

A woman with blonde hair tied back, wearing a grey scarf and a black top, is smiling and looking to her right. She is holding a brochure or magazine that features the text 'UNITE COURT UIN'. The background is a modern office hallway with glass walls and framed posters on the wall.

Section 4: Opportunities and challenges

- 68 Opportunity and accessibility
- 70 Equality and inclusion
- 71 Safety, health and wellbeing
- 72 Agency challenges
- 73 Information technology initiatives



Opportunity and accessibility

Workforce development

The following initiatives are aligned with, and contribute to, WorkCover WA strategic goal:
3 - Agile and innovative organisation

Employee capability

WorkCover WA invests in building the capability of staff. Professional development strategies are identified through the Performance Development Agreement (PDA) process. Refer to page 69 for more details on the PDA process.

Blended Learning Program

WorkCover WA's 'blended learning' approach to staff development aims to build the competency of staff through learning plans that are specific and tailored to the individual. The approach is based on a philosophy that a balance of differing options including on-the-job learning, learning from other staff and structured formal programs is the most effective method to build staff skills and competency.

The blended learning approach has now been embedded into the agency staff development methodology. Staff predominantly attain skills enhancement opportunities through accessing a library of online courses or through work experience placements.

Staff training

In 2017/18, WorkCover WA staff attended external training on courses including:

- Certificate IV in Government Investigations
- Public Sector Graduate Development Program
- Leadership and Management Coaching
- Adobe InDesign
- Injury Management
- Equal Employment Opportunity Law.

During the year staff also attended in-house training programs on:

- Mental Health First Aid for Managers
- Manual Handling
- Accountable and Ethical Decision Making
- Fire Warden Training.

Online learning

In 2016/17, the blended learning strategy was enhanced through a pilot program using an online learning platform. This allowed staff to access a library of learning and development resources at their own workstations during working hours. Access to online training replaced most of the traditional training accessed by staff and provided a 'learn-as the need-arises' approach to staff learning.

The intention of utilising the pilot was to evaluate the engagement and effectiveness of an online learning directory and support blended learning strategies. The trial implementation was successful with staff undertaking online learning on an as needs basis.

Since launching in April 2017, WorkCover WA staff:

- completed 294 online courses
- watched 1,094 educational videos
- completed 675 hours of online training.

The top three courses completed by staff covered topics including communication skills, writing in plain English and Microsoft Excel.

WorkCover WA has commenced implementation of a long term program of online learning which is integrated with our online Human Resources Information System. Implementation of the new online system commenced in January with completion due later in 2018.



Employee development

Performance Development Agreement process

WorkCover WA's employee development process is facilitated through its performance development agreement (PDA) system. Through the PDA process, all staff participate in two formal meetings with their supervisor each year to discuss performance, provide feedback, and develop action plans to improve performance and/or capability.

Performance and competency development

A review of the existing performance management system was undertaken and, coupled with results from past audits, identified a need to implement an online performance management system.

In 2017/18, WorkCover WA scoped the requirements for an online system and engaged a service provider to ensure readiness for implementation. The new system will reduce the administrative burden emanating from paper-based performance managing, and will allow for automated reminders and improved access to historical performance reviews.

The online system will be launched next financial year.

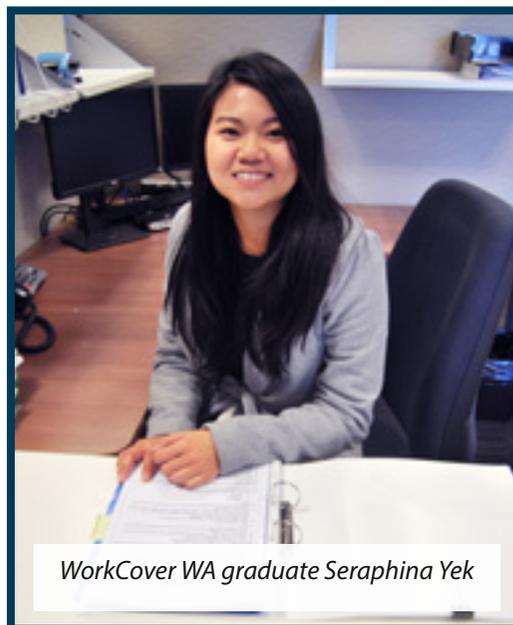
Attraction and retention

Graduate Program

The 2017/18 graduate program sought graduates to perform dedicated roles within the Agency compatible with their qualifications and employment aspirations. This is a continuation of the approach adopted last financial year.

One graduate commenced in February 2018 to undertake a dedicated role in the Business Intelligence Branch. In addition to the core responsibility of her position, the graduate also participated in the Graduate Development Program sponsored by the Public Sector Commission (PSC).

The two graduates recruited in January 2017 successfully completed the PSC Graduate Development Program this financial year.



WorkCover WA graduate Seraphina Yek

Innovative recruitment

The Innovative Recruitment Strategy reviewed current WorkCover WA attraction, selection and assessment practices to identify improvements and enhance talent attraction and retention.

In 2017/18, WorkCover WA implemented revised recruitment, selection and assessment methods, including:

- improving the Careers page on the WorkCover WA website
- integrating context statements into selection criteria
- utilising free-form interview questions
- increasing adoption of personality testing.

The Innovative Recruitment Strategy is now part of WorkCover WA's mainstream recruitment and selection process.

Careers page

In October 2017, a new Careers page was launched on workcover.wa.gov.au that is easier to navigate and more attractive to applicants seeking employment with WorkCover WA.

The new Careers page is an education source for prospective jobseekers, and contains information on the benefits of working with our Agency. The page also includes current staff profiles to provide applicants with an idea of the work undertaken by Agency staff.



Equality and inclusion

The following initiatives are aligned with, and contribute to, WorkCover WA strategic goal:
3 - Agile and innovative organisation

Disability Access and Inclusion Plan

Through the implementation of its Disability Access and Inclusion Plan (the Plan), WorkCover WA recognises and commits to the inclusion of people with disability (both internal and external to the Agency) by ensuring they have appropriate access to our facilities and services.

WorkCover WA's Equity and Diversity Committee meets quarterly and is responsible for delivery of the initiatives included in the Plan. Further information about the Committee can be found on page 24.

During the year, WorkCover WA utilised the website and intranet to promote the commitment contained within the Plan to people with disability, internal staff and external contractors.

Specific initiatives arising from the Plan in 2017/18 include:

- intranet articles promoting Disability Awareness Week and Mental Health Week

- Mental Health Safety Training for supervisory staff
- commencement of a project to ensure improved accessibility to WorkCover WA publications
- completion of an audit to identify staff requiring physical assistance during emergency evacuations.

Reconciliation Action Plan

WorkCover WA has a Reconciliation Action Plan to raise awareness about the culture and values of Aboriginal and Torres Strait Islander Australians.

Reconciliation Action Plan initiatives completed in 2017/18, included:

- intranet articles promoting and celebrating NAIDOC Week and National Reconciliation Week
- cultural awareness training provided to new staff
- regular monitoring of actions by the Equity and Diversity Committee
- increased engagement with Aboriginal and Torres Strait Islander businesses on the procurement of goods and services.

A review of the 2015–2018 Reconciliation Action Plan has been initiated with a view to finalising the new Plan by the first quarter of 2018/19.

Traineeship program

Primarily targeted at youth under the age of 25, WorkCover WA's traineeship program also emphasises engagement with young Aboriginal and Torres Strait Islander Australians.

Trainees are supported in completing a Certificate III in Government while undertaking a range of work placements across the Agency. This arrangement provides trainees with skills and experience to enable them to be 'job ready' and skilled for future employment opportunities.

During 2017/18, WorkCover WA engaged one new trainee. A previous trainee completed a Certificate III in Government and has commenced a Certificate IV in Business. The trainee has been engaged on a contract basis since completing her traineeship in September 2017.



Lauren Gillbanks successfully completed her traineeship in September 2017



Safety, health and wellbeing

The following initiatives are aligned with, and contribute to, WorkCover WA strategic goal:

3 - Agile and innovative organisation

Occupational Safety and Health Management Plan

The OSH Management Plan 2018–2020 (the Plan) ensures a systematic and consistent approach is adopted towards OSH management and allows WorkCover WA greater transparency and accountability in its management of OSH.

The OSH Management Plan ensures our documented OSH requirements, management processes and other activities proactively contribute to improving and maintaining positive OSH outcomes. The content of the OSH Management Plan reflects the requirements of the *OSH Act 1984*, the *OSH Regulations 1996*, the Public Sector Occupational Safety and Health Code of Practice 2007 and the WorkSafe Plan 2014.

OSH policies and practices are communicated to staff through an online induction program and on the intranet. Online OSH training is a requirement for all employees and managers. WorkCover WA's current OSH policies and procedures are available to stakeholders through the OSH manual and on the WorkCover WA website. Managers and supervisors also communicate OSH expectations and discuss OSH matters with staff at team meetings.

An audit of the Plan against the WorkSafe Plan assessment tool was completed in May 2018. WorkCover WA was found to have a strong safety culture, evidenced by a 0% incident rate for the past three years and feedback from staff. This resulted in the Agency's receipt of a WorkSafe Plan Gold Certificate of Achievement. Further identified improvement opportunities have been prioritised and scheduled.

For information on the Occupational Safety and Health Committee go to page 25 of this report.

Health and wellness

WorkCover WA supports and contributes to the health and wellbeing of its employees by offering a Health and Wellness Program (the Program).

In 2017/18, the Program offered a range of wellness initiatives to staff including:

- healthy heart checks
- skin cancer screening
- flu vaccinations
- free on-site gym

- 'lunch and learn' sessions on topics including:
 - Nourish your body to reduce stress
 - How to unplug and recharge.

A health and wellness survey was conducted in 2017/18 seeking staff feedback on current initiatives and new ideas WorkCover WA can offer as part of the Program. The survey found:

- approximately 96 percent of staff are motivated to participate in initiatives to improve their overall health
- there was considerable interest from staff to improve their physical and mental wellbeing
- the majority of respondents cited a lack of time as the reason for not being more physically active
- 74 percent of respondents indicated they receive sufficient health and wellness information within the workplace.

In October 2017, 18 WorkCover WA managers completed an AMA accredited Mental Health Safety Training course. Managers learnt about the stigma, organisational factors and common types of mental illnesses. The training helped managers understand the important role they play in raising awareness of mental health conditions and reducing mental health issues within the workplace.



Health and wellness champions

In 2017/18, seven WorkCover WA staff members were appointed as health and wellness champions. The champions meet every three months and brainstorm health and wellness initiatives for our Agency.

This year, the champions have assisted with monthly health and wellness intranet articles and 'lunch and learn' sessions. The champions are also responsible for updating a dedicated 'Health and wellness' page on the intranet which contains links to healthy recipes and low cost health related events across Perth.



Agency challenges

Strategic management of the scheme

There are a number of current and future technological, demographical and economic challenges to the workers' compensation and injury management scheme (the scheme). WorkCover WA continues to monitor and manage these as strategic issues.

Refer to 'Strategic planning' on page 18 in *Section 1: Agency in focus* for a description of the *WorkCover WA 2015 – 2018 Strategic Plan* and for details of the Strategic Initiatives which aim to proactively and strategically address scheme challenges on a short and long term basis.

Electronic Document and Records Management System

WorkCover WA is committed to best practice recordkeeping to ensure effective and efficient use of information, and maintain compliance with the *State Records Act 2000*.

Following an upgrade of our electronic document records management system (EDRMS), activities in 2017/18 focussed on reducing the storage of hard copy records and migration of historical records stored on network drives.

WorkCover WA has also made significant progress on digitising important historical scheme records, especially those on deteriorating microfiche media. All microfiche records have now been preserved and scanned using optical recognition software and are in the process of being imported into the EDRMS, allowing these records to be easily accessible and searchable.

Risk Management Framework

In accordance with the Public Sector Commissioner's (PSC) Circular 2015-03 and Treasurer's Instruction 825, all public sector bodies must practise risk management, regularly undertake a structured risk assessment process to identify the risks facing the organisation, be able to demonstrate the management of risks and, where appropriate, have business continuity plans to ensure they can respond to and recover from any business disruption.

This year the Agency continued to build on its risk management advancements by:

- regularly reviewing strategic and operational risks. This ensures full consideration is given to high level strategic risks associated with long-term organisational objectives and operational controls which address Agency threats or opportunities on a day to day business level
- continuing to refine the Enterprise Risk Management Framework by measuring, monitoring and reporting on key risk indicators



- maintaining a project management system which incorporates the management of project risks
- reviewing and updating the Enterprise Risk Management Framework Guide to ensure ongoing compliance with the Australian Standard for Risk Management (AS/NZS ISO 31000: 2009) and Western Australian Government requirements
- ensuring relevant ongoing management oversight by the Corporate Executive through regular meetings of the Risk Management Review Group
- bi-annual reporting of strategic and significant operational risks to the Agency's Audit and Risk Management Committee and the Board.

Review of corporate policies and procedures

The following policies were reviewed in 2017/18:

- Information Technology (IT) Policy Manual
- Internal Audit Charter
- Records Management Policy
- Risk Management Policy.

A report on gifts and benefits received was also considered by the Corporate Executive.

Project Management Tool

WorkCover WA has developed a project information capture and reporting solution.

The solution facilitates the collection and maintenance of project management data in order to:

- provide updates on WorkCover WA's Strategic and Divisional Projects to ensure visibility and oversight
- support Board and Corporate Executive project reporting requirements
- assist with the management of projects
- support the Digital First strategic initiative.



Information technology initiatives

IT Strategic Plan 2016–2021

The *IT Strategic Plan 2016–2021* was implemented in May 2016. A further review of the IT Plan was undertaken in October 2016 to more closely align the plan to the Agency's annual planning and budgeting cycle.

The revised *IT Plan 2016–2021* incorporates planning, design and analysis for all IT projects. It also features significant business involvement to ensure innovation and organisational change projects are delivered more effectively and continue to align with the overarching Digital First Program.

The IT Plan is undergoing review concurrently with the Agency's *Strategic Plan 2018–2021* to ensure continued alignment to business initiatives and whole of government Information and Communication Technology (ICT) strategy. Key features of the IT Plan include:

- division of projects into workloads that maximise use of available internal resources
- planning for the transition to cloud based services
- ongoing technology refresh projects to maintain a contemporary application development environment.

IT projects

Cloud backup

During 2016/17, WorkCover WA undertook a review of current disaster recovery capabilities and recommended that improvements be made. The first phase of these improvements was to implement a cloud-based backup solution intended to replace existing backup to tape.

In 2017/18, a cloud-based backup solution was successfully implemented. In accordance with advice issued by the Office of the Chief Information Officer, the backup is hosted by an approved GovNext service provider.

A follow-on project to scope a disaster recovery solution using the cloud backup is planned for next financial year.

Microsoft Security Audit

Following advice from the Office of the Government Chief Information Officer in June 2017 regarding a global ransomware outbreak, WorkCover WA engaged external experts to conduct a Microsoft Security Audit. The objective of the audit was to identify security risks in our IT environment.

The audit reported that, overall, WorkCover WA's IT team is working effectively at managing the environment and follows vendor-recommended security best practice. This ensures WorkCover WA's systems and data are protected against known security threats. The initiative was completed and WorkCover WA addressed the minor audit recommendations.

Phone network upgrade

In 2017/18, WorkCover WA upgraded its phone network to facilitate transition to a cloud-based solution over the next few years. The ongoing program to upgrade to IP handsets is scheduled to be completed by December 2018. The project maximised the current investment in licencing and removed the risks associated with component failure. The solution will ultimately provide a full featured GovNext IP communications platform.

