

# Workplace Relations Commission

## Work Programme 2022





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# Work Programme 2022

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## 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. The Work Programme is required to contain a review of 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 central mission of the WRC relates to the maintenance and improvement of workplace relations generally, ensuring adherence to certain statutory employment standards and adjudicating on claims 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 a further 42 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 2021

### Impact of Covid-19

The WRC plays a vital role in Irish society in delivering fair and compliant workplaces and the non-discriminatory delivery of services. This contribution to society has been particularly important across 2020 and 2021 in circumstances where employers, employees, and their representatives, faced challenges that in many instances were unprecedented and the WRC had to adapt and pivot its services to reflect this new reality.

The pandemic's effect on the WRC has been significant and placed extraordinary pressure on senior management and staff at all levels to maintain a high level of quality service delivery over the period since Covid-19 first emerged. In terms of its activities, other than a small number of conciliations, mediations and adjudications, WRC services largely were delivered remotely during 2021; the main exception being on-site inspections which combined the monitoring of the application of the *Return to Work Safely* protocol with the WRC's primary statutory functions in relation to employment rights compliance.

### Key Priorities for 2021

In terms of 2021 priorities, the focus of the WRC on the delivery of its core services throughout the pandemic and beyond, albeit perhaps via different models over the medium-term. In that regard, the Programme indicated a preference, that once circumstances permitted, a return to what were more normal ways of working during 2021 was preferred, i.e., the traditional "face-to-face" approaches to resolving collective and individual disputes, adjudication, and carrying out inspections. However, the trajectory of the pandemic across the year meant that that did not happen to the hoped-for extent. Indeed, as the year progressed, it became apparent that many service users had become accustomed to the alternative approach and it may be that some of the elements of the changes introduced may be incorporated into the WRC array of services in the longer-term, pandemic notwithstanding.

The objectives of the 2021 Work Programme were framed within the six key strategic goals of the Strategy Statement 2019-2022: Service Excellence, Outreach and Prevention,

Communications and Engagement, Leveraging Technologies, Data and Measurement, and People and Structure. As is clear, however, responding to the pandemic occupied much of the period encompassed by the Strategy. Nonetheless, mindful of that reality, much was achieved across the year.

## Key Achievements

Over the period:

- Call volumes to the WRC information line continued at a very high level – 56,000 – a rise of 6% on 2020. Visits to the WRC website increased by 33% to 3,393,844 pageviews during 2021.
- The WRC worked pro-actively with stakeholders, key influencers, companies, and organisations to support deeper understanding of good practice, prevent breaches, including those relating to exploitative labour practices, close gaps early and embed a culture of good workplace relations. Examples include a social media campaign with a reach of over 600,000 targeted at young workers and their employers in Ireland, focused on the service/hospitality industries, to make them aware of their rights and obligations, particularly as the economy opened up in the Summer. The WRC also created and distributed new social media content focused on the LGBTI+ community promoting the role of the WRC in supporting people who believe they have suffered discrimination. In this regard, the WRC engaged with advocacy groups such as LGBT Ireland, BeLong To, TENI and Gay Project Cork to develop and share this content and WRC Information and Customer Service (ICS) staff attended focussed awareness training provided by LGBT Ireland.
- The WRC published its first comprehensive review of Adjudication Decisions and Recommendations for the previous year; types of complaint, outcomes, awards, representation levels, etc.
- From April 2021, the WRC Adjudication Service offered to parties an average of 135 virtual hearings a week – a significant increase on the amount offered pre-Covid. It supplemented these virtual hearings with a small number of in-person hearings which were amenable to disposal only in this manner. Bringing cases to hearing posed challenges for the WRC around balancing the right of access to justice for those who may be digitally disadvantaged with the need to provide both parties with a remedy without undue delay. In addition, hearings often had to be cancelled at short notice where parties may have tested positive for Covid or were a close contact.
- While parties were happy and became accustomed to cases being disposed of virtually, the experience has been that such hearings can take longer than in-person hearings and complex complaints are less amendable to being disposed of “on the day”.

- The Service also amended its procedures to take into account the judgment of the Supreme Court in *Zalewski v Adjudication Officer and WRC, Ireland and the Attorney General [2021] IESC 24*; subsequently an element of these procedures was challenged and successfully defended in the judicial review decision of *Ammi Burke v. An Adjudication Officer and the Workplace Relations Commission and Arthur Cox LLP [2021]*. Other procedures in relation to postponements and submissions were also developed and published.
- Conciliation was carried out by way of a mixture of restricted attendance in-person meetings and virtual across 2021 (1,000 such “conferences” took place) and demand was fully met with a very high success rate of over 80%. Virtual conciliations continued to be challenging – longer than in-person hearings with a need to check and re-check positions – often by telephone - and to move people in and out of virtual “side” rooms.
- Across 2021, the inspection Division combined employment related site visits and inspections – the statutory function – with site visits in retail and hospitality in relations to business covid readiness. The Service completed to conclusion some 4,500 such inspections and, on average, over 100,000 employees are encompassed by these site visits annually.
- In addition to upgrading staff skills to reflect the changing legal and operational environment, significant recruitment and associated training took place in terms of the adjudication and inspection services in 2021: some 11 additional staff were recruited and almost 40 staff joined the WRC during the year.
- In terms of broadening its regional presence, the WRC opened its new Cork premises which is located close to transport hubs and now enables the WRC to provide its full suite of services from that location.
- Separately, building on experience and technical developments, the WRC has advanced significantly its model “hybrid” adjudication service which is being trialled. This model entails WRC meeting rooms to be equipped with screens so that persons can participate securely and on a stable line remotely via a video link – from other WRC premises or from their homes. It will allow for evidence to be submitted and examined remotely via this link or from laptops within the room including the viewing of CCTV evidence if considered relevant.
- In alignment with Digital First pillar of the Public Service ICT Strategy, the WRC initiated scoping work around enhanced automated business processes, and advanced significantly its self-service portal, the first phase of which will go live in 2022 following extensive trialling.



# Section Three

## Work Programme 2022

### 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 sets 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 2022: Key Goals

The key objectives and associated outcomes are set out in tabular form in Section Four.

Similar to 2021, whatever the particular circumstances pertaining in terms of the pandemic at any particular time, the key focus of the WRC in 2022 is to continue to meet the needs of stakeholders and users in terms of robust and independent services.

These services will be delivered in a timely and efficient manner by way of a mix of remote and in-person models with a strong ambition to increase the level of carefully managed and monitored in-person engagements in line with relevant health advice and return to work safely protocols. Monitor and assess most cost-efficient and efficacious manner of disposing of cases

Alongside this, however, the WRC will improve the experience of virtual services for its users and roll out, on a trial basis, its “hybrid” model of combining in-person and virtual service delivery – initially in adjudication hearings.

The WRC will work to ensure that any accumulation of matters before it, caused by Covid-19 related service interruptions, will be eliminated across 2022 and will put in place measures to ensure that current referrals are dealt with as speedily as possible during the year.

Across 2022, the WRC will initiate and roll out a process designed to significantly increase the number of mediations provided to assist parties resolve the matters in a non-adversarial manner; such a process will also considerably reduce the number of complaints requiring disposal by the Adjudication Service.

In addition, in terms of the remit of the WRC, the WRC will put in place any structures and upskilling of its staff to ensure that it will be able to process efficiently and effectively any demand arising from proposed or scheduled legislative amendments that envisage a role for the WRC in either its regulatory or adjudicative functions.

To drive forward the development of good workplace relations and to assist adaptability amongst stakeholders the WRC will utilise fully WRC social media platforms to raise awareness of employment legislation, relevant decisions, WRC activities and remit and promote WRC redress mechanisms to the public. The WRC will also publish further analyses of employment

rights complaints and WRC decisions with particular regard to equality and equal status cases in 2022. The WRC will also enhance and broaden its training function to publicise and engender good practice generally.

The WRC will work closely with other similar agencies on the island of Ireland and in the UK to identify areas of mutual interest and concern with a view to improving service delivery and identifying and promulgating best practice more generally.

The WRC will also initiate relevant seminars and events as appropriate with regard to workplace trends and the identification of best practice and possible broader responses.

As part of its work on enhancing compliance and planned emphasis on non-compliant employers, sectors, regions, the WRC will double the number of inspections to be focused on high-risk employers and sectors of interest. These will now account for 50% of all inspections.

The WRC will ensure that the organisation has the capacity to respond quickly to shifting demand and resource patterns across the full range of its activities, both technologically and in terms of staffing. In this regard, the WRC will work with the Department of Enterprise, Trade and Employment and the Public Appointments Service on staff capacity, succession planning, staff training, staff flexibility and the impact of remote working to ensure WRC staffing levels with the relevant skillset are at appropriate levels.

The years 2020 and 2021 have brought about fundamental shifts in the use of technology by organisations and their customers. The WRC will develop a WRC specific ICT Strategy to map the broader Statement of Strategy to explore how technology can assist the WRC deliver on the Strategy and to provide a better service to users over the period and beyond.

Similarly, the WRC will develop a Communications Strategy to support the business objectives of the WRC over the next three years and in 2022 will plan, deliver and measure the impact WRC Communications content and campaigns. The WRC will also identify and deliver a number of priority campaigns over the year.

As part of its goal to measure its service provision and overall impact, the WRC will initiate a comprehensive customer survey in 2022.

# Section Four

## Key Objectives and Outcomes 2022

### Conciliation, Advisory and Mediation Services

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
<b>Provide timely, effective and efficient conciliation service and ensure demand is met whilst maintaining delivery of all services</b>	Provide in-person and virtual conciliation in an appropriate timeframe to facilitate resolution of industrial relations disputes. Proactively engage with service users to support and provide assistance in the maintenance of positive industrial relations	As and when required by clients throughout 2022	Maintenance of high success rate in the resolution of industrial relations disputes.
<b>Work to expand client usage of relevant mediation services of WRC</b>	Maintain and increase – where possible – in-person and virtual pre-adjudication mediation and regionally where required	Throughout 2022	Increase in cases successfully mediated to bring about a reduction in numbers advancing to adjudication process in rights-based claims.
<b>Chair and facilitate various different industrial relations and statutory fora in both the private and public sector</b>	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 2022	Effective delivery, operation and conclusion of all issues raised in accordance with protocols and procedures with the agreement of all parties
<b>Ensure effective two-way communication with primary clients</b>	Maintain effective dialogue with key clients in all regions and nationally	At all times during 2022	Effective operation of communication channels maintained
<b>Improve site-specific workplace relations</b>			

<b>Provide workplace knowledge sharing</b>	Carry out reviews of industrial relations, chair joint working parties, facilitate resolution of individual disputes including referrals under the IR Act 2015	Throughout 2022	Effective, tailored programme delivery, high service user satisfaction, improved workplace relations
	Develop and deliver information on positive industrial relations principles and working relationships through facilitative workshops	Throughout 2022	Broader and better understanding of issues and improved workplace relations
<b>Implement mediation case management system</b>	Work with relevant personnel to bring about smooth transition to new process	Q1-22	System fully operational

## Adjudication Service

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
<b>Continue to process complaints as quickly as possible</b>	Provide Adjudication Officers with full administrative support and oversight to achieve the goal	Throughout 2022	Complaints processed without delay - mindful of Covid impact
<b>Deal with Covid related accumulation of cases in transparent and fair manner</b>	Maintain appropriate administrative resourcing and adjudicator capacity  Work with stakeholders to dispose of cases quickly  Monitor impact of Covid on hearing scheduling and revise plan if required	Throughout 2022	All 2020 cases disposed of (where not delayed by external factors), 2021 cases heard/scheduled, 2022 cases being scheduled with minimum delay <sup>1</sup>
<b>Dispose of “multiple” referrals</b>	Work with parties to identify how best to deal with “multiple” referrals in efficient manner	Throughout 2022	“Multiple” cases disposed of.
<b>Monitor the adjudication “delivery mix”</b>	Monitor and assess most cost-efficient and efficacious manner of disposing of cases	Q3-22	Cost-efficient and efficacious case mix in operation
<b>Timely receipt of concise submissions</b>	Work with stakeholders to obtain co-operation with new non-statutory WRC Guidelines	Throughout 2022	Submissions received in accordance with Guidelines
<b>Produce high quality decisions</b>	Internal Quality Control Review Group will review 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 2022	High quality decisions issue in a timely manner, subject to available resources  Internally and externally recognised and delivered WRC adjudication standard

<sup>1</sup> Some cases “on hands” pre-2020 may not proceed due to parties’ long-term unavailability, jurisprudence awaited from superior Courts, etc.

<b>“Onboard” new Adjudication Officers</b>	New Adjudication Officers certified, trained and operational	Q3-22 onwards	New Adjudications Officers hearing complaints and issuing high quality decisions
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## Inspection and Enforcement Services

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
<b>Promote and enforce compliance with employment law</b>	Risk-based inspections, complaint-based inspections, with other State bodies where appropriate	Throughout 2022	4500 workplace investigations completed
	Prosecute, as appropriate, offences under employment legislation	Throughout 2022	A 90% successful prosecution rate
	Issuing and processing of Compliance (as applicable) <sup>2</sup> and Fixed Payment notices and defend appeals to Compliance Notices	Throughout 2022	Notices issued appropriately and having effect. Appeals defended.
<b>Focused targeting of non-compliant employers, sectors, regions</b>	Risk selection arrangements for inspection to be used for case selection	Throughout 2022	50% of inspections will be focused on high-risk employers and sectors of interest
<b>Enforce awards arising from decisions of Adjudication and Labour Court proceedings</b>	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 2022	Decisions and awards pursued in manner that maximises efficiency and effectiveness
<b>Issue licences and enforce legislation in relation to Employment Agencies and the employment of Young Persons</b>	Licenses processed and issued in an efficient and lawful manner	Throughout 2022	Applications processed within 21 days of receipt

<sup>2</sup> See Labour Court decision (CNN194), Boots Retail (Ireland) Ltd.

<b>Co-operate with other enforcement agencies</b>	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 2022	Successful activities underpinned by legislation and appropriate MoUs. Review and renew, if appropriate, all existing MoUs.
<b>Carry out targeted campaigns in the identified sectors</b>	Campaigns involving both inspection and information carried out effectively and efficiently	Throughout 2022	Positively impact compliance and create/enhance awareness of relevant rights and duties
<b>Support information and education activities to improve compliance generally</b>	Work with Information and Customer Services and other WRC Divisions	Throughout 2022	Provide staff, briefing/guidance material, and relevant expertise
<b>Cooperate with International agencies on areas of mutual interest</b>	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 2022	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
<b>Provide non-directive information on WRC activities generally, employment legislation and redress mechanisms through a variety of delivery formats</b>	Provide a high quality accessible, customer-focused and user-friendly response to telephone, email, white mail and other employment rights enquiries	Throughout 2022	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 2022	Key events identified, targeted message deliver effectively and efficiently
	Use WRC social media platforms to raise awareness of employment legislation, relevant decisions, WRC activities/remit and promote WRC redress mechanisms to the public.	Throughout 2022	Increased awareness of the WRC and its remit/services using social media accounts.  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  Evidentiary links between posts and referrals/contacts
<b>Efficient processing of complaints and applications to the WRC</b>	All complaints processed in a timely and efficient manner and referred to the appropriate redress forum	Throughout 2022	All current complaints processed efficiently with 90% of files created within 10 working days and respondent put on notice
<b>Deliver Outreach and Communications Strategy</b>	Identify WRC activities (including web-based and remote outreach) which can be used to enhance efficiency and effectiveness of WRC generally	Throughout 2022	Increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters

	<p>Initiate and deliver campaigns focussed on identified groups and issues (e.g., equal status and other relevant areas)</p> <p>Prepare bespoke targeted printed guides and templates for employees and employers</p>	<p>End-2022</p> <p>Throughout 2022</p>	<p>Increased awareness of WRC role in this area and rise in relevant referrals to WRC</p> <p>Guides and templates launched and being used and accessed</p>
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## Legal Affairs

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
<b>Provide timely, effective and robust legal advice on all aspects of legal matters before, and involving, the WRC</b>	Provide advice to DG and all Divisions of the WRC so that they are supported.	Throughout 2022	Robust legal services provided to WRC.
<b>WRC legal service operating cost effectively and efficiently</b>	Legal service to be provided with all internal structures, procedures, and business processes operating efficiently  Information flows to and from Legal Division.	Throughout 2022	Legal service fully functional.
<b>Provide appropriate legal training to staff and Adjudication Officers</b>	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 2022	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.
<b>Ensure new AOs and staff in Adjudication Division appropriately supported</b>	Assist with onboarding of new AOs and staff in 2022	Throughout 2022	New AOs inducted and clear understanding of role and resources available to them
<b>WRC Adjudication Diploma 2022</b>	Assist with content and design and deliver training.	Q1-2	Diploma runs successfully to H2
<b>Assist Adjudication Division ensure quality and consistency of output</b>	Facilitate regular quality assurance reviewing issues arising, making recommendations and providing guidance	Throughout 2022	Quality enhanced in line with Workplace Relations (Miscellaneous Provisions) Act 2021 and <i>Zalewski</i>

<b>Assist Adjudication Division applying administration of justice standards</b>	Ensure that policies and practice reflective of new Zalewski ‘administration of justice’ standards	Throughout 2022	Administration of Justice standards embedded in WRC adjudications
<b>Work with DETE to identify legal issues impacting on delivery of WRC’s statutory remit</b>	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 2022 eg around procedural reform, the right to request remote working, paid sick leave, tips, whistleblowing, gender pay gap reporting framework and transparent working conditions amongst others.	Throughout 2022	Issues identified with Department and progressed as appropriate
<b>Assist with reforms of website and complaint form</b>	Contribute to improvement of WRC complaint form system and website structure	Throughout 2022	Revised WRC complaint form in place and website rationalised and content updated
<b>Maintain a specialised database and library facility for Adjudication Officers and WRC staff generally</b>	Ensure appropriate access to relevant external databases and virtual and physical library kept up to date	Throughout 2022	Databases and library in place and fully utilised and AO manual updated in line with new legislation and procedures.
<b>Contribute to keeping stakeholders informed of trends in complaints and decisions</b>	Publish analyses of WRC decisions with particular regard to equality and equal status cases and emerging trends.	Throughout 2022	Commentaries published and Legal Division training provided to external stakeholders.

<p><b>Deepen stakeholder networks domestically, at EU and international level to share best practice</b></p>	<p>Stakeholder engagement</p>	<p>Throughout 2022</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 per the <i>Zalewski</i> ruling.</p>
<p><b>Adjudication Division supported in relation to remote hearings, hybrid hearings, and Covid-related adjustments to WRC services</b></p>	<p>Advise WRC in relation to new procedures and policies around Covid-19, remote and hybrid hearings and other adjustments required to ensure continuity of service, effective remedies, fair procedures and equality law obligations adhered to.</p>	<p>Throughout 2022</p>	<p>Robust, efficient systems in place to ensure WRC can pivot to deal with lockdowns and any new modalities required in light of evolving public health guidelines, providing a safe environment for service users and staff whilst ensuring continuity of service.</p> <p>Due regard had to public sector duty per s.42 IHREC Act 2014</p>

## Corporate, Strategy and Digital Services

<b>Work Programme Objectives</b>	<b>Action/Tasks</b>	<b>Delivery Timeframe</b>	<b>Key Performance Indicators</b>
<b>Maintain robust corporate governance framework in WRC</b>	Oversee and monitor internal standards/policies/procedures	Throughout 2022	Corporate governance in WRC in line with best practice
<b>Ensure WRC carries out statutory functions within budget</b>	Oversee efficient and effective expenditure, monitor service demand and activity levels and liaise regularly with DETE in this regard	Throughout 2022	Work programme achieved consistent with proper utilisation of budget allocation
<b>WRC has functional flexibility</b>	Ensure that the WRC can respond quickly to shifting demand and resource patterns across the full range of its activities.	Throughout 2022	WRC able to respond quickly to Divisional demand spikes and shifting resource patterns
<b>Manage the WRC risk-based strategic, business planning performance culture at all levels of the organisation</b>	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 2022	WRC operating within coherent strategic and business plan framework
<b>Enhance and inform the policy debate on workplace relations developments</b>	In consultation with other Divisions identify areas of policy concern and input to policy formulation	Throughout 2022	Input provided and understood
<b>Maintain and enhance the WRC offices</b>	Work with OPW to ensure that all WRC offices region can facilitate the delivery of all WRC services by Q2	Throughout 2022	Offices fully operational
<b><u>Human Resources</u> Resourcing</b>	Work with DETE HR on staff capacity, succession planning, staff training, staff flexibility and the impact of remote working to ensure appropriate WRC staffing levels with the relevant skillset	Throughout 2022	WRC staffing properly resourced. Business needs and career development needs supported



<b>Employee Development</b>	Work with DE TE HR and other bodies to develop bespoke training for WRC staff.	Ongoing	New training needs identified and commencement of tendering process for a provider
<b>Deliver Certificate in Workplace Adjudication Training</b>	Certificate in Workplace Adjudication Training programme to be rolled out	Q1/Q2-22	Programme Delivered
<b>ICT Maximise the use of ICT</b>	Develop a WRC ICT Strategy 2022-2024	Q3 2022	Strategy developed for 2022-2024
<b>Monitor ICT systems to ensure they facilitate the delivery of efficient and effective WRC services</b>	Review quarterly and update where needed (within budgetary constraints)	Throughout 2022	Easy to use ICT systems working efficiently and effectively
<b>Finalise the build/testing of Industrial Relations Information System (IRIS)</b>	Continue work with DE TE, Codec and internal partners to complete user-friendly case management system for Conciliation	Q2 2022	System operational
<b>e-Complaint form</b>	Develop an e-complaint form	Q2 2022	e-complaint form rolled out
<b>Build Portal</b>	Build and design of portal	Q3 2023	Fully functional portal operational with facility to check status of case
<b>Maximise technology to improve efficiencies and use of resources</b>	WRC will continue the work with DE TE and Consultants to explore the potential uses of process automation in early-stage complaint receipt processing	During 2022	Potential uses identified and VFM business case assessed, with a view to developing a medium-term strategy and early pilot in 2023

<b><u>Data Analytics:</u></b> <b>Use of data analytics solutions to better inform management decision making</b>	Develop further dashboards for Adjudication Service	During 2022	Analytics fully utilised in decision making
	Work with Inspection Risk Modelling Project to assist build of risk IT evaluation system as required	During 2022	Risk Model operational
<b><u>Communications</u></b>	Develop a Communications Strategy to support the business objectives of the WRC	Q1 2022	Strategy developed and approved. Strategy supports the business objectives of Divisions
	In consultation with the relevant Divisions proactively plan, deliver and measure WRC Communications content and campaigns. We will identify and deliver a number of priority campaigns,	Throughout 2022	WRC content is preplanned, published and measured
	Collaborate with DETE and other Government Comms Units	Throughout 2022	Participate in GIS Communications Network
	Utilize Social Media Channels <ul style="list-style-type: none"> <li>• Twitter</li> <li>• LinkedIn</li> <li>• WRC.ie</li> </ul>	Throughout 2022	Twitter, LinkedIn and WRC website all regularly and used to support business plans
<b><u>Digital Media</u></b>	Work with stakeholders to evaluate effectiveness of the website and amend as necessary	Throughout 2022	Website current, relevant and used
	Initiate Customer Service Survey in Q4 for early 2023	Q4-22	Customer Service Survey to be carried out in early 2023
<b><u>Customer Service</u></b>			