



Australian Government  
Department of Jobs and Small Business

# More Jobs. Great Workplaces.

More job seekers into jobs. Safe, fair  
and productive workplaces.

Corporate Plan 2017 ▶ 18





## SECRETARY'S FOREWORD

The Department of Jobs and Small Business's Corporate Plan 2017–18 builds on our two previous corporate plans and reflects an organisation that is growing in capability and maturity. This plan has been updated to reflect the small business and regulatory functions that are undertaken by the Department as a result of the administrative changes announced by the Prime Minister on 19 December 2017.

Employment is a key driver of national economic strength and wellbeing. By providing policy advice and delivering programs to improve the performance of labour markets, the Department helps more job seekers into work and promotes fair, productive, flexible and safe workplaces of all sizes that facilitate stronger job growth. Access to safe and productive work helps individuals to fulfil their potential, families to thrive and businesses and communities to prosper and grow.

Through this plan, which looks forward towards 2021, we will put our knowledge and expertise to use by initiating and conducting productive conversations that advance the national interest in employment, small business, workplace relations, work health and safety and regulation.

The unemployment rate in specific segments and locations of the labour market, and emerging changes in the nature of the workplace and workforce participation, are ongoing challenges for our Department. Over the life of this plan we will continue to address these challenges, with a particular focus on improving employment outcomes for Indigenous Australians, young people and women.

We will continue to deliver efficient and effective employment services, and help more job seekers find and keep a job, through the management and continuous improvement of employment services provided through jobactive.

We will also advise the Australian Government on the development and implementation of national workplace relations, work health and safety, and workers compensation legislation and frameworks that provide the platform for Australia's ongoing industrial and economic success.

Looking forward, I am proud of our commitment to ensuring the work of our Department continues to meet the needs of Government and the broader community.



**More Jobs.  
Great Workplaces.**

## STATEMENT OF PREPARATION

I, as the accountable authority of the Department of Jobs and Small Business, present the 2017–18 Department of Jobs and Small Business Corporate Plan, which covers the period 2017–2021 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

**Kerri Hartland**

Secretary

20 February 2018

## VISION

**More Jobs. Great Workplaces.**

**More job seekers into jobs. Safe, fair and productive workplaces.**

## PURPOSE

Our role is to foster a productive and competitive labour market through employment policies and programs that increase workforce participation, and facilitate jobs growth through policies that promote fair, productive, flexible and safe workplaces.

## PLAN IN ACTION

The Corporate Plan is our Department's primary planning document and covers the rolling four year period 2017–2021. From this plan, our annual priorities flow into business plans, and then to individual performance agreements.

Informing the Corporate Plan, our Department's Strategic Plan sets out our vision and provides a compass to guide how we will work together to achieve our purpose.



# ENVIRONMENT

**A variety of labour market changes are influencing Australia and will do so for the life of this plan. Adapting to the changing labour market is a priority for our Department. Understanding the enablers of change and assisting people and businesses, including small business to thrive into the future will require continued focus.**

Over 2017–2021 we will continue to collaborate to deliver our portfolio priorities and engage with the changing nature of work. Labour market disruption affects everyone through economic shifts, social change, technological advances and new business models, which transform the way people work, consume and interact.

Our Department does not control these external factors. We can, however, choose how we respond to and influence the frameworks, provide opportunities and address some of the challenges for job seekers, employees and employers that come from these factors.

We are building our knowledge base and developing proactive policies to support people and small businesses to gain maximum benefit from this changing environment. This includes working collaboratively to address shared challenges such as closing the gap in employment outcomes between Indigenous and non-Indigenous Australians.

Our international engagement allows us to monitor and advise on worldwide policy developments, and apply that insight to our work here in Australia. We learn from and influence multilateral agendas and pursue bilateral networks on global employment, regulation policy and small business issues, including at the International Labour Organization and the Organisation for Economic Co-operation and Development.

We have a focus on building workforce participation, increasing productivity and discussing contemporary labour market issues. We develop high-quality, evidence-based policy to enable us to provide sound advice to Government. We research, analyse and monitor labour market conditions and trends in Australia, including at the regional level. Our research assesses the impact of these movements on various cohorts—such as youth—and the economic and labour market outlook.

We closely monitor the implementation and impact of national work health and safety, and workplace relations, and collect and review data to support our analysis. Our comprehensive approach to these issues enables us to advise Government on effective and appropriate labour market programs and workplace regulation.

Our Department supports policies and programs that contribute to jobs growth, increased workforce participation and improved labour productivity. We ensure our labour market programs are targeted and innovative and assist job seekers into work, while meeting employer needs. We strive for policies and outcomes that encourage productive working arrangements, safer workplaces and improve return to work outcomes for people injured at work.



Our Department has policy oversight of the Australian Small Business and Family Enterprise Ombudsman (the Ombudsman) and the *Australian Small Business and Family Enterprise Ombudsman Act 2015*. The Ombudsman is independent and provides assistance to and advocates for small business and family enterprise.

The trends and issues, implications and challenges we will face during the period of this plan are summarised in Table 1.

**Table 1** Trends and issues, implications and challenges

Key trends and issues	Implications for the Department	Challenges we face
<p><b>EMPLOYMENT COMPOSITION.</b> Employment has grown strongly over the last couple of years with growth in part-time employment being a significant contribution to this overall growth. Employment growth is expected to be in line with the long-term trend over the next few years.</p>	<p>Australia is currently experiencing relatively strong employment growth. Growth has been higher in part-time employment. This reflects an ongoing structural shift away from traditionally full-time employing industries—such as manufacturing, mining and related industries—and towards the services sector.</p>	<p>The strong increase in part-time employment might lead to an increase in the number of people who are employed part-time and would prefer (and are available) to work more hours than they currently do. People will need to be supported to work the hours suitable for their individual circumstances and preferences.</p>
<p><b>YOUTH UNEMPLOYMENT.</b> The unemployment rate for young people has consistently been more than twice that of the total unemployment rate.</p>	<p>Policies and programs should minimise young people entering a cycle of long-term unemployment.</p> <p>These programs should also provide opportunities for young people who need to gain skills, education and training for the changing nature of work.</p>	<p>Young people will need to be supported to thrive in a changing labour market. Our temporary skilled migration policies need to get the balance right between meeting Australia's skill needs and providing jobs for young people.</p>
<p><b>INDIGENOUS UNEMPLOYMENT.</b> Indigenous Australians have a higher unemployment rate than non-Indigenous Australians. Indigenous employment rates are considerably higher now than they were in the early 1990s. Over the past several years, softening of the labour market has adversely impacted Indigenous employment prospects.</p>	<p>The Government is committed to halving the 2008 gap in employment outcomes between Indigenous and non-Indigenous Australians by 2018.</p> <p>Multiple factors intersect to contribute to Indigenous unemployment including remoteness, education and training levels, and incarceration.</p>	<p>Tackling Indigenous unemployment requires a coordinated effort across multiple fronts including building Indigenous job seekers' skills, linking people with available jobs, encouraging employers to play their part and removing barriers to employment.</p>
<p><b>VULNERABLE JOB SEEKER COHORTS.</b> Certain groups of job seekers are more likely to experience long-term unemployment. In particular job seekers who are mature-age, migrants or refugees, ex-offenders or people with disability may face additional barriers and be relatively disadvantaged compared to other job seekers in the labour market.</p>	<p>Policies and programs need to provide targeted support to vulnerable job seeker cohorts so that they are able to successfully gain and keep employment.</p>	<p>Mature-age job seekers, migrants and refugees, ex-offenders and people with disability achieve 26 week employment outcomes at lower rates than the total population of job seekers. Furthermore, mature-age job seekers, ex-offenders and people with disability are far more likely to be very long term unemployed.</p>
<p><b>WORKFORCE PARTICIPATION.</b> The labour force participation rate has generally trended upward over recent decades, with the rate slightly decreasing in recent years.</p> <p>The female participation rate has risen significantly over the last few decades, and remains close to the highest rates achieved. While the male participation rate has trended down over the last few decades, more recently it has flattened out.</p>	<p>Women are more likely to participate in the labour market than they were several decades ago, which means more people have to balance work and family responsibilities.</p> <p>Policy efforts will need to focus on reducing barriers to work, through increasing support for parents returning to work, and normalising the use of flexible working arrangements by both men and women.</p> <p>Greater female workforce participation will support economic growth, as well as benefit women's economic security and retirement incomes.</p>	<p>More people will have to balance work and family responsibilities, and we expect the demand for flexible working arrangements to increase. Persistent gender inequality in the labour market will need to be addressed.</p>

Key trends and issues	Implications for the Department	Challenges we face
<p><b>TECHNOLOGICAL CHANGE AND ITS IMPACT ON EMPLOYMENT.</b> Disruptive technologies and automation are creating new jobs, transforming traditional models of employment and challenging the existence of some jobs in specific fields and locations.</p>	<p>The growth in technological capabilities is transforming supply chains, reshaping the workforce and redefining jobs. This can create a mismatch between current skills of workers and emerging jobs. Policy efforts will need to focus on facilitating the transition to new types of work while ensuring appropriate protections for workers.</p>	<p>Accurately estimating the pace of change, and where and how change will occur will be increasingly important to inform the Department's work. New jobs and ways of working will challenge the relevance and appropriateness of traditional approaches to the regulation of workplace relations and workplace health and safety.</p>
<p><b>LABOUR MARKET TRANSFORMATION.</b> The Australian economy is becoming more service-based and higher skilled as a result of technological change, globalisation, heightened competitive pressures and an ageing population.</p>	<p>The three industries projected to contribute the most to growth in jobs over the next five years are: health care and social assistance; professional, scientific and technical services; and education and training.</p>	<p>People, businesses and communities will face challenges in preparing for and adapting to declining investment in the resources sector and increasing technological change.</p>
<p><b>GROWING NEED FOR ADAPTABLE SKILLS.</b> Education, training and reskilling improves employment outcomes. Unemployment levels are lower and participation rates and earnings are higher for those with higher educational attainment levels.</p> <p>Research indicates that employment in occupations with a diploma or higher qualification will account for a significant proportion of projected workforce growth.</p>	<p>Increased automation and the availability of international labour markets are likely to result in a reduction in the number of low-skilled jobs. It is crucial the education and skills sector is able to flexibly provide appropriately skilled workers for job requirements now and into the future.</p>	<p>It is important that our employment services continue to provide job seekers with opportunities to engage in quality training to boost their skill levels, so they can join the increasingly-skilled labour force. Young people, the unskilled, mature-aged workers and workers in declining industries and occupations are likely to require specific assistance.</p>
<p><b>HEALTH AND SAFETY ENGAGEMENT.</b> Channels for work health and safety messages are changing as workplaces and employment relationships are transformed. Workplace fatalities and serious injuries are decreasing overall, but the incidence of psychological injuries continues to rise.</p>	<p>There needs to be a more proactive approach in ensuring the health and safety of workers as they move out of traditional employment relationships. An improved understanding of mental health, sedentary living and the impacts of working later in life will be essential for Australia's future workforce.</p>	<p>We need to creatively consider how health and safety messages can be communicated to workers who need them. Increasing rates of mental illness and lifestyle-related chronic illnesses are complicating factors, as are the impacts of people working until later in life.</p>
<p><b>SMALL BUSINESS.</b> Small businesses remain the engine room of job creation and employ about 4.7 million Australians. In addition to their economic impact, small and family enterprises create community, helping to form the fabric of our regional and rural landscapes.</p>	<p>The support of small business is fundamental to continued jobs growth and reduced unemployment. Consequently, there is a strong synergy between the Department's jobs and small business objectives.</p>	<p>There are many challenges small businesses face including access to finance and low cash flows, access to justice, compliance with government regulation, meeting changing consumer expectations and giving sufficient attention to running their business.</p> <p>We will continue to help small businesses improve their business sustainability and management practices, and to access low cost, high quality advisory services.</p>
<p><b>REGULATION REFORM.</b> Regulation is an important tool of government policy, but it must be the most appropriate action for any problem and be implemented efficiently.</p>	<p>The regulatory reform agenda is an ongoing initiative to ensure all the Government's regulation is fit-for-purpose.</p>	<p>Ensuring the incentives are correct to regulate efficiently by all agencies in the Government remains a difficult balancing act.</p>



## More Jobs. Great Workplaces.

Our policy development, program delivery, on-the-ground services and evaluation work require engagement with a variety of stakeholders, clients, users and their representatives. Our major stakeholders are the Government, our Minister, federal, state and territory agencies, employers, small and family enterprises, unions, employees, our network of employment services providers, job seekers and the Australian public.

We are endeavouring to bring the public into parts of our policy and program development. We're expanding our approach to public participation in line with broader government efforts to enhance policy and service delivery outcomes. This includes using user-centred and co-design approaches. We are also changing the way we work, testing new behavioural economics interventions.

As our environment changes, we seek to align our work with moving agendas and priorities. Improving our Department's organisational capability in these areas will contribute to our long term success. We have an organisational capability vision to position ourselves to grow the right capability to achieve our purpose in the environment and context in which we operate.

We engage with risk to achieve our objectives in this changing environment. We look to the trends, challenges and implications of our work, to help inform our risk assessment and management.

We consider our objectives, our stakeholders and the environment we operate in to develop and maintain a strategic risk plan. In this plan, we address our areas of potential exposure to uncertainty that may impact the Department's ability to deliver its purpose.

### WHAT ARE THE DEPARTMENT'S STRATEGIC AREAS OF EXPOSURE TO RISK?

- ▶ Delivering on budget, on time and to expectations.
- ▶ Ensuring stakeholder engagement and collaboration contributes to our outcomes.
- ▶ Supporting and building our capacity to develop innovative, responsive and evidence-based policy to respond to emerging issues.
- ▶ Leveraging, maintaining and securing our services and data. Creating modern and innovative services. Keeping pace with and using technology to our advantage.
- ▶ Preventing, detecting and responding to non-compliance and fraud to protect program integrity.
- ▶ Maintaining the confidence of our stakeholders in our capacity to manage our programs or the public's information, and to accurately account for our activities in a manner consistent with Government policy and public sector management standards.

In addition to our strategic risks, as part of our business planning cycle, business areas consider and treat their identified risks within the Department Risk Management Framework discussed later in this plan.



## SNAPSHOT—UNDERSTANDING OUR LABOUR MARKET ENVIRONMENT

Australia's employment environment is changing, and our Department faces a range of challenges which will impact on the achievement of its purpose over the life of this plan. To address some of these challenges, in 2017 we created a team to look at opportunities and issues in labour market support, using the latest user-centred approaches and evidence base.

This work will help position us to better meet the needs of employers, including small business owners, job seekers and providers and will inform the design of future employment policy.

The multi-disciplinary project team brings together individuals with expertise ranging from:

- ▶ labour market policies and programs
- ▶ delivery and engagement
- ▶ enterprise architecture and digital transformation.

This work builds on our research, program evaluations and data, and on the internal consultation that occurred throughout 2016.

The team will undertake fieldwork and user research, spend time listening and talking to everyday job seekers, employers, and employment service providers, as well as with other partners who work with our Department to deliver services. The discovery phase will focus on better understanding the motivations and needs of our Department's users, including how people interact with each other and with related government services.

The Department is also currently building up broader user-centred design capability and increasing its use of multi-disciplinary ways of working across a number of projects.



## PERFORMANCE

Our Department achieves its purpose through two key strategic outcomes, each of which have associated strategies, performance measures and indicators. Collectively these elements tell our performance story.

**OUTCOME 1** Foster a productive and competitive labour market through employment policies and programs that assist job seekers into work, meet employer needs and increase Australia's workforce participation.

To deliver this outcome, our intended results are:

- ▶ Job seekers find and keep a job.
- ▶ Job seekers move from welfare to work.
- ▶ Job seekers meet their mutual obligations.
- ▶ Employment services providers deliver quality services.

**OUTCOME 2** Facilitate jobs growth through policies that promote fair, productive and safe workplaces.

To deliver this outcome, our intended results are:

- ▶ The workplace relations system contributes to the productivity agenda by encouraging the adoption of flexible and modern workplace relations principles.
- ▶ The Fair Entitlements Guarantee Program functions effectively.
- ▶ Commonwealth-funded projects are undertaken by builders accredited by the Office of the Federal Safety Commissioner.

The tables on the following pages outline the strategies we are undertaking to deliver the Department's outcomes, and how this effort will be measured.

Our Department chooses to maintain fixed indicators across the four year period, due to uncertain external market factors influencing the work of our Department and limiting the extent to which future performance can be estimated.

## PERFORMANCE—OUTCOME 1

Foster a productive and competitive labour market through employment policies and programs that assist job seekers into work, meet employer needs and increase Australia’s workforce participation.

To achieve this outcome, the major strategies over the life of the Corporate Plan include:

**Table 2** Major strategies to achieve Outcome 1

Strategy	2017–18	2018–19	2019–20	2020–21
Delivering efficient and effective employment services, helping more job seekers find and keep a job, through the continued implementation and refinement of jobactive.	▶	▶	▶	▶
Expanding ParentsNext to areas with a high proportion of parenting payment recipients who are Indigenous, from July 2018.		▶	▶	▶
Supporting young people and parents to prepare for employment through the continued delivery of the Transition to Work services and the Empowering YOUth Initiatives and through the national rollout of ParentsNext (from July 2018).	▶	▶	▶	▶
Targeting a new compliance framework that will use a lighter touch for the majority of people on income support who are genuinely looking for work, and apply real penalties to the small group of persistently non-compliant people.	▶	▶	▶	▶
Introducing a new system of participation and mutual obligation rules that will encourage more people to actively look for work and join in activities that will boost their chance of getting a job.	▶	▶	▶	▶
Supporting employers to meet their seasonal labour needs by encouraging job seekers in employment services to undertake eligible seasonal horticultural work, through the two year Seasonal Work Incentives for Job Seekers Trial starting on 1 July 2017, and the management of the Seasonal Worker Programme.	▶	▶		
Making improvements to wage subsidies to encourage more businesses to employ eligible job seekers so they can expand their businesses and help boost the economy. Implementing the Indigenous Wage Subsidy from 1 January 2018 to allow immediate access for employers who hire Indigenous Australians.	▶	▶	▶	▶
Supporting job seekers to relocate to other locations through the Relocation Assistance to Take Up a Job Programme.	▶	▶	▶	▶
Implementing a range of initiatives to assist mature-age job seekers to achieve better employment outcomes, including the new Career Transition Assistance Package, the expansion of the National Work Experience Programme and Pathway to Work pilots.	▶	▶	▶	▶
Implementing changes to Work for the Dole (from January 2018) and the National Work Experience Programme (from July 2018) to provide more effective work-like experiences for job seekers to improve their job prospects and develop their employability skills.	▶	▶	▶	▶
Delivering a new Closing the Gap—Employment Services package to create better opportunities for Indigenous Australians to secure employment, helping to close the gap in employment outcomes between Indigenous and non-Indigenous Australians.	▶	▶	▶	▶
Implementing the measures in the Government’s Youth Employment Package to increase employment opportunities for young job seekers: the Youth Jobs PaTH focusing on employability skills training; internships; the Youth Bonus wage subsidy; and an employer mobilisation strategy.	▶	▶	▶	▶

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Strategy	2017–18	2018–19	2019–20	2020–21
Developing policies to improve workforce participation opportunities, particularly for disadvantaged job seeker groups: young and mature-age people (including through a new Career Transition Assistance Program), Indigenous Australians, migrants, refugees, women and parents.	▶	▶	▶	▶
Encouraging entrepreneurship and self-employment among young people, including through the expanded New Enterprise Incentive Scheme, and providing nationally accredited training, mentoring and business advice to assist participants to start and manage their own small businesses.	▶	▶	▶	▶
Maintaining participation and mutual obligation rules that encourage more people to actively look for work and join in activities that will boost their chance of getting a job.	▶	▶	▶	▶
Monitoring labour market conditions in Australia and providing policy advice to the Government to enable employment services to respond to emerging labour market and economic developments.	▶	▶	▶	▶
Working closely with other government agencies to bolster Australia's productive capacity and ensure consistent delivery of employment services across government.	▶	▶	▶	▶
Pursuing and maintaining collaborative relationships with external parties and international forums, including the Organisation for Economic Co-operation and Development, the Asia-Pacific Economic Cooperation forum and the G20 to exchange best practice, ideas and research and inform the domestic evidence base.	▶	▶	▶	▶
Monitoring provider performance to assure the efficient and effective delivery of high quality employment services and to promote a culture of continuous improvement.	▶	▶	▶	▶

▶ = target is consistent across reporting periods.

**Table 3** Performance measures for Outcome 1

<b>Job seekers find and keep a job</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Count of job placements	380,000 overall 38,000 Indigenous	▶	▶	▶	▶
Proportion of job placements sustained to four weeks	55% 55% Indigenous	▶	▶	▶	▶
Proportion of job placements sustained to 12 weeks	45% 45% Indigenous	▶	▶	▶	▶
Proportion of job placements sustained to 26 weeks	25% 25% Indigenous	▶	▶	▶	▶
Proportion of job seekers employed three months after participating in jobactive	45% overall	▶	▶	▶	▶
▶ Stream A	55%	▶	▶	▶	▶
▶ Stream B	35%	▶	▶	▶	▶
▶ Stream C	25%	▶	▶	▶	▶
<b>Job seekers move from welfare to work</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Proportion of job seekers moving off income support, or with significantly reduced reliance on income support, six months after participating in jobactive	40%	▶	▶	▶	▶
<b>Job seekers meet their mutual obligations</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Proportion of Work for the Dole participants who report increased motivation to find a job	75%	▶	▶	▶	▶
Proportion of jobactive appointments attended by activity-tested job seekers (excluding appointments that the job seeker had a valid reason for not attending)	90%	▶	▶	▶	▶
Proportion of job seekers with mutual obligation requirements who are actively looking for work	95%	▶	▶	▶	▶
<b>jobactive organisations deliver quality services</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Proportion of employers satisfied with the assistance provided by a jobactive organisation	80%	▶	▶	▶	▶
Proportion of jobactive organisations that meet the service delivery requirements	80%	▶	▶	▶	▶
<b>Young people move into work or education</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Proportion of placements sustained to a 12-week employment outcome or hybrid outcome <sup>1</sup> , or a 26-week education outcome	65%	▶	▶	▶	▶
Proportion of placements that are converted to sustainability outcomes <sup>2</sup>	40%	▶	▶	▶	▶
Proportion of Transition to Work participants moving off income support, reducing their reliance on income support, or moving on to Youth Allowance (student) six months after participating in the service <sup>3</sup>	30%	▶	▶	▶	▶
<b>Overall</b>					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Cost per employment outcome	\$2,500	▶	▶	▶	▶

▶ = target is consistent across reporting periods.

1 A hybrid outcome is 25 hours per week combining employment and education.

2 A sustainability outcome is 26 weeks of employment, or 26 weeks combining employment and education.

3 Only participants receiving income support will be included in this measure.

4 The changes to Outcome 1 performance targets were requested by the Employment Steering Committee on 7 December 2017

## PERFORMANCE—OUTCOME 2

### Facilitate jobs growth through policies that promote fair, productive and safe workplaces

To achieve this outcome, the major strategies over the life of the Corporate Plan include:

**Table 4** Major strategies to achieve Outcome 2

Strategy	2017–18	2018–19	2019–20	2020–21
Delivering the Fair Entitlements Guarantee Program, to assist workers who have unpaid employment entitlements when they are made redundant by the liquidation or bankruptcy of their employer.	▶	▶	▶	▶
Recovering program funds under the Fair Entitlements Guarantee Recovery Program to protect the sustainability of the Program.	▶	▶	▶	▶
Administering the Federal Safety Commissioner's WHS Accreditation Scheme in a way that maximises compliance by building companies with best practice safety standards, including through proportionate regulatory approaches that create incentives for high performing companies and extra scrutiny and assistance for companies, at greater risk of non-compliance.	▶	▶	▶	▶
Working to ensure an effective, productive and fair national workplace relations system, including providing legal and policy advice and preparing legislation.	▶	▶	▶	▶
Contributing to safer workplaces and higher productivity by working with states and territories to implement national approaches to workplace health and safety laws.	▶	▶	▶	▶
Undertaking effective research and evaluation and formulating long-term strategies to prepare for—and shape—the future of work in Australia.	▶	▶	▶	▶
Preparing submissions to hearings and inquiries on behalf of the Government, and supporting the integrity of the workplace relations framework through strategic interventions in key cases before courts and tribunals.	▶	▶	▶	▶
Advising the Government on reforms to improve the Comcare workers compensation scheme.	▶	▶	▶	▶
Implementing improvements and working across the APS to modernise and streamline the work health and safety accreditation scheme for contractors that undertake Commonwealth-funded building work.	▶	▶	▶	▶
Promoting the effective operation of the workplace relations system by working closely with workplace relations agencies, including the Fair Work Commission, the Fair Work Ombudsman and the Australian Building and Construction Commission.	▶	▶	▶	▶
Working with Safe Work Australia, Comcare and the Asbestos Safety and Eradication Agency to promote the safety and wellbeing of employees; with the Workplace Gender Equality Agency to promote gender equality in workplaces; and with the Coal Mining Long Service Leave Corporation to administer financing arrangements of the industry.	▶	▶	▶	▶
Working with other APS departments and agencies to implement best practice approaches to injury prevention and rehabilitation.	▶	▶	▶	▶
Maintaining the workplace agreement database, publishing quarterly reports and administering payments under the Protected Action Ballots Scheme.	▶	▶	▶	▶
Delivering the Government's commitment to protecting vulnerable workers and ensuring that migration policies and practices are in line with the workplace relations framework.	▶	▶	▶	▶

Strategy	2017–18	2018–19	2019–20	2020–21
Undertaking research and analysis, and providing policy advice to ensure migration programs support economic and labour market objectives.	▶	▶	▶	▶
Engaging with international forums such as the International Labour Organization to promote Australia's national interests and inform domestic policies.	▶	▶	▶	▶
Working closely with other government agencies to develop comprehensive economic and employment policies that will encourage further growth in women's participation.	▶	▶	▶	▶

▶ = target is consistent across reporting periods.

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**Table 5** Performance measures for Outcome 2

The Fair Entitlement Guarantee Programme functions effectively					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Percentage of claims processed within 16 weeks of receipt of an effective claim	80%	▶	▶	▶	▶
Average processing time for all claims	14 weeks	▶	▶	▶	▶
Proportion of claim payments that are correct	95%	▶	▶	▶	▶
Proportion of claimants satisfied with the Department's administration of the Fair Entitlements Guarantee	80%	▶	▶	▶	▶
Proportion of insolvency practitioners satisfied with the Department's administration of the Fair Entitlements Guarantee	80%	▶	▶	▶	▶

Commonwealth-funded projects are undertaken by builders accredited by the Office of the Federal Safety Commissioner					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Percentage of accreditation applications assessed and applicants contacted within 10 working days	90%	▶	▶	▶	▶
Level of satisfaction of accredited companies with the service provided by the Office of the Federal Safety Commissioner	Majority of companies rate the level of service as satisfactory or better	▶	▶	▶	▶
Number of companies that consider accreditation to have improved their workplace safety performance	Majority of companies report that accreditation has improved their safety performance	▶	▶	▶	▶

The workplace relations system contributes to the productivity agenda by encouraging the adoption of flexible and modern workplace relations					
Indicator	Target	2017–18	2018–19	2019–20	2020–21
Evidence that the national workplace relations system supports improved productivity outcomes	Increase in productivity and growth in the ABS wage price index	▶	▶	▶	▶
Evidence that industrial action is minimised	Maintenance of the number of working days lost per thousand employees	▶	▶	▶	▶
Evidence that enterprise bargaining is used by employers and employees to negotiate pay and conditions	Increase in the number and coverage of enterprise agreements	▶	▶	▶	▶

▶ = target is consistent across reporting periods.



# CAPABILITY

**Our organisational capability is the sum of our people, culture, governance principles, processes, systems and knowledge. Having strong capability helps us to deliver on priorities for the Government and the community.**

The work outlined below will help us to adapt and build new capabilities so we will continue to succeed, and position ourselves for future success.

## OUR ORGANISATIONAL CAPABILITY VISION

In 2015, an Australian Public Service Commission Capability Review showed we have a strong organisational capability and a proven record of delivering good outcomes for the community. It also identified some key opportunities for improvement. In 2016, we developed our response to the review and launched our Organisational Capability Vision.

The Organisational Capability Vision describes how we are positioning ourselves to grow our capability. This work is important so that the Department continues to build on its strengths and maintain performance into the future as the external environment changes.

We are focusing on four priority areas

- ▶ formulating and pursuing long term strategies
- ▶ influential engagement and collaboration
- ▶ making greater and more proactive use of data and intelligence
- ▶ creating our Department's workforce for the future.

There are several change initiatives, many of which are interlinked, which address elements of the four priority areas. An integrated plan has been developed that will improve how the individual initiatives work together in 2017 and beyond.

In 2017–18 we will complete the groundwork to be able to track the maturity of our capability over time.





## More Jobs. Great Workplaces.

### SNAPSHOT—INNOVATION

Innovation at our Department means putting ideas into practice to add value for our people, stakeholders and clients. We continue building an innovation culture and capability through our:

- ▶ mindset—being creative, collaborative and engaging with risk
- ▶ environment—putting forward and testing new ideas
- ▶ infrastructure— using our ideas management system, Spark, and our innovation process and tools.

Our work is guided by the Innovation Framework 2016–18.

Two ways the framework will be put into action are through regular ‘challenges’ using our ideas management system, Spark, and the external online platform MindHive. MindHive is an online tool that allows organisations and individuals to engage in a collaborative and creative space to co-create policy and strategy solutions. Organisations that are MindHive Partners have unique publishing rights on the site that allow them to create policy and strategy ‘Challenges’ and ‘Topics’.

By co-designing our solutions we harness diverse expertise to meet the needs of, and create better outcomes for our stakeholders and clients.

Innovation is one of the individual capability building initiatives contributing to our Organisational Capability Vision. We showcase innovation through Innovation Month and actively participate in the Public Sector Innovation Network and the Innovation Champions’ Group. This work is pivotal in driving and influencing the innovation agenda, celebrating achievements and learning from each other.

To help demonstrate the value we create for our people, stakeholders and end users, we will undertake a Measuring Innovation project. We will share these lessons with other agencies and across the APS.



# EVALUATION AND RESEARCH

**Our Evaluation, Research and Evidence Framework 2015–2020 focuses on three themes—evaluation, research, and data. The framework ensures our investment in evaluation and research is coherent, supports evidence-based policy and maximises the use of the information we gather.**

Over the next year, our evaluation work will focus on our jobactive and youth programs. Evaluating these programs will include looking at how they have been implemented and how influential they have been in supporting people in training and employment. We will also be assessing the impact and effectiveness of key programs and initiatives such as Work for the Dole, Transition to Work, and the Youth Jobs PaTH.

We prioritise our research efforts to make sure we get the most from our investment. Identifying the projects of greatest benefit and relevance to our strategic goals and future direction helps us align our research with Government priorities and the current and future needs of the Department. In 2017–18 our efforts will build our knowledge of:

- ▶ labour market capacity issues, such as structural unemployment
- ▶ workplace issues such as workplace safety
- ▶ outcomes for individuals such as Indigenous Australians, pre-release prisoners, mature-age people, women and migrant workers
- ▶ the needs of our key stakeholders and how they are changing.

We are also focused on improving the use of data to inform our work. Over the life of this plan, a Data Management Strategy is being developed to provide policies and governance for how we collect, use and share data in our Department and across Government. We are also building our organisational capability to use and analyse data including sponsoring staff to undertake postgraduate study in data analytics.

## PEOPLE

### **Our Department is a great place to work. Our APS Employee Census results show that we have a highly engaged workforce.**

Analysis of our workforce shows that we have work to do in ensuring employee succession is well planned, and that we are providing our employees with learning and development opportunities to equip them for new ways of working. We continue to attract and recruit people from diverse backgrounds with the knowledge, skills and abilities we need now and into the future.

In 2016, we implemented our first enterprise workforce plan, which outlines the actions we will take to achieve a workforce best placed to meet our future business priorities. Ongoing implementation of our workforce plan will help our workforce to:


- ▶ contribute diverse thinking and seeks innovative solutions to support our Department's work
- ▶ embrace life-long learning, new technology, and new ways of doing things
- ▶ welcome the opportunity to collaborate with end users, stakeholders and each other
- ▶ consist of people who represent the diversity of the Australian community.

In 2017, we will implement our next enterprise workforce plan, which will span three years and help guide us through the changing context in which we work and the opportunities and challenges we face.

We expect people at all levels to strive to be good leaders. Our Leadership Statement describes the leadership qualities and behaviours we want to reflect and model. Good leaders shape an organisation. By committing to the qualities and behaviours in our Leadership Statement, we will provide people with the clarity, inspiration and focus they need to realise our Department's vision.

Our learning and development offerings are contemporary and we engage with employees across the organisation to design programs that meet the needs of our people and build capability. Our e-learning platform, Learnhub, provides us with a suite of APS-specific e-learning courses and a library of training videos and resources, and enables the administration of corporate face-to-face learning and development programs.

We will also continue to promote our new Me in Progress tool, which supports employees and managers to have positive, productive and forward-looking performance conversations.



## SNAPSHOT—DIVERSITY

We are committed to fostering an environment where everyone can flourish—a workplace that values the diversity of our workforce. One key priority throughout 2017–2020 is implementing our Department’s Reconciliation Action Plan, including supporting employees on their reconciliation journey, and the development of their cultural capability, and supporting our Aboriginal and Torres Strait Islander employees to build on their skills and knowledge.

We will also continue to deliver on our Gender Equality Action Plan 2016–2019 to ensure we recognise and support all employees, regardless of gender. In 2016, we developed and published our Department’s first Gender Equality Action Plan for the period 2016–2019, including developing stretch targets which have been published on our website.

## INFORMATION TECHNOLOGY

**Efficient and reliable information technology (IT) platforms and applications support staff productivity and program delivery. Our IT Strategic Plan 2014–2017 guides our IT use and investment to achieve practical outcomes for users of our systems and data. Our IT investment process assesses business benefits of new projects and maps their alignment to the objectives within the Strategic Plan to ensure value for money.**

Our high-volume services are delivered digitally, and we work to review and enhance these services so they meet the Digital Service Standard. Our IT systems are underpinned by strong enterprise platforms. In 2017–18, we will continue to enhance the tools supporting our staff and investing in technology that encourages innovation. We will improve the way we work by continuing to strengthen our project management capabilities and embracing new methodologies, while maintaining a secure and stable IT environment.

## CORPORATE SERVICES

**Our Department's corporate business areas provide seamless, responsive and innovative corporate functions that build capability, support delivery, enhance accountability and communication towards achievement of our Department's purpose.**

During the life of this plan, we will continue work to improve the impact, costs and performance of these functions, which include:

- ▶ offering strategic advice in areas such as legal, finance, IT, human resources, governance and communication
- ▶ building the capability of the Department and its people, including learning and development
- ▶ providing services and support including IT, property, work health and safety
- ▶ meeting compliance, regulatory and reporting requirements.

In addition, our Department shares corporate services with other APS departments and agencies. We provide IT and some other corporate services to portfolio agencies and other Government departments including the Department of Education and Training, and the Australian Public Service Commission.

The Department of Finance's Service Delivery Office supplies our Department with core transactional services including accounts payable and receivable, credit card management, payroll and payroll administration, and transactional travel management.



# RISK

## Risk oversight and management of risk is guided by the Department's Risk Management Framework.

Within our Risk Management Framework, the Department's Risk Appetite Statement helps define what constitutes acceptable risk in day-to-day decision making and in taking advantage of opportunities. Our risk appetite makes it clear there are certain areas of risk consequence of which we need to be particularly mindful.

We accept low and medium levels of risk and prefer not to accept high and extreme residual risk levels. If pursuit of the objective is considered more important than the risks faced—and no reasonably-costed treatment is available to reduce the risk level—the Senior Executive may accept some high and extreme risks.

In 2017–18, we will build on our risk framework and complete the implementation of a new risk management system. The system will complement our Risk Appetite Statement to foster well-informed decision making. We have defined risk tolerances that help shape the risk appetite by defining limits in certain categories. For example, we will accept only a low level of risk to the safety of people.

Our Executive, in conjunction with the Finance and Business Services Committee, reviews our risk framework and policy annually so that the appetite statement and tolerances remain appropriate for our risk profile. Regular reporting is conducted through the Finance and Business Services Committee to monitor the profile and ensure it does not deviate from accepted tolerances.

## FRAUD

Our Serious Non-Compliance and Investigations Unit provides management of fraud and serious non-compliance risk. Through this unit, we focus on prevention, assurance and compliance mechanisms in order to continue to meet or exceed our obligations under the Commonwealth Fraud Control Framework. We support compliance with other frameworks for protecting public money, public property, and the integrity and security of our Department and the Government.

We will continue to promote deterrents through policy review, guideline enhancement and, if required, civil and criminal prosecution. We will use our expertise to detect, minimise and mitigate non-compliance and fraud.

## AUDIT

The Internal Audit function is a key component of our governance framework. Internal Audit works to strengthen accountability and promote good governance and transparency by providing independent and objective assurance to add value and improve our operations, including the management of risk, fraud and serious non-compliance.

The Department's Audit Committee provides independent advice and assurance concerning the appropriateness of the Department's accountability and control framework regarding:

- ▶ financial reporting
- ▶ performance reporting
- ▶ system of risk oversight and management
- ▶ system of internal control.

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