



Government of Western Australia

Department of the Registrar

**Western Australian Industrial
Relations Commission**

**Strategic Plan for
2016 – 2020**

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Part 1 – Introduction

The Department of the Registrar, Western Australian Industrial Relations Commission (the Department), is established under the *Public Sector Management Act 1994*.

The Department was created in 1989, emerging from other Departments, firstly the Crown Law Department in 1964, then the Department of Labour and Industry in 1989.

The Department is one of those few departments, created as a public service department and therefore accountable to the government of the day, but the principal function of which is to support a statutory tribunal, independent of government.

It is with pleasure that I provide you with a copy of the Strategic Plan for the Department. This plan outlines the values and guiding principles by which we operate. It also sets out our vision, mission and objectives, together with the strategies we will use to achieve our objectives.

Definitions

The following definitions are important to the understanding of the Strategic Plan:

Term:	Definition:
The Department	The Department is a public service department established under the <i>Public Sector Management Act 1994</i> and is responsible to the Minister for Commerce. Its primary purpose is to enable the proper functioning of the Western Australian Industrial Relations Commission (WAIRC).
The WAIRC	The WAIRC is an independent quasi-judicial tribunal established under the <i>Industrial Relations Act 1979</i> to deal with industrial matters in the State of Western Australia by conciliation or, if necessary, arbitration. The main objective of the WAIRC is to prevent and settle industrial disputes.

Part 2: Strategic Vision and Directions

Our Purpose:

To support the Western Australian Industrial Relations Commission in providing our community with a means of preventing and resolving conflict in respect to industrial matters;

and

To service the broader community by providing support to tribunals through the provision of a multi-function facility.

Our Vision:

A professional, innovative organisation, continually striving to provide the Western Australian community with a responsive and effective service.

Our Values:

Excellence in Customer Service

We provide a professional, effective and timely service to internal and external customers.

Innovation and Continuous improvement

We are willing to listen and implement new ideas to streamline operations.

Accountability and Integrity

We are honest, open and accountable for our decisions and actions.

Respect and Inclusiveness

- We believe in the equality of all people and treat everyone accordingly.*
- We value diversity and respect others.*

Cooperation and Team Spirit

We collaborate and work together to achieve organisational and personal outcomes.

Key Performance Indicators

While the Department is accountable to government, most of our work is for purposes which are non-accountable to government. However, as the Department is still required to manage government desired outcomes, we have adopted sector-wide priorities which are supported by agency-level outcomes and delivery of services to achieve those outcomes. These are represented in a number of Key Effectiveness / Efficiency Indicators, as per the table below. (Source: Department of the Registrar Annual Report 2015.)

Government Goal	Agency Level Desired Outcome	Services	Key Effectiveness / Efficiency Indicators
Financial and Economic Responsibility Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	The prevention and resolution of industrial relations matters.	Service 1 Support to the Western Australian Industrial Relations Commission and Industrial Magistrates Court.	Key Effectiveness Indicators Timeliness of services; Accuracy and relevance of documentation and information. Key Efficiency Indicator Average cost per application.
		Service 2 Conciliation and Arbitration by the Western Australian Industrial Relations Commission (WAIRC)	The Department does not report on Service 2 which relates to the activities of the WAIRC as an independent Tribunal. The WAIRC relies on the Department to manage and report on its financial affairs. It is not subject to any form of operational control or reporting requirements by either the Department or Government. The WAIRC reports directly to Parliament via an annual report by the Chief Commissioner.

Table 1 – Relationship between Government Goal and Agency Desired Outcomes

In addition to this higher level accountability and the operational goals as identified in our *Strategic Objectives* (see page 8), the CEO Performance Agreement (CEOPA) includes a number of measurable Key Performance Indicators (KPIs):

- Effective administration of operational services to provide optimal support to the Western Australia Industrial Relations Commission, Industrial Magistrates Court, Industrial Appeal Court and the Minister for Commerce. This is achieved by ensuring the Department's operational outcomes are transparent and accountable whilst providing a means to safeguard financial integrity for the State government.

- Deliver knowledgeable and qualified leadership within the Department, to support changes to legislation in WA and changes to the State industrial relations system, in turn potentially affecting functions of the Department.
- The Department has sought to further develop the diversification of its business model. The Department encourages and supports the conference and hearing room facilities being more widely available for private and public sector clients for the conduct of their business. Through promotion of this service, there is also an economic benefit to the Department creating revenue for the hire of facilities reducing our cost of services to the State government.

These KPIs will be further supported by activities at the operational level over the period of the Strategic Plan 2016 – 2020.

Issues & Opportunities

A number of issues and opportunities will affect the growth and success of the Department during the next few years. These include:

Compliance with government policy and legislation

The Department has a good reputation for being responsive and innovative with regard to implementing government policy. A key government policy requiring on-going attention is the Department's contribution to developing a strong economy, principally by supporting the WAIRC in its work to prevent or resolve industrial disputes. As legislative amendments are introduced, the Department will need to establish appropriate processes and mechanisms to give effect to any changes to legislation and ensure the continued effective support of the WAIRC.

Meeting the needs of the community

The Department strives to be professional and responsive in its dealings with all members of the community, informing them of their rights and their options to use the services it provides. Improving the options for people with disability and those from non-English speaking and culturally diverse backgrounds to access its services is an on-going and growing concern which the Department will need to continue to address.

While the Department continues to make significant advances in responding to the industrial relations community, in order to provide the wider public with enhanced customer-focussed services at a lower cost and with greater transparency, the Department will need to ensure the effective use of technology, including adapting technologies. The migration to Cloud services has potential economic and productivity benefits, including more effective service delivery to meet the needs of clients and the community, as well as reduced costs.

There are risks with the implementation of Cloud migration strategies (e.g. protecting the security, integrity and accessibility of data). The Department will need to address governance, risk and policy issues associated with moving to Cloud technology.

Legal, contractual and operational issues will also need to be addressed prior to migration to a host Cloud service provider.

Diversification of the Business Model

Historical changes in legislation have impacted on the WAIRC and its function within the industrial relations system, and consequently on the role of the Department. Changes to operational needs are likely to continue. There is potential for the Department to negotiate to take on related services which are currently being provided by other departments and broaden its capacity to include smaller tribunals. To do this, we will need to continue to develop the business diversification model. Conference and hearing rooms are available to be used more widely by the private and public sectors. The Department will need to move towards marketing strategies of the business model which best promote awareness of the court facilities and infrastructure.

In moving from a singular to a multi-focussed service provider, the Department will need to broaden the collaborations with other similar sized agencies. Whilst we will continue to deliver cost effective and efficient finance and payroll solutions to ensure that our financial and economic responsibilities are being met for government, broadening our clustering arrangements beyond these operational services will bring about cost reductions through efficiencies and shared resources.

Effective succession planning and knowledge transfer

Current economic measures such as the Public Sector Workforce Renewal Strategy provide ongoing challenges for the Department, given our size and the specialisation of some positions. Whilst multi-skilling has been effective, being a small agency, with limited personnel, the Department can only multi-skill to a certain level when faced with the loss of a key resource. In addition, there are a number of planned retirements in the future and there is a real risk of diminishing the collective corporate knowledge and experience.

We will need to look at streamlining our work environment, examining work patterns, methodologies, procedures and documentation around key functional roles as a means of capturing this corporate knowledge. This will be incorporated into ongoing Divisional business plans.

Managing risk for WAIRC in the public arena, and within the Department

The Department provides support to the WAIRC in assisting it to manage risk where the adversarial nature of industrial conflicts means that the WAIRC frequently operates in a potentially highly-charged and media-sensitive atmosphere. The Department manages issues that have the potential to undermine the WAIRC's standing in the community. In addition there are areas of risk within the Department: managing resources: workforce, finances and assets; customer service levels; reputation and public perception; and business continuity. Risk in these areas will be managed on an ongoing basis by maintaining a risk register and reviewing policies, practices and documentation.

Managing change

Several impending changes will continue to have an impact on the Department: legislative changes; changing profile of the WAIRC; diversification of the business model to include broader services and facilities; new financial modelling involving relinquishing floor-space and staged office relocation; and transition to Cloud technology. These changes will impact on business outcomes, day-to-day operations and, in particular, our people. An organisational change management process will ensure we adopt a consultative and supportive approach to managing change. Changes will be implemented through a change management plan and targeted strategies including: development of functional managers in skills to manage change, internal consultation, regular and realistic information dissemination from the Executive and planning for both "knowns" and "unknowns".

Functioning effectively with reduced resources

Within the increasingly stringent budgetary and staffing environment, the Department will be challenged to maintain high standards of court technology, infrastructure and service. Broadening our business model and sharing resources with other agencies will provide opportunities for revenue and leverage which will assist in achieving this outcome.

Strategic Objectives

These are the key drivers in achieving the Department's Purpose and Vision.

1. Best-practice Corporate Governance

- 1.1 Promote the importance of corporate governance.
- 1.2 Review policies and processes to ensure compliance with corporate governance principles.
- 1.3 Encourage information sharing between the business sections to achieve a collective understanding of the Department's activities.
- 1.4 Investigate alternative practices across government and in other organisations to identify opportunities for innovation.

2. A Service-oriented Culture

- 2.1 Engage all staff in reviewing our service to internal and external clients to improve the effectiveness of our service.
- 2.2 Encourage everyone to share positive and negative feedback in relation to service delivery.
- 2.3 Engender a culture of mutual respect for the ideas and contributions of all colleagues and clients.
- 2.4 Adopt a consultative and supportive approach to managing change.

3. A Professional and Engaged Workforce

- 3.1 Identify the required workforce and desired skills mix and develop and employ staff accordingly.
- 3.2 Adopt a flexible recruitment process.
- 3.3 Identify opportunities and remove barriers to employment.
- 3.4 Identify opportunities to utilise existing workforce in new ways.
- 3.5 Identify incentives to retain existing staff.
- 3.6 Implement proactive succession planning.
- 3.7 Train and develop all staff to achieve professional and organisational development goals.

4. Innovation in the Delivery of Responsive and Effective Services

- 4.1 Progressively review all services to enable the Department to more effectively deliver on core business.
- 4.2 Diversify the business model to incorporate new services complementary to core business.
- 4.3 Introduce business methods which complement processes and technology where possible to generate improvements in service delivery.

Part 3: Implementation Plan 2016 – 2020

The tables below provide more detail on the key actions that are necessary to ensure that the strategic objectives are achieved.

Strategic Objective 1: Best-practice Corporate Governance

Key Strategies	How / Targets	Indicators
1.1. Promote the importance of corporate governance.	<ul style="list-style-type: none"> • Incorporate in-house inductions • Source and provide training in public sector governance: <ul style="list-style-type: none"> – Public Sector inductions – Public Interest Disclosure – Accountable and Ethical Decision Making 	<ul style="list-style-type: none"> • All staff trained in relevant areas as part of the corporate training framework.
1.2. Review policies and processes to ensure compliance with corporate governance principles.	<ul style="list-style-type: none"> • Keep in line with legislative and directive changes, PSC / Commissioner's Circulars & Instructions, PS Standards. • Managers to have a regular schedule of review and reminders. 	<ul style="list-style-type: none"> • All policies are regularly reviewed and updated to reflect corporate governance principles.
1.3. Encourage information sharing between the sections to achieve a mutual understanding of the Department's activities.	<ul style="list-style-type: none"> • Continue regular managers' meetings. • Reiterate current processes for disseminating information (e.g. Minutes) and promote same. • Managers to have regular schedule of review and reminders. • Hold regular all-staff meetings. 	<ul style="list-style-type: none"> • Managers' meetings focus on sharing information. • Staff are aware of Departmental activities across sections (as measured through staff surveys). • Regular all-staff meetings are used to communicate information on critical decision-making.
1.4. Investigate alternative practices across government and in other organisations to identify opportunities for innovation.	<ul style="list-style-type: none"> • Promote attendance at public sector and non-government seminars, e.g. IPAA / ANZSOG. • Promote online public sector forums. • Engage with small agencies network. 	<ul style="list-style-type: none"> • Active networking opportunities have been established with other agencies across the sector.

Strategic Objective 2: A Service-oriented Culture

Key Strategies	How / Targets	Indicators
<p>2.1 Engage all staff in reviewing our service to internal and external clients to improve the effectiveness of our service.</p>	<ul style="list-style-type: none"> • Provide opportunities for staff to provide feedback / input; engage them in: <ul style="list-style-type: none"> – Focus groups – In-house surveys – Section meetings – discussion item – Departmental Customer Service Survey – annual • Engage different /new staff in the feedback process (across functions). 	<ul style="list-style-type: none"> • Results of annual Customer Service Survey indicate improved customer satisfaction. • Regular “ideas sharing” notices on Intranet.
<p>2.2 Encourage everyone to share positive and negative feedback in relation to service delivery.</p>	<ul style="list-style-type: none"> • Online, easy access intranet link for staff use. • All-of-staff meetings segment. • General email communication. 	<ul style="list-style-type: none"> • An operational Performance Management System provides the opportunity to share feedback to staff.
<p>2.3 Engender a culture of mutual respect for the ideas and contributions of all colleagues and clients.</p>	<ul style="list-style-type: none"> • Managers and leaders modelling the behaviours that promote and reflect the values of respect and integrity and diversity. • Training managers on Performance Management System. • Training and development for all staff on diversity awareness. 	<ul style="list-style-type: none"> • Staff satisfaction as shown in staff survey. • Managers are meeting their performance requirements under the Performance Management System (Managers).
<p>2.4 Adopt a consultative and supportive approach to managing change.</p>	<ul style="list-style-type: none"> • Implement responsive change management, including development of a change management plan and strategies for implementing change and dealing with the impact of change across different areas. • Develop skills in functional managers for managing change. • Practice effective change management at the executive level. • Access public sector change management protocols. 	<ul style="list-style-type: none"> • Changes are implemented with minimal disruption to operations or people. • Workforce is engaged in new directions, strategies and activities. (Staff satisfaction / organisational climate survey.)

Strategic Objective 3: A Professional and Engaged Workforce (Recruit, develop and retain)

Key Strategies	How / Targets	Indicators
3.1 Identify the required workforce and desired skills mix and develop and employ staff accordingly.	<ul style="list-style-type: none"> • Skills/task audit • Skills gap analysis 	<ul style="list-style-type: none"> • Targets, as established in the Workforce and Diversity Plan, are met and maintained.
3.2 Adopt a flexible recruitment process.	<ul style="list-style-type: none"> • Consult PSC Employment Standards. • Train functional managers in flexible recruitment process. 	<ul style="list-style-type: none"> • Successful recruitment processes – demonstrated by appropriate candidates, timely appointment, best fit to the role and the organisation. • All senior management competent in recruiting with an innovative recruitment process.
3.3 Identify opportunities and remove barriers to employment.	<ul style="list-style-type: none"> • Consult PSC Standards. • Explore alternative areas to advertise, and methods of advertising. • Network with other agencies – see 1.4 	<ul style="list-style-type: none"> • Balanced Workforce and Diversity Plan
3.4 Identify opportunities to utilise existing workforce in new ways.	<ul style="list-style-type: none"> • Cross-skilling • Knowledge sharing (“super-user” information forums; procedures manuals prepared by key position holders). • Mix staff on project teams/committees. 	<ul style="list-style-type: none"> • Increased skill levels across the Department.
3.5 Identify incentives to retain existing staff.	<ul style="list-style-type: none"> • Conduct exit interviews whenever possible: ascertain why people are leaving and what would be an incentive to stay. • Consider flexible work practices on a case by case basis. • Network with other smaller agencies - share their approach. 	<ul style="list-style-type: none"> • Key skilled staff are retained and continue to contribute in a measurable way to the overall success of the Department.
3.6 Implement proactive succession planning to cover gaps.	<ul style="list-style-type: none"> • Maintain a Departmental Succession Plan with <u>input from all managers</u>. • Review Succession Planning Model. 	<ul style="list-style-type: none"> • Successfully implemented succession planning across the Department, in particular middle and upper levels.
3.7 Train and develop all staff to achieve professional and organisational development goals.	<ul style="list-style-type: none"> • Implement the Training and Development Framework linked to Succession Planning. • Review Performance Management System. • Monitor the Performance Management System for development needs identified. 	<ul style="list-style-type: none"> • A fully-operational Performance Management and Staff Development System is maintained.

Strategic Objective 4: Innovation in the Delivery of Responsive and Effective Services

Key Strategies	How / Targets	Indicators
<p>4.1 Progressively review all services to enable the Department to more effectively deliver on core business.</p>	<ul style="list-style-type: none"> • Monitor customer service demand levels. • Implement a business review process in each section. • Conduct risk assessment/evaluation in critical business areas: <ul style="list-style-type: none"> – Financial – Assets – Business continuity – Reputation / public perception • Create/review the Risk Register and maintain through monthly management meetings. • Proactive workforce planning (refer Workforce and Diversity Plan). 	<ul style="list-style-type: none"> • Departmental activities and objectives achieved as per the Annual Report. • Key Efficiency Indicator – lower cost per application. • Meeting financial and KPI targets as per budget. • Reduced net cost of service whilst still maintaining high service delivery outcomes. (Refer Customer Service Survey.) • Organisational risks are identified, evaluated and controlled or mitigated.
<p>4.2 Diversify the business model to incorporate new services complementary to core business.</p>	<ul style="list-style-type: none"> • Workshop “Court Facilities Promotion Options” to determine future directions / actions. • Incorporate Strategic Asset Management Planning. • Network with other small agencies for “lessons learnt” and successful models / strategies. 	<ul style="list-style-type: none"> • Successful implementation of new, complementary services, with minimal disruption to Department activities and core business.
<p>4.3 Introduce complementary business methods, processes and technology – where possible – to generate improvements in service delivery.</p>	<ul style="list-style-type: none"> • Investigate and evaluate complementary methods, processes and technology across all areas of the business. 	<ul style="list-style-type: none"> • Successful implementation of innovative methods with minimal disruption to Department activities and services.