.
- Conciliation was carried out primarily by way of in-person meetings and demand was fully met with a resolution rate of 85%. Over 1m. employees are impacted by such discussions annually. In addition, the Service successfully chaired the talks between the Government and Public Sector trades unions that whereby the public service *Building Momentum* agreement was extended to end-2023.
- Across 2022, the Inspection Division concluded over 4,000 site visits and inspections – such inspections typically encompass 100,000 employees in any given year, The Service began the process of focusing on higher “risk” employments – this resulted in an increase in recorded breach rates and necessitated more in-depth inspections across the year.
- The WRC’s Cork office became fully operational while the office in Carlow was reconfigured to provide for enhanced in-person hearings.
- For the first time, the WRC undertook regional recruitment campaigns in the South and North-West – in these case for Inspectors – both of which proved very successful.
- The WRC significantly advanced its Digital First strategy which witnessed the first phase of the automated business process being implemented, and the initiation of design-work on the self-service portal and integrated e-complaint form.
- In addition, the WRC produced five animations for use on social media and its website in relation to WRC services and employment rights.
- The Legal Division of the WRC worked closely with the relevant Departments in terms of identifying and preparing for potential demand on WRC services arising from the legislative process and ensured that the WRC was kept abreast of and adjusted its procedures/policies in light of relevant jurisprudence.

Section Three

Work Programme 2023

WRC Strategy Statement 2022-2024

The WRS Strategy Statement 2022-2024 *"Meeting Stakeholder Expectations in a Changing World"* outlines key external factors that have impacted or will impact the WRC; the changing nature of work post-Covid 19, "Brexit", technological innovation, the Supreme Court judgment in *"Zalewski"*, measures to combat climate change, global economic factors but states that "this changing and challenging operational environment notwithstanding, the WRC's core purpose and the broader statutory framework within which it functions.....remain(s) largely unchanged".

With that in mind, the Statement set out three strategic aims and associated actions to be delivered over the period:

Resilience and Continuity

Meet demand for timely, consistent, judicially robust, independent services in accordance with the WRC statutory functions and vision. Specifically, in terms of objectives, to:-

- Meet annual Work Programme process timelines and quality standards
- Ensure that the WRC is resourced and structured as appropriate, and internally agile, to meet demand fluctuations across all its services
- Succession planning, recruitment and learning and development fully targeted to meet current and future business need
- Improve individual and organisational performance
- Provide a supportive working environment for staff
- Provide an appropriate mix of remote and on-premises working in line with broader Government policy that supports the optimal delivery of services and individual staff circumstances.

Continuous Improvement

Improve the WRC's people, systems, and procedures to, in turn, improve the quality of service. Specifically, in terms of objectives, to:-

- Provide an appropriate mix of remote, hybrid and in-person services that balances or takes into account the needs of users, stakeholders, and the requirement for robust decision making, independent and effective dispute resolution, compliance with employment rights and the maintenance and improvement of workplace relations generally
- Devise and implement an ICT Strategy that is informed by the changing demand and technological support environment including the development of self-service and automation that provides the best remote-user experience possible and that provides real-time targeted management analytics to enhance service delivery
- Identify medium and long-term instrument to measure the impact of the WRC on workplaces and workplace relations generally
- Introduce and roll-out professional qualifications for relevant WRC field and operational staff
- Develop and roll out WRC on-line advisory and training modules to improve workplace relations best practice

Assisting Adaptability

Assist stakeholders in dealing with economic and social change and challenge. Specifically, in terms of objectives, to:-

- Contribute to the development of knowledge and debate on the changing nature of the world of work by way of occasional papers, in-depth research and associated seminars and biennial conferences
- Communicate key messages to stakeholders around remit and services via website, social media and webinars
- Develop Codes of Practices as required.
- Work with stakeholders and parties to develop and implement best practice generally.
- Regional service delivery model and community stakeholder relationship

Work Programme 2023: Key Goals

The WRC's annual Work Programmes are constructed within the framework of the Strategy Statement and the key objectives and associated outcomes identified for 2023 are set out in tabular form in Section Four.

Mindful of the WRC's statutory functions and the Strategy Statement, the key focus of the WRC in 2023, as it is in all Programmes, is to meet the needs of stakeholders and users in terms of robust, high quality and independent services.

As such, much of the body of WRC Work Programmes is replicated from year to year. For example:

- Provide timely, effective, and efficient conciliation and facilitation services and ensure demand is met
- Improve site-specific workplace relations and workplace relations in general
- Process complaints requiring adjudication speedily and to a judicial standard
- Promote and enforce compliance with employment law
- Issue employment agency licences and licences with regard to the employment of young persons
- Provide non-directive information on WRC activities generally, employment legislation and redress mechanisms through a variety of delivery formats
- Maintain a robust corporate governance framework
- Optimise the use of new technology and
- Ensure all activities carried out with the legislative and constitutional framework within which the WRC operates.

However, some key goals particular to 2023 are identified:

Manage Changing Work and Delivery Models

The last three years have witnessed a significant shift in how particular services can be delivered and, for many, how work can be done.

This shift has presented new opportunities for organisations such as the WRC in that it has demonstrated that conciliations, adjudications and mediations can be done virtually where required. For example, currently some 30% of adjudications take place virtually. It does not suit every engagement, however, and the WRC will continue to work with stakeholders in identifying where and how non-traditional services can be delivered.

Similarly, many employees are in a position to perform work from sites other than the office or business premises. The WRC, in ensuring that staff are avail of these opportunities, will also monitor its output in terms of quantity and quality to identify the work patterns that suits best its service delivery obligations.

New Legislation

The WRC will be impacted during 2023 by already enacted or forthcoming legislative changes, all of which contain provisions for parties to submit matters to the WRC for its attention:

- Right to Request Remote Working
- Protected Disclosures (Amendment)
- Sick Leave
- Payment of Wages (Amendment) (Tips and Gratuities)
- Work Life Balance
- Redundancy Payments (Amendment)

The WRC has worked closely with the relevant Departments in terms of identifying and preparing for potential demand on WRC services arising from the legislative process and ensuring that the WRC will adjust its procedures/policies as necessary and provide information to potential users as to how best to progress to the WRC relevant matters of concern.

It is likely that the demand arising will impact to a greater or lesser extent on the WRC and its ability to process complaints submitted for its attention. This will be monitored closely in conjunction with the relevant officials of the Department of Enterprise, Trade and Employment.

Expand Mediation Demand and Output

The benefits to stakeholders and parties of mediation are well-recognised: they are significantly less costly in terms of opportunity costs than adjudication and, as parties reach their own agreement the employment relationship is undamaged in many instances.

From a WRC perspective, increased mediation levels also bring benefits: a reduction in numbers required to advance to adjudication process and a reduction in postponement of adjudication hearings.

The WRC has invested significantly in resourcing its mediation capacity and across 2023 will work proactively to expand client usage of the relevant mediation services of WRC. As part of this the WRC will introduce formally its Late Request Mediation (LRM) Service.

Codes of Practice

Many of the Codes of Practice which stand established under the aegis of the WRC are long-standing and some pre-date the Workplace Relations Commission.

As such, the legislation referred to and the language utilised may require attention. In this regard, the WRC will work with stakeholders to commence and review the legislative and textual content of Codes identified as requiring remediation.

Adjudication Procedures

Since establishment the WRC has published non-statutory procedures and guidelines in relation to requests for postponements of hearings and timely submissions in relation to adjudication complaints. These have met in limited success: by end-2022 over 2,000 postponement requests were received – this represents a request for the postponement of approximately one-third of all hearings offered. Similarly, many submissions still are received within five days of a hearing, often on the day itself. This places the other party at a disadvantage, does not allow the Adjudication Officer sufficient time to become familiar with the argumentation and in many instances results in the adjournment of the hearing with its attendant costs to the parties and the WRC.

With these issues in mind, the WRC will carry out an early detailed analysis of the volume, reasoning behind and the timing of postponement requests prior to a hearing and also will review by mid-year submission patterns, the timing of lodgement with Adjudication Officers and the overall effect on the timely and cost-efficient disposal of cases. The WRC will bring forward proposals on how best to resolve these matters in light of its findings.

ICT Strategy

The WRC ICT Strategy 2022-2024 was developed in late-2022 and identifies a requirement for the WRC to accelerate the roll-out of its strategic approach to the use of digital technology in the delivery of its services and the customer interface.

Specifically, the WRC in 2023 will build by mid-2023 a new complaint form that provides greater accessibility and functionality for users, work to design and build a portal that will intermesh seamlessly with the e-Complaint form and complete the roll-out of the first phase of the automation process of early-stage complaint receipt processing all of which will make the customer experience more user-friendly and intuitive and will deliver significant efficiencies and quicker processing speeds from a WRC perspective.

In addition, the newly-introduced internal case management systems will be utilised to develop further dashboards for Management Information Reports and to better drive business decisions.

Research

The WRC Strategic Plan commits the WRC to identifying and conducting research which may inform stakeholders and the WRC with regards to developments in the labour market in general, and workplace relations, in particular.

The last three years have witnessed significant global economic and societal challenges which have impacted on the labour market. The Covid-19 pandemic, supply chain issues, conflict in Ukraine, inflation, market volatility all have impacted on employment patterns, wages, and, for many, the past two years has seen significant changes as to how work is carried out.

In this light, the WRC has initiated a research project to review trends identified in labour markets in the period 2020–2023 with a view to formulating a statement of reasonable projections as to how labour markets, work and workplace relations will evolve over the medium-term. This research will be undertaken and completed in 2023 and a conference centred on that theme will take place in late-2023.

Section Four

Key Objectives and Outcomes 2023

Conciliation, Advisory and Mediation

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Provide timely, effective and efficient conciliation service and ensure demand is met whilst maintaining delivery of all services	Provide conciliation in an appropriate timeframe to facilitate resolution of industrial relations disputes. Proactively engage with service users to provide assistance in the maintenance of positive industrial and working relations	As and when required by clients throughout 2023	Maintenance of high success rate in the resolution of industrial relations disputes.
Work to expand client usage of relevant mediation services of WRC	Maintain and increase – where possible – pre-adjudication mediation where required. Unfair Dismissal cases to default to face-to-face mediation.	Throughout 2023	Increase in cases successfully mediated to bring about a reduction in numbers advancing to adjudication process in rights-based claims.
	Introduction of Late Request Mediation (LRM) Service in conjunction with the Adjudication Service	Q1 2023	Reduction in postponement of adjudication hearings. Increase in volume of mediations Increase in settlements at mediation
Chair and facilitate various industrial relations and statutory fora in both the private and public sector	Facilitate discussions in a timely fashion. Assist parties deal with all issues in accordance with procedures and operations as set in agreed terms of reference	Throughout 2023	Effective delivery, operation and conclusion of all issues raised in accordance with protocols and procedures with the agreement of all parties
Improve site-specific workplace relations	Carry out reviews of industrial relations, chair joint working parties, facilitate resolution of individual disputes including referrals under the IR Act 2015	Throughout 2023	Effective, tailored programme delivery, high service user satisfaction, improved workplace relations

Initiate a review of codes of some of the established Codes of Practice	Work with stakeholders to commence and review practical and structural content of some existing codes of practice.	Q2 2023 and throughout 2023	Codes completed and updated
Provide educational and workplace knowledge sharing programmes	Develop and deliver appropriate information on positive industrial relations principles and working relationships through facilitative workshops	Throughout 2023	Broader and better understanding of issues and improved workplace relations
Implement Conciliation Case Management System (IRIS) and enhance Mediation Case Management System (Mitsy)	Smooth transition to new process	Q1 2023	System fully operational
	Work with the relevant provider to enable Share Point on the Mitsy system	Q1 2023	Process fully operational

Adjudication Service

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Continue to Process all complaints as quickly as possible.	Provide Adjudication Officers with full administrative support and oversight to achieve the goal	Throughout 2023 and onwards	Oversee efficient processing of complaints from registration, through scheduling to issuing of decisions.
	Fully utilise developments in relation to e-complaint platform and ICT portal	End Q4 2023	Incremental rollout of ICT improvements to complaint processing.
	Maintain appropriate administrative resourcing and monitor and review quantity and availability of adjudicators to ensure delivery capacity.	Throughout 2023 and onwards	Fully resourced and utilised
	Carry out an analysis of volume and timing of postponement requests prior to a hearing.	End Q2 2023	Report completed/action identified
Dispose of "Multiple" referrals	Work with parties and representatives to identify how best to deal with "multiple" referrals in an efficient manner.	Throughout 2023	"Multiple" cases disposed of.

Monitor the “delivery mix” for adjudication hearings	Monitor and assess most cost-efficient and efficacious manner of disposing of cases.	Throughout 2023	Cost efficient and efficacious case mix in operation.
Timely receipt of concise submissions	Review by end Q2 2023 submission patterns and timing of lodgement of same with Adjudication Officers	Assess review and develop action plan if required	Submissions received in a timely manner in accordance with new WRC Adjudication Procedures.
Produce high quality decisions	Internal Quality Control Review Group will review post issue decisions to identify learning points, to ensure consistency of decisions in common areas, to improve the service provided to customers of the Adjudication Service.	Throughout 2023	High quality decisions issue in a timely manner, subject to available resources Internally and externally recognised and delivered WRC adjudication standard
Legislative amendments	Engage with DETE re potential legislative amendments to Workplace Relations Act	Throughout 2023	Appropriate legislative powers and amendments in place to support functions of WRC.

Inspection and Enforcement Services

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Promote and enforce compliance with employment law	Risk-based inspections, complaint-based inspections, with other State bodies where appropriate	Throughout 2023	4500 workplace inspection cases completed
	Prosecute, as appropriate, offences under employment legislation	Throughout 2023	All cases where compliance is not achieved will be considered for legal action
	Issuing and processing of Compliance (as applicable) ² and Fixed Payment notices and defend appeals to Compliance Notices	Throughout 2023	Notices issued appropriately and having effect. Appeals defended.
Focused targeting of non-compliant employers, sectors, regions	Risk selection arrangements for inspection to be used for case selection	Throughout 2023	50% of inspection cases will be focused on high-risk employers and sectors of interest

² See Labour Court decision (CNN194), Boots Retail (Ireland) Ltd.

Enforce awards arising from decisions of Adjudication and Labour Court proceedings	Pursue civil enforcement of decisions and awards arising from decisions of Adjudication Officers and Labour Court in relation to adjudication and inspection activity and escalate to prosecution where appropriate.	Throughout 2023	Decisions and awards pursued in manner that maximises efficiency and effectiveness
Issue licences and enforce legislation in relation to Employment Agencies and the employment of Young Persons	Licenses processed and issued in an efficient and lawful manner	Throughout 2023	Applications processed within 21 days of receipt
Co-operate with other enforcement agencies	Facilitate training, staff exchanges, joint inspections and sharing of appropriate data, review MoUs to ensure they are current, valid and in compliance with GDPR requirements	Throughout 2023	Successful activities underpinned by legislation and appropriate MoUs. Review and renew, if appropriate, all existing MoUs.
Carry out targeted campaigns in the identified sectors	Campaigns involving both inspection and ICS carried out effectively and efficiently	Throughout 2023	Positively impact compliance and create/enhance awareness of relevant rights and duties
Support information and education activities to improve compliance generally	Work with Information and ICS, Communications Unit, and other WRC Divisions	Throughout 2023	Provide staff, briefing/guidance material, and relevant expertise
Cooperate with International agencies on areas of mutual interest	Work with agencies, platforms and authorities with similar objectives such as the International Labour Organisation, the European Labour Authority, the European Platform for Undeclared work, EUROPOL	Throughout 2023	Attend all plenary sessions where designated as Irish member/delegate/expert, provide appropriate assistance to programmes

Information and Customer Services

Work Programme Objectives	Action/Tasks	Delivery Time frame	Key Performance Indicators
Provide non-directive information on WRC activities generally, employment legislation and redress mechanisms through a variety of delivery formats	Provide a high quality accessible, customer-focused and user-friendly response to telephone, email, white mail and other employment rights enquiries	Throughout 2023	90% of queries dealt with at initial query
	Co-ordinate the targeted participation of the WRC at employment law seminars, presentations, exhibitions, roadshows, webinars, etc.	Throughout 2023	Key events identified, targeted message deliver effectively and efficiently Increased awareness of the WRC and its remit/services using social media accounts.
	Utilise social media platforms to raise awareness of employment legislation, relevant decisions, WRC activities/remit and promote WRC redress mechanisms to the public.	Throughout 2023	Key events, days, campaigns. research and data identified and effectively publicised on social media. 10% y.o.y increase in following on WRC social media platforms
Efficient processing of complaints and applications to the WRC	All complaints processed in a timely and efficient manner and referred to the appropriate redress forum	Throughout 2023	All complaints received during 2023 processed efficiently with 90% of files created within 10 working days and respondent put on notice
Deliver Outreach and Communications Strategy	Work with Comms Unit to identify WRC activities (including web-based and remote outreach) which can be used to enhance efficiency and effectiveness of WRC generally	Throughout 2023	Increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters
	Initiate and deliver campaigns focussed on identified groups and issues (e.g., equal status and other relevant areas)	Throughout 2023	Increased awareness of WRC role in this area and rise in relevant referrals to WRC

	Prepare bespoke targeted guides and templates for employees and employers	Throughout 2023	Guides and templates launched and being used and accessed
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Legal Affairs

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Provide timely, effective and robust legal advice on all aspects of legal matters before, and involving, the WRC	Provide advice to DG and all Divisions of the WRC so that they are supported.	Throughout 2023	Robust legal services provided to WRC.
WRC legal service operating cost effectively and efficiently	Legal service to be provided with all internal structures, procedures, and business processes operating efficiently Information flows to and from Legal Division	Throughout 2023	Legal service fully functional.
Provide appropriate legal training to staff and Adjudication Officers	Identify training needs and deliver to AOs and staff. Legal Division staff keep abreast of all new legal developments and comply with professional CPD obligations	Throughout 2023	Training delivered and AOs up to date on legal framework and jurisprudence underpinning complaints and support staff have solid understanding of legal basis on which services to be delivered.
Ensure AOs and staff in Adjudication Division appropriately supported	Assist with information provision and skill impartment to AOs and staff	Throughout 2023	Information and skill sets imparted as required
Assist Adjudication Division ensure quality and consistency of output	Facilitate regular quality assurance reviewing issues arising, making recommendations and providing guidance	Throughout 2023	Quality and delivery in line with Workplace Relations (Miscellaneous Provisions) Act 2021
Continue to work with DETE to identify legal issues impacting on delivery of WRC's statutory remit	Identify key legislative priorities and assist progression where possible and liaise with DETE in context of consequences of Supreme Court constitutional challenge and other legislative reforms anticipated in 2023 e.g., around procedural reform, the right to request remote working, paid sick leave,	Throughout 2023	Issues identified with Department and progressed as appropriate

<p>Assist DG and Divisions with the implementation of the Protected Disclosures Act 2022.</p>	<p>tips, whistleblowing, gender pay gap reporting framework and transparent working conditions amongst others.</p> <p>Provide advice and training to all staff and management</p>	<p>Throughout 2023</p>	<p>All aware of their obligations under the PDA and familiar with reporting channels and the DG's Role as a Prescribed Person under the PDA</p>
<p>Assist with reforms of website and complaint form</p>	<p>Contribute to improvement of WRC complaint form system and website structure</p>	<p>Throughout 2023</p>	<p>Revised WRC complaint form in place and website rationalised and content updated</p>
<p>Maintain a specialised database and library facility for Adjudication Officers and WRC staff generally</p>	<p>Ensure appropriate access to relevant external databases and virtual and physical library kept up to date</p>	<p>Throughout 2023</p>	<p>Databases and library fully utilised and AO manual updated in line with new legislation and procedures.</p>
<p>Contribute to keeping stakeholders informed of trends in complaints and decisions</p>	<p>Contribute to external analyses and review WRC decisions with particular regard to equality and equal status cases and emerging trends.</p>	<p>Throughout 2023</p>	<p>Review Completed and Paper published</p>
<p>Deepen stakeholder networks domestically, at EU and international level to share best practice</p>	<p>Stakeholder engagement</p>	<p>Throughout 2023</p>	<p>Strong domestic and international networks established to share best practice and stay abreast of emerging legal trends in employment and equality law, and fair procedure for quasi-judicial decision-makers administering justice</p>
<p>Adjudication Division supported in relation to new service models</p>	<p>Advise WRC in relation to new procedures and policies around new service delivery models.</p>	<p>Throughout 2023</p>	<p>Robust, efficient systems in place to ensure WRC can provide quality continuity of service.</p> <p>Due regard had to public sector duty per s.42 IHREC Act 2014</p>

Corporate, Strategy and Digital Services

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Maintain robust corporate governance framework in WRC	Oversee and monitor internal standards/policies/procedures	Throughout 2023	Corporate governance in WRC in line with best practice
Ensure WRC carries out statutory functions within budget	Oversee efficient and effective expenditure, monitor service demand and activity levels and liaise regularly with DETE in this regard	Throughout 2023	Work programme achieved consistent with proper utilisation of budget allocation
WRC has functional flexibility	Ensure that the WRC can respond quickly to shifting demand and resource patterns across the full range of its activities.	Throughout 2023	WRC able to respond quickly to Divisional demand spikes and shifting resource patterns
Manage the WRC risk-based strategic, business planning performance culture at all levels of the organisation	Assist in implementation of, Board Strategy and Work Programme and roll out via Corporate, Divisional, Unit and personal business plans, measure and take remedial action against risks and report on progress to MC and Board on a regular basis	Throughout 2023	WRC operating within coherent strategic and business plan framework
Enhance and inform the policy debate on workplace relations developments	In consultation with other Divisions identify areas of policy concern and input to policy formulation	Throughout 2023	Input provided and understood
Maintain the WRC offices	Ensure that all WRC offices are maintained and can provide the full range of WRC services	Throughout 2023	Offices fully operational providing the full range of WRC services
<u>Stakeholder Conference</u>	Commission research and hold stakeholder conference	Q3 2023	Research completed and conference held
<u>Human Resources Resourcing</u>	Work with DETE HR on staff capacity, succession planning, staff training, staff flexibility and the impact of blended working to ensure appropriate WRC staffing levels with the relevant skillset	Throughout 2023	WRC staffing properly resourced. Business needs and career development needs supported
Employee Development		Ongoing	New training needs identified and

<p>ICT Maximise the use of ICT</p>	<p>Work with DE TE HR and other bodies to develop bespoke training for WRC staff.</p>		<p>commencement of tendering process for a provider</p>
	<p>Roll-out WRC ICT Strategy 2022-2024</p>	<p>Throughout 2023</p>	<p>Strategy utilised</p>
<p>Monitor ICT systems to ensure they facilitate the delivery of efficient and effective WRC services</p>	<p>Monitor, maintain, innovate and upgrade systems and software subject to resources as required</p>	<p>Throughout 2023</p>	<p>Easy to use ICT systems working efficiently and effectively</p>
<p>Cyber Security</p>	<p>Collaborate with DE TE to provide robust ICT security policy and procedures</p>	<p>Throughout 2023</p>	<p>Robust Policies and Procedures in place</p>
<p>e-Complaint form</p>	<p>Build a new complaint form that provides greater accessibility and functionality for users. Work on the e-Complaint form will begin in Q4 2022, with an aim to complete in Q2 2023.</p>	<p>Q4 2022 to Q2 2023</p>	<p>e-Complaint form rolled out, with document upload functionality</p>
<p>Roll out Portal</p>	<p>Design and build of the portal will run in tandem with e-Complaint form</p>	<p>Q4 2022 to Q2 2023</p>	<p>Fully functional portal operational with facility to check status of case Subsequent full completion of portal project</p>
<p>Maximise technology to improve efficiencies and use of resources</p>	<p>Finalise roll-out of phase 1 of automation process in early-stage complaint receipt processing and explore potential further uses of automation</p>	<p>Q1 2023</p>	<p>Phase 1 complete with the Robot performing early-stage complaint receipt processing</p>
<p>Data Analytics: Use of data analytics solutions to better inform management decision making</p>	<p>Develop further dashboards for Adjudication Service. Create more useable information for Management Information Reports. Use more sophisticated analytics to better drive business decisions.</p>	<p>Throughout 2023</p>	<p>Analytics fully utilised in decision making.</p>
<p>Communications</p>	<p>Utilise Communications Strategy to support the business objectives of the WRC</p> <p>In consultation with the relevant Divisions continue to</p>	<p>Throughout 2023</p> <p>Throughout 2023</p>	<p>Strategy utilized to support the business objectives of Divisions</p>

<u>Digital Media</u>	proactively plan, deliver and measure WRC Communications content and campaigns.		WRC content is preplanned, published and measured
	Collaborate with DETE and other Government Comms Units	Throughout 2023	
	Utilise Social Media Channels <ul style="list-style-type: none"> • Twitter • LinkedIn • WRC.ie <p>Work with stakeholders to evaluate effectiveness of the website and amend as necessary</p>	Throughout 2023	Participate in GIS Communications Network Twitter, LinkedIn and WRC website all regularly and used to support business plans Website current, relevant and used
<u>Customer Service</u>	Roll-out Customer Service Survey in early 2023	Q2 2023	Customer Service Survey carried out in early 2023