

Workplace Relations Commission

Work Programme

2018



WRC

An Coimisiún um Chaidreamh san Áit Oibre
Workplace Relations Commission

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Workplace Relations Commission

Work Programme 2018

Introduction

The core mission of the Workplace Relations Commission (WRC) centres around the promotion and improvement of industrial and employment relations generally, and the maintenance of proper employment standards which, in turn, contributes significantly to the architecture of economic and social development and growth.

In this regard, the collective and specialist services of the Commission play a key role in contributing towards industrial peace, workplace and public service reform, adjudicating on individual disputes and monitoring and enforcing compliance with employment standards across the economy. Since its establishment on 1 October, 2015, the WRC's primary goal has been to deliver on its mission in a manner that is user-friendly, effective and efficient.

Work Programme Requirement

Section 22(1) of the Workplace Relations Act 2015 provides that the Board, after consultation with the Director General, shall prepare and submit to the Minister, a Work Programme of the activities that the Commission intends to carry out in the year to which the Programme relates. Such a Programme must be submitted to the Minister for Business, Enterprise, and Innovation by 1 December every calendar year.

The Commission is staffed by almost 170 permanent employees who are civil servants and part of the staffing establishment of the Department of Business, Enterprise and Innovation. They are supplemented by a further 37 Adjudication Officers who are contracted by the Minister to assist the Adjudication Service on a case-by-case basis.

The internal structure is comprised of five distinct Divisions:

- Conciliation, Facilitation and Mediation,
- Adjudication,
- Inspection, Enforcement, Information and Customer Services,
- Corporate and Advisory, and

- Registrar/Legal Advice

Work Programme 2018

Statement of Strategy 2016-2018

The purpose of the Programme is to ensure that the WRC deploys its staffing and other resources appropriately through activities targeted at achieving the strategic objectives set out in the WRC Strategy Statement 2016-2018, *Workplace Relations: Assisting the Recovery in a Changing and Challenging Environment*.

At its centre, the WRC Strategy focuses on meeting the Government’s fundamental goal of having in place a world-class workplace relations service which is simple to use, independent, effective, impartial and efficient, to provide for workable means of redress and enforcement within a reasonable period and to reduce costs to business.

The Strategy reflects that vision and identifies a range of objectives:

- Consolidating the Workplace Relations Commission
- Achieving an internally and externally recognised WRC culture and brand
- Ensuring robust corporate governance around delivery of services
- Driving value through technology
- Delivering high quality customer service
- Enhancing and expanding the dispute resolution service and delivery
- Developing further and delivering an expert suite of collective and individual dispute resolution services
- Providing fast and efficient current complaint adjudication of the highest quality
- Driving employment legislation compliance through working with employers and, where necessary, robustly prosecuting recalcitrant employers
- Promoting awareness of employment law and becoming the “go-to” service for such information
- Publishing Regular Commentaries/Data on WRC activities and involving stakeholders on operational aspects of the WRC services

Work Programmes 2016 and 2017: Key Outcomes

Progress on delivery on the Strategy has been framed and achieved in the context of Strategy-linked activities and targets set out in the WRC Work Programmes for 2016 and 2017.

For example, the 2016 Work Programme:

- set out the medium-term WRC goals and objectives in the Statement of Strategy 2016-2018,
- put in place robust and corporate governance structures,
- established a new WRC Dublin office and initiated the development of a strategy to embed regionally the full suite of WRC services,
- established and bedded in the new Adjudication service,
- rolled out the revised compliance and enforcement approach framework as provided for in the Workplace Relations Act 2015,
- maintained the high standard of service and outcomes provided by the Conciliation division,
- raised external brand awareness of the role of the WRC in the industrial relations and employment rights landscape, and
- began the process of developing a strong, customer-focused, shared internal WRC culture.

Similarly, the 2017 Work Programme centred on building on the achievements of the first year. In this regard:

- corporate competence through internal capacity building was developed further which was aimed at widening and deepening staff skills sets to enhance and broaden service delivery standards and supply,
- the first public regional office of the WRC was opened,
- a bespoke business-integrated communications strategy was developed and rolled out that has already added significant value in terms of pre- and post-activity publicity, and raised awareness of the WRC role in the industrial relations and employment rights landscape,
- the mediation service was expanded in terms of activity and locations,
- the adjudication service was improved further by way of;
 - standardised hearing procedures,
 - shortened hearing and decision times for current cases,
 - the legacy backlog of industrial relations complaints was virtually eliminated and the employment rights legacy cases were reduced significantly,
- the Inspection and Enforcement Division;
 - developed and initiated the construction of a new content management platform that will deliver considerable efficiencies across the Division,
 - carried out successful targeted campaigns that impacted positively on compliance in particular sectors,

- initiated a novel “outreach” programme aimed at improving awareness among workers and employers in SME’s of employment rights and responsibilities with a view to enhancing compliance rates in those employments generally,
- The Conciliation Service, in addition to dealing with ongoing dispute demand, facilitated the negotiation of a comprehensive public service agreement and a number of very complex and resource-heavy transport disputes. During 2017 some three quarters of a million workers were covered by conciliation agreements and the Sectoral Employment Order process.

These achievements would not have been possible without the commitment and enthusiasm of the staff of the WRC, who have individually and collectively embraced and addressed the challenges that inevitably arise in the establishment of any new organisation, and have been innovative and customer-focused in looking at new ways of working. The support of the relevant Ministers and the Department in terms of resource provision has been critical in providing the internal flexibility required to respond to constantly changing environment within which the WRC operates.

Work Programme 2018: Key Goals

In preparing the Work Programme for 2018 the focus has been on the delivery of all the strategic objectives identified in the Strategy Statement 2016-2018.

More specifically, as envisaged in the Strategy’s three year approach, the WRC focus in 2018 will be to build on the concrete foundations laid in the first two years and to address those strategic goals around enhancing the added value of the WRC in terms of customer service, outreach services, driving efficiencies through technological innovation, and the provision of bespoke training, advice, information and data that will be of assistance to employers, employees, trade unions, and employment rights and industrial relations representatives and practitioners generally.

A number of key issues and objectives have been identified for 2018 and are addressed in the Work Programme 2018.

Extension of Access Rights

It is anticipated that at some point during 2018 all members of An Garda Síochána will come within the broader ambit of the WRC. While the legislative mechanism to achieve this outcome has not yet been agreed, it is accepted by that this initiative will place significant resource strain on all WRC Divisions and that the WRC will require appropriate additional resource allocation. The WRC, across all Divisions, will work with all parties to ensure that the transition to the WRC services is managed

appropriately and, through educative programmes etc. that all parties have the capability to engage with the process efficiently and effectively.

Enhanced Outreach Programme

Over the course of 2017, the WRC developed a bespoke communications strategy to be rolled out incrementally over 2017 and 2018 to deliver the following objectives:

- Achieve increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters,
- Fully market WRC services,
- Promote greater engagement with targeted audiences, stakeholders and the media,
- Deliver bespoke seminars, roadshows, and presentations to stakeholders and target audience,
- Broaden and drive the WRC's value and support through technology

In this regard, the target stakeholders include employees, potential employees including young people and migrant workers, employers and prospective employers, trade unions, employee and employer representative bodies, other stakeholders such as the legal profession, citizen advice centres, human resource professionals, third-level institutions, etc.

In the medium-term this strategy encompasses raising awareness of the WRC and its services through advertising, WRC seminars, exhibiting at relevant events and other seminars, raising media awareness of WRC activities, broadened stakeholder engagement, enhanced website interactivity and full use of embedded visual and audial communication platforms.

During 2018, the WRC will develop further its expertise and activities in this area to ensure the success of the Outreach Programme of providing services to persons who may have limited knowledge of their rights and the associated WRC services, assisting persons who may have difficulty accessing our services, as well as providing information and data that will be of assistance to employers, employees, their representatives and employment rights and industrial relations practitioners generally.

WRC Service Delivery

Since its establishment, the WRC has focused on delivering effectively on its core services: the provision of telephone based and face-to-face complaint mediation, work-based mediation, conciliation, facilitation and advisory services, adjudication on complaints and disputes, the

monitoring of employment conditions to ensure the compliance and enforcement of employment rights legislation, and the provision of information.

The Work Programme for 2018 outlines key challenges and objectives for these services.

Employment Rights/ Equality/ Equal Status Mediation

In cases where claims concerning employment rights breaches or equality breaches and or equal status claims are made, mediation is a crucial component of the suite of services provided by the Commission in the resolution of disputes and is provided for specifically in the Workplace Relations Act 2015. It provides a real opportunity for parties to resolve issues prior to adjudication. The benefits of the mediation service allow for parties to retain direct involvement in forming solutions rather than having a third-party (the Adjudicator) deciding the matter for them.

Over the course of 2017 the WRC carried out over 150 face-to-face pre-adjudication mediations – significantly more than the total in 2016 (69). In addition to extending the provision of mediation in regions during 2018, the WRC will promote its mediation services more broadly during 2018.

This will be achieved through the assignment of appropriate internal resources and by way of a targeted publicity campaign in this regard.

Adjudication

Over the course of 2017 the Adjudication Service made significant progress: 11 additional Adjudicators were recruited which is already having a positive impact on hearing scheduling, the “legacy” caseload was virtually eliminated in terms of industrial relations issues and the majority of employment rights complaints have been dealt with or will be in the very near future, the hearing notification time is now 7 weeks (up from 4 in 2016), stakeholders acknowledge that the overall quality of decisions is of a high standard, and, in similar vein, a policy was agreed, drafted and promulgated to all stakeholders, and published on the website.

Nonetheless, further improvements in service will be delivered over 2018.

While the output quality in terms of Adjudicator decision is very good overall, the Service will work with Adjudicators to ensure that all decisions are robust and are presented in a consistent manner in terms of text and lay-out.

Further progress will be made in terms of the time-frame between the receipt of a complaint to the issuing of the relevant decision. By end-2018, the target time-frame for decisions will be less than 6 months where no postponement requests have been tendered, all submissions/documentation received within time, and where external factors, such as related High Court proceedings, do not have an impact on process times. This represents significant improvement on the status quo that existed prior to the establishment of the WRC where in many instance complainants and respondents experienced a time-frame of greater than two years. This six-month time-frame is viewed as appropriate by the majority of stakeholders as, due to the requirement for submissions, diary availability, etc., an appreciably shorter time-frame may not be feasible or suit the parties overall.

Conciliation

The Conciliation Service plays a crucial role in the functioning of the economy. It is involved directly in private sector wage-setting agreements which establish pay norms that effect company performance, job retention, job creation and influence investment decisions in the medium to long-term. The Service also facilitates the resolution of public sector disputes and assists in national pay-round discussions.

Its success rate in terms of dispute resolution averages over 80 per cent per annum and this will be the target for 2018.

A key challenge for the Conciliation Service will be the absorption of the Garda Síochána into the broader conciliation context. While the challenge for all Divisions will be resource-driven primarily, the Conciliation Service faces an additional challenge in terms of working with prospective users to familiarise them with the process, and to provide educational material and advice in relation to conciliation culture and norms so that all parties obtain the optimum benefit from the transition as quickly as possible.

The WRC will also continue to engage with stakeholders in relation to the discussions around the future absorption of other civil and public servants into the WRC framework.

Inspection and Enforcement

By end-October the Inspection and Enforcement Division had concluded just under 4,000 inspections. This level of inspection activity will continue in 2018.

In addition, the Division will continue its operations in the Fisheries sector which it initiated in 2016, it will complete the Equine sector campaign began in 2017 and will initiate a

specific campaign in the agriculture sector placing particular emphasis on transient employment in the “Market Garden” sub-sector.

As part of the WRC Outreach Programme, the Division will develop and roll out during 2018 an extensive information and education programme in relation to improving compliance generally but with particular emphasis on SMEs and new “start-ups” with regard to the most commonly occurring breaches, e.g. record-keeping, annual leave entitlements, public holiday pay, minimum wage etc.

Advisory

Following a request from the Minister, the Advisory Service, working with the Health and Safety Authority, will review and identify possible improvements that could be made with regard to the efficacy of the two organisations respective Codes of Practice in relation to Bullying and Harassment. It is likely also, that the Code of Practice on Longer Working, developed by the Service, will be published in 2018.

In addition to continuing to deliver its broad suite of services, the Advisory Service will build cross-functional WRC capacity and establish a WRC Training Unit that will enable the Service meet demand over time for enterprise-level “best practice” and remedial training (e.g. workplace procedures, communications, the mediation process, dignity in the workplace, dealing with conflict, etc.).

This will be accompanied by an externally targeted awareness raising programme.

Website

The website in place at the establishment of the WRC has been further developed from one that was difficult to navigate and was primarily an information platform to one that is of more immediate use to WRC service users, e.g. enhanced language translation provision, embedded videos, press releases etc.

These amendments are primarily transitional. As set out in the Work Programme 2017, and in response to stakeholder feedback in this regard, the Commission has been working to develop an interactive, process-driven website which has the capability to deliver better brand recognition, enhance customer service and interaction with the WRC, raise media awareness of WRC activities, and full use of embedded visual and auidial communication platforms.

From early-2018, a reshaped WRC website will deliver simpler and enhanced user experience and will play a key role in the WRC Communications and Outreach Strategies.

Inspection and Conciliation and Mediation Business Applications Support Platforms

During 2018, the Commission will complete the roll out of a new ICT business application to support inspection and compliance operations; a project which was progressed significantly during 2017.

This application, which is being built on the existing CRM Platform, will drive efficiencies, strategy and decision-making through the use of advanced workflow technology, enhanced automation and usability, integration with other solutions and powerful management reporting functionality.

The design, build and deployment of a CRM business application to support Conciliation and Mediation operations will be initiated in early-2018. When this application is deployed, this will mean that the majority of the operations and services of the WRC will be supported by a single ICT platform, replacing the disparate legacy systems that were inherited by the WRC on establishment.

Cross-Functional Multidisciplinary Service Delivery

Building on the WRC Human Resource Policy and the distinctive competence of the staff of the organisation, the WRC will ensure that the staffing resource has the capability to work across its service functions to deliver bespoke company and/or sector interventions and assistance, and to ensure that the WRC has the ability to respond quickly to shifting demand patterns across the full range of its activities. This approach will be utilised to enhance the Advisory Service capability to deliver an increased level of bespoke training and advisory interventions at firm and sectoral level.

This will be particularly important in the context of the WRC Outreach programme and the extension to additional public service workers of access to the WRC.

Regional Offices

The WRC is based in a number of regional locations: Dublin, Carlow, Cork, Shannon, and Sligo.

Because of premises lay-out or size, the full range of services in terms of adjudication, conciliation and mediation is currently only available in the Dublin and Sligo Offices. It is the ambition of the WRC to work with the Office of Public Works to adapt current premises or to locate suitable alternative accommodation so as to provide the full range of services in Shannon and Cork by end-2018, and in Carlow by the following year.

Publications

Over the past two years, the WRC has published commentaries and special reports on key aspects of its activities. During 2018, the WRC will increase its output in this regard and will publish a number of activity and “data mining” commentaries in relation to:

- Inspection and enforcement activity in the equine sector,
- Analyses of employment rights complaints and WRC decisions with particular regard to equality and equal status cases,
- Trends in relation to wage bargaining and key trends in issues underlying industrial relations disputes,
- The Mediation Service: trends and potential benefits for employers and employees.

In addition, the WRC, in conjunction with the Economics and Social Research Institute, will publish in early-2018 a report on current levels of contingent work in Ireland and identify possible future trends in this regard.

Work Programme 2018: Divisional Programmes

Advisory Service

The Advisory Service promotes good practice in the workplace by assisting and advising organisations in all aspects of industrial relations in the workplace.

It provides advice and assistance to employers, employees and trade unions in situations where there is no trade dispute and it helps employers and employees to develop positive working relationships and mechanisms to solve problems.

Its services include:

- preventive mediation, advising on grievance procedures and structural change,
- publishing codes of practice around workplace relations generally,
- facilitating joint management/staff forums to work through issues of mutual concern; for example, workplace change or difficult industrial relations issues,
- providing good practice training workshops on a variety of aspects of the employment relationship including the operation of workplace procedures and, through a facilitative process, can assist organisations to implement them,
- commissioning and publishing research on current industrial relations themes, and
- facilitating management and employee representatives in the resolution of disputes in situations where negotiating arrangements are not in place and where collective bargaining fails to take place.

The WRC offers training on a variety of aspects of the employment relationship, including workplace procedures, communications, the negotiation process, dignity in the workplace and support in the management of workplace change. Such training is tailored to the needs of individual workplaces.

Programmes are delivered both, on a stand-alone basis, or as a module in an organisation’s own training programme. Individual programmes are:

- Developed to suit the particular needs of every organisation and to accommodate the grievance/disciplinary/dispute arrangements in place.
- Designed to meet the needs of front-line managers whose role demands excellent people management skills and a good understanding of workplace conflict prevention and dispute resolution mechanisms.
- Designed to meet the needs of employees and employee representatives whose role demands a good understanding of workplace conflict prevention and dispute resolution mechanisms.

A key focus in 2018 will be the building of cross-functional WRC capacity and establishment of a Training Unit that will enable the Service go some way towards meeting demand for enterprise-level “best practice” and remedial training (e.g. workplace procedures, communications, the mediation process, dignity in the workplace, dealing with conflict, etc.). In this regard, substantial engagement by the Unit with the management and representative bodies of An Garda Síochána will be required.

Also, the Service, working with the Health and Safety Authority, will review and identify possible improvements that could be made with regard to the efficacy of the two organisations respective Codes of Practice in relation to Bullying and Harassment.

In addition, the Service, in conjunction with the Economics and Social Research Institute, will publish in early-2018 a report on current levels of contingent work in Ireland and identify possible future trends in this regard.

Advisory

Work Programme Objectives	Actions/Tasks	Delivery Timeframe	Key Performance Indicators
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 Facilitate voluntary dispute resolution, deliver workplace	Throughout 2018	Effective, tailored programme delivery, high client satisfaction, and improved relations

Expand provision of workplace training	mediation and equality mediation services, 1. Establish and upskill Training Unit 2. Training Unit Operational 3. Develop bespoke training programmes for clients etc.	Q318 Q418 Throughout 2018	Staff identified and trained All Unit staff operational High success rate and customer satisfaction with service
Frequent Users Programme Fully Operational	Engage systematically with Top 10 Frequent Users	Throughout 2018	Consequent reduction in WRC resource allocation arising directly from this initiative
Promote awareness of the WRC and contribute to policy debate	Publish ESRI Report on "Contingent Workers"	Q118	Report published and findings disseminated
Review efficacy of Codes of Practice on Bullying and Harassment	Review with HSA and identify possible initiatives if/where required	Q218	Codes having greater impact

Conciliation, Facilitation and Mediation

Conciliation Service

The Conciliation Service provides a timely delivery of a flexible, responsive service designed to meet the needs of employers and their employees to resolve disputes when they have failed to reach agreement during their own previous negotiations. The substantial majority of cases referred to conciliation are settled. If no agreement is reached then, if the parties wish, the dispute may be referred to the Labour Court.

Conciliation is a voluntary process in which the parties to a dispute agree to avail of a neutral and impartial third party to assist them in resolving their industrial relations differences. The Workplace Relations Commission provides a conciliation service by making available Industrial Relations Officers of the Commission to chair 'conciliation conferences'. These officers are sometimes referred to as 'IROs' or as 'Conciliation Officers'. Conciliation conferences are basically an extension of the process of direct negotiations, with an independent chairperson present to provide advice, steer the discussions and explore possible avenues of settlement in a non-prejudicial fashion. Issues are often complex and require a strong commitment by officers and all parties over a protracted period of time. Participation in the conciliation process is voluntary, and so too are the outcomes. Solutions are reached only by consensus, whether by negotiation and agreements facilitated between the

parties themselves, or by the parties agreeing to settlement terms proposed by the Conciliation Officer.

The Industrial Relations Officer treats as confidential all information received during the course of conciliation.

The conciliation process is informal and non-legalistic in its practice. The parties are free to represent themselves or be represented by trade unions or by employer organisations. The Commission is of the view that the process does not require legal representation of either party at conciliation meetings. The Service in recent years, due to the three Public Service Agreements now has a significant involvement in public service/civil service disputes; a high proportion being on an *ad hoc* basis.

Chairing of Negotiating Fora

As well as the chairing meetings of the National and the individual Sectoral Oversight Groups established under the National Public Service Agreements since 2010, the Conciliation Service also provides Chairpersons to a range of negotiating fora i.e. National Mechanical Contracting Forum, the Electrical Contractors Forum, the Health Service National Joint Council, the Teachers Conciliation Council, the Local Authority National Council, Construction Industry Forum, the Irish Water Consultative Group, as well as others. Officers also Chair all Joint Labour Committees (JLCs).

Education and Training Boards (ETB) and Association of Community and Comprehensive Schools Appeals Procedures

Officers of the Conciliation Service also act as Independent Appeal Officers under the provisions of the Codes of Practice for Dealing with Complaints of Bullying, Harassment, Sexual Harassment and Grievance and Disciplinary procedures within designated education divisions.

A key challenge for the Conciliation Service in 2018 will be the absorption of the Garda Síochána into the broader conciliation context. While the challenge for all Divisions will be resource-driven primarily, the Conciliation Service faces an additional challenge in terms of working with prospective users to familiarise them with the process, and to provide educational material and advice in relation to conciliation culture and norms so that all parties obtain the optimum benefit from the transition as quickly as possible.

In addition, the Service will work closely with the Corporate Division in the design, build and deployment of a CRM business application to support Conciliation and Mediation operations.

Mediation Services

Complaint Mediation

The objective of the Mediation Service is to provide an alternative dispute resolution process to that of a formal adjudication hearing in respect of claims involving breaches of employment and equality rights. It is entirely voluntary and parties can withdraw their consent to continue their involvement in the mediation process and proceed to Adjudication at any stage.

The service is informal in which the Mediator remains neutral and impartial with no power to impose a resolution. The aim of the Mediator is to help parties try to reach a mutually acceptable settlement. Any settlement reached at mediation is legally binding and may be enforced on application to the District Court.

If a complainant or respondent does not wish to use the service, or if the dispute is not resolved by the service, the complaint is sent without delay to the Adjudication Service.

Two approaches to mediation are available to complainants and respondents.

Telephone-Based Mediation

This is a telephone based service operated by the Commission whereby, in certain instances, complainants may be offered assistance where all parties have indicated consent to participate in the mediation process.

Case Resolution Officers of the Service offer quick, neutral and impartial third-party assistance to help resolve disputes through mediation without the need for meeting and the associated costs.

Face to Face Mediation

The nature and complexity of a complaint, and, in particular, an equality-related complaint, informs the WRC on whether to offer face-to-face rather than telephone based mediation.

Furthermore, as an alternative to the telephone based service, parties themselves may seek a face-to-face meeting as part of their acceptance to participate in this process. In all such instances, a mutually convenient meeting will be arranged.

A key challenge for the Service in 2018 will be to maintain the level of mediation offered in 2017, extending the provision of mediation in regions during the year and promoting its mediation services more broadly during 2018.

Workplace Mediation Service

The Workplace Mediation Service provides a tailored response to particular types of issues and disputes emerging in workplaces. It is particularly suitable to address workplace disputes involving individual or small groups who are experiencing interpersonal differences, conflicts and difficulties working together. This service is delivered by a team of mediators drawn from the Conciliation and Advisory Services and is managed by the Conciliation Service.

This confidential service gives employees and employers in dispute an opportunity to work with a mediator to find a mutually agreed solution to the problem. Workplace mediation is a voluntary process provided on an *ad hoc* basis which requires the agreement of both sides to participate in the service and to work towards a solution to the problem.

The aim of the process is to allow each person involved in the dispute the opportunity to be heard and to work with the other party to reach a solution. It is a flexible process which may involve joint meetings or meetings with the mediator alone, depending on the particular situation.

Typically, the types of situations that are dealt with by the Workplace Mediation Service include:

- a working relationship that has broken down, or
- issues arising from a grievance and disciplinary procedure.

If no agreed solution is reached the mediator assists the participants decide how best to proceed.

Conciliation/Early Resolution/Mediation

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Provide timely, effective and efficient Conciliation	Provide conciliation in an appropriate timeframe to facilitate resolution of industrial relations disputes.	As and when required by clients throughout 2018	Maintenance of high success rate in the resolution of industrial relations disputes.

service and ensure demand is met whilst maintaining delivery of all services	Proactively engage with clients to assist in providing assistance in the maintenance of positive industrial relations		
Enhance client usage of relevant mediation services of WRC	Maintain 2017 mediation levels and provide more mediation regionally	Throughout 2018	2017 levels maintained, regional mediation as standard and stakeholder satisfaction high. Cases triaged effectively and efficiently to bring about an overall reduction in numbers advancing to adjudication process in employment rights claims.
Chair and facilitate various different 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 both voluntary and statutory requirements	Throughout 2018	Effective delivery and operation of all issues raised in accordance with protocols and procedures
Ensure effective two-way communication with primary clients	Maintain effective dialogue with key clients in all regions and nationally	At all times during 2018	Effective operation of communication channels maintained
Transition An Garda Siochana into conciliation process	Work closely with prospective users to familiarise them with the process, culture and norms	Q1-Q418	Transition achieved

Adjudication Service

The Adjudication Service investigates disputes, grievances and claims that individuals or small groups of workers make under the employment legislation listed in *Schedule 5* of the Workplace Relations Act 2015 and under a number of other Acts, i.e. equality legislation, the Unfair Dismissals Act, the Redundancy Payments Act, and the Protection of Employees (Employers' Insolvency) Act 1984.

A complaint must be presented within 6 months of the date of the alleged breach of the Act. The time limit for submitting a complaint may be extended by a further 6 months if there was a reasonable cause for the delay.

While the adjudication officer generally conducts an inquiry, the Director General may decide to deal with the complaint by written submissions only, unless either party objects within 42 days of being so informed.

At the inquiry both parties have an opportunity to be heard and present any relevant evidence. The hearings are held in private. The adjudication officer makes a decision in accordance with the relevant law and the decision is given to the parties in writing. Such decisions are published on the internet in a manner that does not identify the parties.

The focus for the Service in 2018 is to with Adjudicators to ensure that all decisions are robust and are presented in a consistent manner in terms of text and lay-out. Further progress will be made in terms of the time-frame between the receipt of a complaint to the issuing of the relevant decision and, by end-2018 the median time-frame for all decisions will be less than 6 months where no postponement requests arise and all submissions/documentation have been received within time.

Adjudication Service

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Time-frame for all decisions will be less than 6 months where no postponement requests arise and all submissions and documentation have been received within time. Deliver high quality decisions	Oversee efficient and effective throughput of cases through registration, hearing and adjudication	Throughout 2018	Target achieved
	Monitor and review quantity and availability of adjudicators to ensure delivery capacity.	Throughout 2018	High quality decisions with a small number of appeals and judicial reviews
	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. In addition, feedback on decisions appealed to the Labour Court will be formalised.	Throughout 2018	Internally and externally recognised and delivered WRC adjudication standard
	Review quarterly and update where needed the Complaints	Throughout 2018	

<p>Ensure ICT system facilitates the delivery of efficient and effective adjudication and mediation services</p>	<p>& Adjudication Solution IT System</p>		<p>Easy to use ICT system working efficiently and effectively</p>
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Inspection and Enforcement Services

Functions

The Inspection and Enforcement Services monitor employment conditions to ensure compliance with and, where necessary, the enforcement of employment rights and employment permits legislation. This includes redress for the employees concerned and payment of any unpaid wages arising from breaches of employment rights.

Inspectors visit places of employment and carry out investigations on behalf of the Commission in order to ensure compliance with employment-related legislation. In certain circumstances, the Labour Court may request that an inspector carry out investigations on its behalf. Such investigations involve, but are not confined to, examining books, records and documents related to the employment, and conducting interviews with current and former employees and employers.

If necessary, inspectors may be accompanied by other inspectors or the Gardaí. Inspectors are also empowered to work in Joint Investigation Units with the Department of Social Protection and the Revenue Commissioners, and to exchange information with these bodies. Where appropriate, the WRC also carries out inspections in tandem with bodies such as An Garda Síochána.

Where breaches of legislation are found, an Inspector may, depending on the section of legislation involved, issue either a Compliance Notice or a Fixed Payment Notice to an employer, or, if the matters are offences under legislation, recommend prosecution of the employer by the WRC. A person who receives a Fixed Payment Notice may, within 42 days of the date of the Notice, make a payment to the Commission of the amount specified in the Notice. If the payment is made within that period, no prosecution will be instituted against that person. However, failure to make payment against a Fixed Payment Notice will cause a prosecution to be instituted by the WRC.

The WRC is empowered under certain employment legislation to bring summary prosecutions against employers who are alleged to be in breach of that legislation.

The Division will focus on maintaining 2017 inspection levels while continuing its operations in the Fisheries sector, it will also complete the campaign in the Equine sector initiated in 2017. A specific

campaign, placing emphasis on transient employment, will also be initiated in the “Market Garden” sub-sector.

The Division will work with the Information Unit as part of WRC’s Outreach Programme to roll out an extensive information and education programme during 2018 with the aim of improving compliance generally but with particular emphasis on SMEs and new “start-ups”. The focus will be on the most commonly occurring breaches, e.g. record-keeping, annual leave entitlements, public holiday pay, minimum wage etc.

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 2018	4000 Inspections concluded incl. 2000 unannounced workplace visits
	Prosecute, as appropriate, offences of non-compliance with employment legislation	Throughout 2018	A 90% successful prosecution rate
	Maintain standard process with regard to and measure effectiveness of issuing and processing of Compliance and Fixed Charge notices	Throughout 2018	Notices issued appropriately and having effect.
	Regular engagement with stakeholders	Throughout 2018	Key stakeholders met at least once yearly
Enforce awards arising from decisions of adjudication and Labour Court proceedings	Press enforcement of decisions and awards arising from decisions of adjudication and Labour Court in relation to adjudication and inspection activity	Throughout 2018	Decisions and awards pursued in manner that maximises efficiency and effectiveness
		Throughout 2018	1000 licences issued

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 2018	Successful activities underpinned by legislation and appropriate MoUs
Co-operate with other enforcement agencies	Facilitate training, staff exchanges, joint inspections and sharing of appropriate data, review MoUs to ensure compliance with GDPR requirements		
Drive value through technology	Complete roll out ERCES system for Division	Q218	New administrative system operating successfully delivering significant resource and processing efficiencies
Carry out targeted campaign in the transient “market garden” sector	Campaign carried out effectively and efficiently	Q1-Q318	Sector inspected effectively, breaches/monies owed identified, compliance largely achieved in sites inspected
Roll out SME and “Start Ups” information and education programme to improve compliance generally	Work with Information Unit to ensure programme is effective and efficient	Q218	Improved compliance rates in these employments by end-2018

Information, Customer Service and Central Processing

The Unit provides information on rights and entitlements under employment legislation and processes and registers complaints and applications to the WRC.

This is done through:

- the provision of information relating to employment rights, equality and industrial relations matters by means of a telephone service manned by experienced Information Officers,
- the design and production of informational booklets, leaflets and other literature relating to employment rights, industrial relations and equality,
- the processing of complaints and applications to the WRC,

- the provision of information to relevant parties regarding the status of complaint and dispute referrals, and
- the management of the Workplace Relations website.

A key focus of the Service will be to build the Outreach and Communications Strategy further to achieve increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters, to fully market the WRC suite of services, and to deliver bespoke seminars, roadshows, and presentations to stakeholders and target audience.

The Division will work with the Inspection and Enforcement Service to roll out during 2018 an extensive information and education programme in relation to improving compliance generally but with particular emphasis on SMEs and new “start-ups” in regard to the most commonly occurring breaches, e.g. record-keeping, annual leave entitlements, public holiday pay, minimum wage etc.

Information, Customer Service and Central Processing

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 2018	90% of queries dealt with at initial query
	Co-ordinate the targeted participation of the WRC employment law seminars, presentations, exhibitions, roadshows	Throughout 2018	Key events identified, targeted message deliver effectively and efficiently
Efficient processing of complaints and applications to the WRC	All complaints processed in a timely and efficient manner and referred to the	Throughout 2018	All current complaints processed efficiently and effectively (this process dealt with over 13,000 specific complaints in 2017)

<p>Roll out the Outreach and Communications Strategy</p>	<p>appropriate redress forum</p> <p>Identify WRC activities and external events that can be used to enhance efficiency and effectiveness of WRC generally</p>	<p>Q218</p>	<p>Increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters, WRC suite of services marketed, bespoke seminars, roadshows, and presentations delivered to stakeholders and target audience</p>
<p>As part of Outreach Strategy roll out SME and “Start Ups” information and education programme to improve compliance generally</p>	<p>Work with Inspection and Enforcement Division to ensure programme is effective and efficient</p>	<p>Q218</p>	<p>Improved compliance rates in these employments by end-2018</p>

Legal Affairs

The Registrar/Director of Legal Services of the WRC provides high quality and timely legal services and advice to the Director General, Management Team, staff and adjudication officers to ensure legally robust procedures and systems are in place throughout all activities of the WRC. This may include sourcing specialist legal advices on specific issues.

Additionally, the Registrar/Director of Legal Services;

- manages all aspects of legal matters that arise from time to time in the context of the operation of the WRC,
- provides legal representation in certain circumstances where appropriate,
- ensures that the legal training needs of all members of staff and adjudication officers are fully met,
- ensures that the Director General and staff are kept informed of relevant legal and legislative developments which impact on the work of the WRC,
- monitors case law of the Superior Courts and the CJEU and informs adjudicator officers and staff of the outcomes where appropriate,
- monitors Labour Courts Appeals and informs adjudicator officers and staff of the outcomes where appropriate,
- provides access to specialised databases and library facility for adjudication officers and staff, and

- is the WRC Data Protection Officer.

The primary objective in 2018, assisted by the assignment of a legal researcher, will be to maintain and improve the legal services generally, and to ensure all staff and adjudication officers are kept up to date on legal developments generally.

In addition, the Division will prepare and publish during 2018, analyses of employment rights complaints and WRC decisions with particular regard to equality and equal status cases.

Registrar/Legal Advisor

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
WRC legal service operating effectively and efficiently	Structures, procedures, and business processes operating efficiently	Throughout 2018	Legal service established and fully functional.
Provide appropriate legal training to staff and adjudicators – legally sound approach to all activities of WRC	Identify training structures, training needs and deliver	Throughout 2018	Training structures in place learning being implemented
Manage legal services used within the WRC	Provide for legal services where appropriate (including panels for legal advice where appropriate)	Throughout 2018	Systems functioning effectively
Manage and provide for timely, effective and robust legal advice on all aspects of legal matters before the WRC	Consider correspondence, provide advice, brief Counsel where necessary, manage case progress and outcome	Throughout 2018	WRC manages legal matters effectively and efficiently.
Maintain a specialised database and library facility for Adjudicators and WRC staff generally	Ensure appropriate access to relevant external databases such as Westlaw, Bailii, etc. develop internal database on all aspects employment and equality law, and establish virtual and physical library	Throughout 2018	Databases and library in place and fully utilised
Set and manage legal costs within budget parameters	Monitor spend on legal costs/identify efficiencies	Throughout 2018	Legal Costs managed effectively, efficiently and within budget
Inform stakeholders of	Publish analyses of employment rights complaints and WRC	Q218 onwards	High quality informative commentaries published

trends in complaints and decisions	decisions with particular regard to equality and equal status cases		
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Corporate Division

The WRC Corporate Division maintains a sound and effective corporate culture and governance framework across the WRC; one in which our employees are familiar with and work together to achieve the WRC Vision and goals.

In this regard, the Division is responsible for the corporate services functions of the WRC, including overall corporate governance, budgets, business planning, risk and information management, human resource strategy and policy, ICT, supporting the work of the Divisions, servicing the Director General and the Board, financial management (including liaison with internal and external auditors) and facilities management in a number of locations (the WRC is the lead tenant in Lansdowne House) and the provision of a shared service arrangement to the WRC and the Labour Court.

In addition, the Corporate Division has the primary liaison function in terms of Departmental operational and policy communications.

The Division has several key goals in 2018:

- The Division will oversee the transition to the new WRC website in early-2018. This website will deliver simpler and enhanced user experience and will play a key role in the WRC Communications and Outreach Strategies.
- The Division will work to ensure that the WRC staffing resource has the capability to work across its service functions to deliver bespoke company and/or sector interventions and assistance, and to ensure that the WRC has the ability to respond quickly to shifting demand patterns across the full range of its activities.
- The Division will work with the Office of Public Works to adapt current WRC regional premises or to locate suitable alternative accommodation so as to be in a position by end-2018 to provide the full range of services in Shannon and Cork and in Carlow by the following year.
- The Division will work with other Divisions to oversee the publication of a number of WRC activity and “data mining” commentaries in relation to:
 - Inspection and enforcement activity in the equine sector,

- Analyses of employment rights complaints and WRC decisions with particular regard to equality and equal status cases,
- Trends in relation to wage bargaining and key trends in issues underlying industrial relations disputes, and
- The Mediation Service: trends and potential benefits for employers and employees.
- The Division, working with the other Divisions of the WRC, will co-ordinate the implementation of the General Data Protection Regulation across the WRC to ensure full compliance by May 2018.

Corporate Division

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 2018	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 DJEI in this regard	Throughout 2018	Work programme achieved consistent with proper utilisation of budget allocation
Appropriate WRC cross-functional capability optimised	Work to ensure that the WRC staffing resource has the capability to work across its service functions as appropriate to deliver bespoke company and/or sector interventions and assistance, and to ensure that the WRC has the ability to respond quickly to shifting demand patterns across the full range of its activities.	Throughout 2018	Appropriate capability established and functioning
Manage the WRC risk-based strategic, business planning performance culture at all levels of the organisation	Assist in deliberation around, and 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 2018	WRC fully operating within coherent strategic and business plan framework
Drive Value through technology	Roll out interactive and process-driven website	Q118	Website delivering clear brand recognition, enhanced customer

<p>Enhance and inform the policy debate on workplace relations developments</p>	<p>Identify areas of policy concern and input to policy formulation</p> <p>Publish Regular Commentaries/Data on WRC activities that contain clear and focused data presentation</p>	<p>Throughout 2018</p>	<p>service and considerable process efficiencies</p> <p>Regular relevant commentaries and reports published</p> <p>Enhanced understanding of WRC activities and services and of how well positioned workplaces are around compliance and best-practice.</p>
<p>WRC services fully regionalised</p>	<p>Work with OPW to ensure all regional WRC offices are capable of facilitating the delivery of all WRC services by mid-2019</p>	<p>Throughout 2018</p>	<p>Suitable regional premises identified and progressed in Shannon and Cork and final specification agreed for Carlow</p>
<p>General Data Protection Regulation Implementation</p>	<p>Co-ordinate the full implementation of the General Data Protection Regulation</p>	<p>May 2018</p>	<p>All Divisions will have ensured that individual regulatory requirements are actioned in time</p>

Workplace Relations Commission Work Programme 2018

Advisory

Work Programme Objectives	Actions/Tasks	Delivery Timeframe	Key Performance Indicators
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 Facilitate voluntary dispute resolution, deliver workplace mediation and equality mediation services,	Throughout 2018	Effective, tailored programme delivery, high client satisfaction, and improved relations
Expand provision of workplace training	1. Establish and upskill Training Unit 2. Training Unit Operational 3. Develop bespoke training programmes for clients etc.	Q318 Q418 Throughout 2018	Staff identified and trained All Unit staff operational High success rate and customer satisfaction with service
Frequent Users Programme Fully Operational	Engage systematically with Top 10 Frequent Users	Throughout 2018	Consequent reduction in WRC resource allocation arising directly from this initiative
Promote awareness of the WRC and contribute to policy debate	Publish ESRI Report on “Contingent Workers”	Q118	Report published and findings disseminated
Review efficacy of Codes of Practice on Bullying and Harassment	Review with HSA and identify possible initiatives if/where required	Q218	Codes having greater impact

Conciliation/Early Resolution/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 clients to assist in providing assistance in the maintenance of positive industrial relations	As and when required by clients throughout 2018	Maintenance of high success rate in the resolution of industrial relations disputes.

Enhance client usage of relevant mediation services of WRC	Maintain 2017 mediation levels and provide more mediation regionally	Throughout 2018	2017 levels maintained, regional mediation as standard and stakeholder satisfaction high. Cases triaged effectively and efficiently to bring about an overall reduction in numbers advancing to adjudication process in employment rights claims.
Chair and facilitate various different 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 both voluntary and statutory requirements	Throughout 2018	Effective delivery and operation of all issues raised in accordance with protocols and procedures
Ensure effective two-way communication with primary clients	Maintain effective dialogue with key clients in all regions and nationally	At all times during 2018	Effective operation of communication channels maintained
Transition An Garda Siochana into conciliation process	Work closely with prospective users to familiarise them with the process, culture and norms	Q1-Q418	Transition achieved

Adjudication Service

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
Time-frame for all decisions will be less than 6 months where no postponement requests arise and all submissions and documentation have been received within time.	Oversee efficient and effective throughput of cases through registration, hearing and adjudication	Throughout 2018	Target achieved
Deliver high quality decisions	Monitor and review quantity and availability of adjudicators to ensure delivery capacity.	Throughout 2018	High quality decisions with a small number of appeals and judicial reviews
	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	Throughout 2018	Internally and externally recognised and delivered WRC adjudication standard

Ensure ICT system facilitates the delivery of efficient and effective adjudication and mediation services	customers of the Adjudication Service. In addition, feedback on decisions appealed to the Labour Court will be formalised. Review quarterly and update where needed the Complaints & Adjudication Solution IT System	Throughout 2018	Easy to use ICT system working efficiently and effectively
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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 2018	4000 Inspections concluded incl. 2000 unannounced workplace visits
	Prosecute, as appropriate, offences of non-compliance with employment legislation	Throughout 2018	A 90% successful prosecution rate
	Maintain standard process with regard to and measure effectiveness of issuing and processing of Compliance and Fixed Charge notices	Throughout 2018	Notices issued appropriately and having effect.
	Regular engagement with stakeholders	Throughout 2018	Key stakeholders met at least once yearly
Enforce awards arising from decisions of adjudication and Labour Court proceedings	Press enforcement of decisions and awards arising from decisions of adjudication and Labour Court in relation to adjudication and inspection activity	Throughout 2018	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	Licences processed and issued in an efficient and lawful manner	Throughout 2018	1000 licences issued
Co-operate with other enforcement agencies	Facilitate training, staff exchanges, joint inspections and sharing of appropriate data, review MoUs to ensure compliance with GDPR requirements	Throughout 2018	Successful activities underpinned by legislation and appropriate MoUs
Drive value through technology	Complete roll out ERCES system for Division	Q218	New administrative system operating successfully delivering significant resource and processing efficiencies
Carry out targeted campaign in the transient “market garden” sector	Campaign carried out effectively and efficiently	Q1-Q318	Sector inspected effectively, breaches/monies owed identified, compliance largely achieved in sites inspected
Roll out SME and “Start Ups” information and education programme to improve compliance generally	Work with Information Unit to ensure programme is effective and efficient	Q218	Improved compliance rates in these employments by end-2018

Information, Customer Service and Central Processing

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 2018	90% of queries dealt with at initial query
	Co-ordinate the targeted participation of the WRC employment law seminars,	Throughout 2018	Key events identified, targeted message deliver effectively and efficiently

Efficient processing of complaints and applications to the WRC	presentations, exhibitions, roadshows All complaints processed in a timely and efficient manner and referred to the appropriate redress forum	Throughout 2018	All current complaints processed efficiently and effectively (this process dealt with some 13,000 specific complaints in 2017)
Roll out the Outreach and Communications Strategy	Identify WRC activities and external events that can be used to enhance efficiency and effectiveness of WRC generally	Q218	Increased awareness and understanding of the WRC, its identity, role and functions, across industrial relations, employment rights, equality and equal status matters, WRC suite of services marketed, bespoke seminars, roadshows, and presentations delivered to stakeholders and target audience
As part of Outreach Strategy roll out SME and “Start Ups” information and education programme to improve compliance generally	Work with Inspection and Enforcement Division to ensure programme is effective and efficient	Q218	Improved compliance rates in these employments by end-2018

Registrar/Legal Advisor

Work Programme Objectives	Action/Tasks	Delivery Timeframe	Key Performance Indicators
WRC legal service operating effectively and efficiently	Structures, procedures, and business processes operating efficiently	Throughout 2018	Legal service established and fully functional.
Provide appropriate legal training to staff and adjudicators – legally sound approach to all activities of WRC	Identify training structures, training needs and deliver	Throughout 2018	Training structures in place learning being implemented
Manage legal services used within the WRC	Provide for legal services where appropriate (including panels for legal advice where appropriate)	Throughout 2018	Systems functioning effectively
Manage and provide for timely, effective and	Consider correspondence, provide advice, brief Counsel	Throughout 2018	

robust legal advice on all aspects of legal matters before the WRC	where necessary, manage case progress and outcome		WRC manages legal matters effectively and efficiently.
Maintain a specialised database and library facility for Adjudicators and WRC staff generally	Ensure appropriate access to relevant external databases such as Westlaw, Bailii, etc. develop internal database on all aspects employment and equality law, and establish virtual and physical library	Throughout 2018	Databases and library in place and fully utilised
Set and manage legal costs within budget parameters	Monitor spend on legal costs/identify efficiencies	Throughout 2018	Legal Costs managed effectively, efficiently and within budget
Inform stakeholders of trends in complaints and decisions	Publish analyses of employment rights complaints and WRC decisions with particular regard to equality and equal status cases	Q218 onwards	High quality informative commentaries published

Corporate Division

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 2018	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 DJEI in this regard	Throughout 2018	Work programme achieved consistent with proper utilisation of budget allocation
Appropriate WRC cross-functional capability optimised	Work to ensure that the WRC staffing resource has the capability to work across its service functions as appropriate to deliver bespoke company and/or sector interventions and assistance, and to ensure that the WRC has the ability to respond quickly to shifting demand patterns across the full range of its activities.	Throughout 2018	Appropriate capability established and functioning
Manage the WRC risk-based strategic, business planning performance	Assist in deliberation around, and implementation of, Board strategy and work programme and roll out via Corporate, Divisional, Unit and personal	Throughout 2018	WRC fully operating within coherent strategic and business plan framework

culture at all levels of the organisation	business plans, measure and take remedial action against risks and report on progress to MC and Board on a regular basis		
Drive Value through technology	Roll out interactive and process-driven website	Q118	Website delivering clear brand recognition, enhanced customer service and considerable process efficiencies
Enhance and inform the policy debate on workplace relations developments	Identify areas of policy concern and input to policy formulation Publish Regular Commentaries/Data on WRC activities that contain clear and focused data presentation	Throughout 2018	Regular relevant commentaries and reports published Enhanced understanding of WRC activities and services and of how well positioned workplaces are around compliance and best-practice.
WRC services fully regionalised	Work with OPW to ensure all regional WRC offices are capable of facilitating the delivery of all WRC services by mid-2019	Throughout 2018	Suitable regional premises identified and progressed in Shannon and Cork and final specification agreed for Carlow
General Data Protection Regulation Implementation	Co-ordinate the full implementation of the General Data Protection Regulation	May 2018	All Divisions will have ensured that individual regulatory requirements are actioned in time