Section 4

Opportunities and challenges

Opportunity and accessibility

Workforce development

The following initiatives are aligned with WorkCover WA strategic goal
3 – People, Culture and Systems

The following initiatives are aligned with Government Goal
Future Jobs and Skills

Initiatives in this section reflect WorkCover WA's efforts to support skills development of all current and future staff through both internal and external training and the Performance Pathway process.

Staff capability

WorkCover WA invests in building the capability of staff through the Performance Pathway process, which identifies strategies for professional development and growth. Refer to 'Staff development' for more information about the Performance Pathway process.

Staff training

In 2018/19, staff attended external training in:

- the Public Sector Commission's Graduate Development Program
- effective communication
- decision-making and writing reasons
- communication for business
- public speaking.

Staff also attended in-house sessions in:

- manual handling
- fire warden training
- accountable and ethical decision making
- dealing with aggressive clients
- lunch 'n' learn sessions about mindfulness and superannuation planning
- cultural awareness
- occupational safety and health (OSH)
- CV and interview preparation.

Courses for individual staff are identified during performance review meetings and endorsed by managers to ensure time is allocated to complete the training.

Online learning

WorkCover WA's Development Hub, an online program for learning and performance development, was finalised and implemented in August 2018.

WorkCover WA staff can now access a library of learning and development resources at their own workstations during work hours. Online training has replaced most of the traditional training accessed by staff and provides a 'learn as the need arises' approach.

Since the Development Hub's inception, WorkCover WA staff have completed 380 online courses which equates to 540 hours of online training.

Refer to Case study 4: Development Hub for more information.

Table 10: Total hours of internal and external staff training in 2018/19	
Training hours in total	1,035
Training hours per staff member	7

Staff development

Performance Pathway process

In the past staff were required to complete two formal Performance Development Agreement (PDA) discussions per year in February and August. In 2018/19 the Corporate Executive agreed to reduce the number of discussions required between staff and their managers to one per year in August in line with requirements from the Public Sector Commission. The PDA was also renamed the 'Performance Pathway' to allow for a more positive association with staff performance. These changes have resulted in a more in-depth and meaningful performance review and given staff time to complete longer term objectives.

Case study 4: Development Hub

This case study highlights WorkCover WA's efforts to:

- build on the capability of our people, culture and systems

- encourage ongoing professional and skills development

- streamline, simplify and digitise existing processes.

In August 2018, the Human Resources team implemented a new performance review system called the Development Hub (the Hub).

The Hub aims to facilitate a simple, innovative and collaborative approach to performance development between staff and management on an annual basis.

Previously, staff encountered issues tracking past objectives and determining if they had been met due to difficulty accessing previous performance agreements.

To mitigate these issues, the Hub acts as a 'one-stop shop' for staff and provides easy access to:

- current and previous performance and development plans

- training records

- learning calendars

- online training

- external training requests.

A training session was conducted by the Human Resources team in July 2018 for all staff to explain the Hub and demonstrate its functionalities.

Staff and their managers can now easily retrieve past reviews and performance objectives to determine new goals and development plans and update them as goals are completed or amended throughout the year.

The Hub has also reduced the administrative overhead of using a paper-based system and resulted in an increased performance agreement completion rate from staff and management.

The Hub has been well received by staff.

Case study takeaways:

- *The Hub was implemented to facilitate a simple and innovative approach to performance development*

- *It provides an opportunity for staff and management to work more collaboratively on performance management*

- *The Hub has resulted in an increased performance agreement completion rate and been well received by staff.*

Attraction and retention

Graduate program

The 2018/19 graduate program sought to recruit one graduate to perform a dedicated role within the Agency's Finance team.

The graduate commenced in February 2019 and, in addition to the responsibility of his position, is currently participating in the Graduate Development Program, sponsored and facilitated by the Public Sector Commission.

The graduate recruited in 2017/18 in the Business Intelligence Services team successfully completed the Public Sector Commission's Graduate Development Program in December 2018 and has been engaged on a contract basis since completing the graduate program.

Innovative recruitment

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

In 2018/19, innovative recruitment methods included:

- greater scrutiny of and reduction in the number of long and confusing selection criteria

- personality profile assessments for all applicants deemed suitable for appointment

- practical testing as part of the interview process

- inclusion of a Human Resources team member on each selection panel.

The Human Resources team is scheduled to review employment procedures in 2019/20 and will incorporate aspects of the Innovative Recruitment Strategy into the amended document.

Equality and inclusion

The following initiatives are aligned with WorkCover WA strategic goal

3 – People, Culture and Systems

The following initiatives are aligned with Government Goal

Strong Communities

Initiatives in this section reflect WorkCover WA's efforts to ensure a supportive community for all Western Australians to provide them with opportunities and enable them to thrive.

Disability Access and Inclusion Plan

Through the implementation of a Disability Access and Inclusion Plan (the Plan), WorkCover WA recognises and commits to the inclusion of people with a 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 the delivery of initiatives included in the Plan. Further information about the Equity and Diversity Committee is available on page 25.

Initiatives implemented from the Plan in 2018/19 include:

- an audit of the WorkCover WA premises against the equity and dignity provisions of the *Disability Discrimination Act 1992*

- commencement of a project to develop a WorkCover WA Disability Access and Inclusion Action Plan, which will contain specific activities and objectives contributing to the achievement of high-level strategies currently in the Disability Access and Inclusion Plan

- intranet articles promoting Disability Awareness Week and Mental Health Week

- an ongoing project to ensure improved accessibility to WorkCover WA publications.

Reconciliation Strategy

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

The Reconciliation Strategy was reviewed and updated in 2018/19. Initiatives completed include:

- engagement of an Aboriginal trainee to complete a 12 month traineeship with WorkCover WA

- intranet articles promoting and celebrating NAIDOC Week and National Reconciliation Week

- cultural awareness training for 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.

The updated Reconciliation Strategy will continue to build on these initiatives.

Traineeship program

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

Trainees are supported to complete a Certificate III in Government while undertaking work placement across a range of areas at WorkCover WA. This arrangement helps to make trainees 'job ready' and skilled for future employment and opportunities.

In 2018/19, WorkCover WA utilised services provided through the Wirrapanda Foundation to recruit a trainee. The trainee is currently completing a Certificate III in Government.

Safety, health and wellbeing

The following initiatives are aligned with WorkCover WA strategic goal

3 – People, Culture and Systems

The following initiatives are aligned with Government Goal

Strong Communities

Initiatives in this section reflect efforts to provide WorkCover WA staff with a safe, supportive and healthy work environment.

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 Plan is endorsed by the Corporate Executive and the ongoing administration and implementation of objectives in the Plan is carried out by the OSH Committee.

The Plan ensures documented OSH requirements, management processes and other activities proactively contribute to improving and maintaining positive OSH outcomes.

The content of the Plan reflects 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.

Ongoing requirements from the Plan met in 2018/19 include:

- communicating OSH policies and practices to staff

- making OSH policies and practices available through the OSH Manual and WorkCover WA website

- ensuring all staff and managers have completed online OSH training

- discussing OSH matters and expectations with staff at team meetings.

WorkCover WA also acknowledged National Safe Work Month in October 2018 by creating six 'sit and stand' workstations throughout the Agency. The stations have been utilised and well received by staff and highlight the Agency's commitment to reducing sedentary work practices.

To ensure a hazard free environment and compliance with relevant legislation, the OSH representatives conducted quarterly inspections of the WorkCover WA premises in 2018/19.

Health and wellness

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

In 2018/19, the Program offered a range of wellness initiatives to staff, including:

- healthy heart checks

- skin cancer screenings

- flu vaccinations

- free on-site gym

- healthy snack stations

- lunch 'n' learn sessions on topics including:

  - mindfulness

  - nutrition and gut health

  - gym exercise tutorials and demonstrations.

A health and wellness survey was conducted in 2017/18 seeking feedback on the current Program and suggestions for improvement.

In response to the findings, the following strategies were recommended and implemented in 2018/19:

- fitness programs, including guides to using gym equipment, were purchased for staff to use

- lunch 'n' learn sessions on a variety of health and wellness topics, such as nutrition and work-related stress, will continue

- healthy snacks will continue to be provided for staff to purchase.

Another health and wellness survey will be conducted in 2019/20.

Health and Wellness Champions

WorkCover WA appoints staff representatives as Health and Wellness Champions to brainstorm health and wellness initiatives for our Agency.

In 2018/19, the Champions assisted with publishing health and wellness intranet articles and promoting lunch 'n' learn sessions to staff about topics including mindfulness and nutrition.

Agency challenges

The following initiatives are aligned with WorkCover WA strategic goal

1 – Strategic Scheme Management

The following initiatives are aligned with Government Goal

Sustainable Finances

WorkCover WA is committed to addressing challenges and issues impacting the Western Australian workers' compensation and injury management scheme to ensure the best possible service delivery. The initiatives in this section are indicative of the Agency's efforts to achieving this Government Goal.

Strategic management of the scheme

There are a number of current and future technological, demographic and economic challenges faced by the Western Australian workers' compensation and injury management scheme (the WA scheme) including the constantly evolving mix of industry types and ways of working, the impact of increasing automation and the effects of an ageing workforce.

WorkCover WA's Strategic Initiatives aim to proactively and strategically address scheme challenges on a short and long-term basis. More information about WorkCover WA's Strategic Initiatives is available on page 21.

Workforce Capability Review – Future of Work

A research project was undertaken in 2018/19 to examine issues facing WorkCover WA as we move to an increasingly digital environment. The research indicated the Agency will need to adopt new strategies in relation to a range of issues to ensure we can meet emerging future demands. These issues include recruitment, retention, staff training and development.

A framework has been developed outlining the Agency's proposed approach to the issues identified in this project and key priority areas have been identified for 2019/20.

Information security

With an increasing focus on information security, WorkCover WA has addressed a number of best practice security recommendations from the Western Australian (WA) Office of Digital Government (ODG), including:

- regularly updating patching of applications and operating systems

- blocking Microsoft Office macros

- managing administrative privileges

- ensuring appropriate backup retention timeframes.

WorkCover WA monitors computer security incidents as notified by the ODG and has developed a guide to assist with response to and recovery from a computer security incident involving WorkCover WA's systems.

Electronic Document 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.*

Further electronic document records management system (EDRMS) upgrades were undertaken in 2018/19. WorkCover WA is now utilising the most current version of its EDRMS, which provides access to the latest features and functionalities such as document workflows. A records destruction workflow and Ministerial workflow has also been implemented, which enables completely paperless and efficient processes.

Significant progress has also been made on migration of historical records stored on network drives, with the number of documents stored on network drives continuing to reduce at a steady pace. Within the next 12 months, this migration should be complete and all records moved to the EDRMS.

A significant number of digitised historical scheme records have also been imported into the EDRMS with metadata for easy searching and accessibility. This has enabled WorkCover WA to provide a significantly faster turnaround on Freedom of Information (FOI) requests and Insurer Liability requests, which previously required time-consuming searches of hardcopy paper files. This work will continue in 2019/20.

Risk Management Framework

In accordance with the Public Sector Commissioner's 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 to ensure high-level strategic risks associated with long-term organisational objectives are fully considered

- 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 ISO 31000) and State Government requirements

- ensuring relevant ongoing management oversight by the Corporate Executive through regular meetings of the Risk Management Review Group

- quarterly reviews of key risk indicators and annual reporting of strategic and significant operational risks to the Agency's Audit and Risk Management Committee and the WorkCover WA Board (the Board)

- ensuring the Agency's electronic risk management system continues to meet needs.

Business continuity

WorkCover WA practices business continuity management and establishes business continuity plans to ensure the continuity of critical business activities in the event of a disruption.

WorkCover WA has a Business Continuity Framework to ensure the clear articulation of business continuity management ownership, purpose, scope, roles and responsibilities. This provides the basis for implementation, monitoring and continuous development through ongoing testing, training and review.

The WorkCover WA business continuity management approach includes incident management, crisis management and recovery and establishes response procedures and priorities to deal with crisis incidents.

WorkCover WA reviews business continuity incidents and conducts and plans for training and test exercises each year. Training and test exercises include:

- testing communication with stakeholders and staff

- reviewing information technology (IT) disaster recovery plans

- conducting walkthroughs of how business operations would proceed if computer systems were unavailable

- identifying alternative sites if the Agency's premises were unavailable.

There were no significant interruptions to business continuity in 2018/19. Minor IT and internet-related issues were addressed by the implementation of workarounds in accordance with divisional action plans.

Business continuity incident reporting is presented to the Board and Corporate Executive as required.

Review of corporate policies and procedures

The following policies were reviewed in 2018/19:

- Code of Conduct
- Disclosure of Personal Information Policy
- External Data Release Policy
- Gifts, Benefits and Hospitality Policy
- Governance Policy Directors and Officers Liability Insurance
- Governance Policy Investment – Use of Public Resources
- Workplace Harassment Policy
- Alternative Paid Employment
- FOI Statement
- Substandard Performance Procedure
- Fraud and Corruption Control Plan
- Whole of Agency Conflicts of Interest Register.

A report on gifts and benefits received was also considered by the Corporate Executive and the Audit and Risk Management Committee. A summary report was also provided to the Board.

Project management

WorkCover WA has a project management reporting system facilitating 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 initiative.

The system is working well and ensures project milestones are tracked and regular progress comments are recorded.

Program Management Office

The Program Management Office (PMO) was established in May 2019 to coordinate, resource and manage all strategic initiatives and projects. The PMO guides the successful delivery of projects through the provision of strategic and operational support including:

- project development
- governance
- risk and issue tracking
- quality control
- post-project benefits tracking and reporting.

Business process review

A business process review project was conducted in 2018/19 and introduced a structured and consistent approach to mapping business processes using cloud-based software. This will ensure business processes at WorkCover WA can be assessed for effectiveness and will assist with the prioritisation of process improvements to support the Strategic Plan's digital optimisation approach.

Data sources for Recommended Premium Rates

The Business Intelligence Services team has commenced a project to combine data sources for setting recommended premium rates. This three-year project aligns with WorkCover WA's strategic goals to achieve efficiencies through customer-focused technology and innovation. In particular, approved insurers will benefit from a more streamlined approach to data submission and management of data quality. More information about the progress of this project will be available next year.

Information technology initiatives

The following initiatives are aligned with WorkCover WA strategic goals

1 – Strategic Scheme Management
2 – Digital Transformation

The following initiatives are aligned with Government Goal

Sustainable Finances

In an increasingly digital environment, WorkCover WA acknowledges the importance of ensuring systems and information technology within the Agency operates effectively and efficiently and aligns with current requirements and expectations. This helps to ensure the best service possible is provided to stakeholders and security is not compromised.

Information Technology Plan 2018-2021

A new IT Plan 2018-2021 (the Plan) was approved by the Corporate Executive and the Board in 2018. The Plan addresses the ongoing Digital First initiative and the strategic goal of implementing digital services for stakeholders. Key features include:

- division of projects into workloads maximising the use of internal resources available

- commencement of transition to cloud-based services

- ongoing technology refresh projects to maintain a contemporary application development environment.

The Plan underwent a review in May 2019 which resulted in adjustments to the timing of some initiatives. This included bringing planned activities for cloud transition forward.

Information technology projects

Cloud backup

Last financial year, a cloud-based backup solution was successfully implemented. This solution has improved WorkCover WA's disaster recovery resilience and day-to-day systems management. WorkCover WA continues to work with the GovNext service provider to ensure optimum data retention periods are consistently achieved.

A follow-on project to scope a disaster recovery solution using the cloud backup commenced in 2018/19. WorkCover WA documented a disaster recovery scenario utilising a GovNext service provider and will continue to refine this scenario.

The Agency is also progressing a project to move the current email system to Microsoft Office 365 in 2019/20. This will address email disaster recovery and serve as a pilot for future cloud disaster recovery initiatives.

Security audits

To identify and respond to security risks to our IT environment, security audits are conducted. In 2018/19 one external audit and two internal audits were carried out.

Office of the Auditor General IT General Controls

An external audit was conducted by the Office of the Auditor General (OAG) in October 2018. The results of this audit were satisfactory with one moderate finding and two minor findings. The moderate finding was promptly addressed and the two minor findings are being considered. The results of this audit were presented to Parliament in May 2019.

KPMG IT General Controls – Third Party Systems

KPMG carried out an internal audit focusing on general controls in September 2018. The objective of this audit was to consider the adequacy of IT general controls as they relate to IT systems from third parties. The scope of the audit focused on processes in place to manage a sample of four third party service providers. The report identified process strengths and areas for improvement, all of which have been addressed.

Internet penetration testing

An internet penetration testing audit was conducted in May 2019. The result of this internal audit was that WorkCover WA's web applications and externally facing access points were found to be properly secured and adhere to industry best practice, with the exception of a number of minor misconfigurations.

Telephone system upgrade

Under the GovNext IP communications platform, WorkCover WA was required to upgrade all handsets within two years to IP telephone handsets using data network infrastructure. This was achieved within 16 months.

The upgrade removes risks associated with component failure and has the potential to leverage the GovNext core network including on net dialling.

Core business systems technology refresh

A core business systems technology refresh project was conducted to ensure WorkCover WA's core business systems continue to operate effectively and efficiently.

The project sets out to review and update:

- versions of underlying technologies, such as frameworks and packages

- the development, testing, build and release tools.

This project was necessary, as regular maintenance of IT systems ensures they do not become unsupported and outdated, which can pose a security risk or disrupt the work and services Agency staff provide to stakeholders.

Regular ongoing maintenance also avoids having to replace core business systems from scratch in the future.

The three-month project was completed successfully within budget.

The refresh also ran concurrently with the Digital First – Conciliation Online project and a Content Manager Upgrade project and some crossover issues were encountered. The impact of this caused resourcing pressures and some delays, however these were overcome by careful scheduling and vigilant project management.

A similar project is planned for 2019/20.

Impact of change to internet links

WorkCover WA was required to move its internet access point from ServiceNet, the previous government internet service provider, to one of the three mandatory GovNext providers. Due to the Agency being one of the first to move, issues and outages were encountered as a result of the relative immaturity of the service offering from the provider.

WorkCover WA has worked with the GovNext service provider to address service reliability issues.

Other information technology initiatives

Vulnerability scanning tool

As recommended by the OAG, the IT team purchased a new vulnerability scanning tool. This tool proactively scans the Agency's servers and desktop computers for known security vulnerabilities.

Windows 10 upgrade and firewall replacement

The Windows 10 operating system was upgraded on all staff computers to the latest version and firewalls were replaced to ensure maximum support and security.

Online Agency tool

Service console

The service console is an online facility that manages a range of operational tasks on a day-to-day basis. It supports business activity by ensuring issues and requests raised by staff are prioritised and addressed in a timely way. Requests related to IT system changes, records management, statistical reports, intranet and website updates and building maintenance are logged and then assigned to appropriate teams for actioning once approved.