Australian Government

Department of Employment and Workplace Relations

Corporate Plan 2022–23

Contents

Acknowledgement of Country and Traditional Owners

The department respectfully acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, water and community.

We pay our respects to the people, the cultures, and the elders past, present and emerging, including within the department, our communities and those we collaborate with to deliver our work.

The term 'First Nations' in this report refers to Aboriginal and Torres Strait Islander peoples unless otherwise stated.

Aboriginal and Torres Strait Islander people are advised that this document may contain images of deceased people.

Secretary's introduction

Work plays a central role in our lives. Access to meaningful and secure work shapes our prospects – as individuals, communities and a nation.

On 1 July 2022, the Australian Government created the Department of Employment and Workplace Relations (DEWR), bringing together workplace relations, skills and employment.

At different times we need different things from these systems. And we need them to operate in sync to support us to fulfil our individual and collective potential in the labour market and in life.

Our department's opportunity, indeed our imperative, is to integrate our parts so these systems evolve and deliver for businesses, communities and individuals.

Challenges like transitioning to a net zero emissions economy and closing the gap for First Nations people need us to harness our programs and activities to full effect. We need to make sure support reaches the people and communities who need it and to ensure no one is left behind.

Governments must work together and work differently to achieve this. The Employment White Paper, due later this year, represents a key opportunity to ensure our settings support and maintain strong employment levels as an ongoing feature of our labour market in a post-COVID era.

A priority for DEWR is to mature our approach to working with those impacted by our work beyond 'stakeholder management' and 'consultation' to engagement, partnership and co-design.

Truly listening to and understanding those who are affected by our work will help us frame programs and services that work on the ground and achieve better outcomes for those who are intended to benefit from our work.

The Priority Reforms in the Closing the Gap National Agreement chart a course for how to do this with First Nations people – the oldest living continuing culture on earth.

An open and curious culture is the foundation for the department to advance this approach – one where different points of view are invited, and diversity is embraced. Integrity and inclusivity are core to this. I want us to have a culture where everyone feels they belong, and we all have the confidence and support to raise a concern or put forward alternative perspectives.

I am honoured to have been appointed to this role. I am proud of the work we have done in our formative months and am optimistic about what we can and must achieve going forward.

As the Accountable Authority of DEWR, I am pleased to present our 2022–23 Corporate Plan. This plan covers the period from 2022–23 to 2025–26, and has been prepared for paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Natalie James

Secretary

28 April 2023

Our plan in action

The 2022–23 Corporate Plan is the department's primary planning document. It sets out our purpose, operating context and key activities, and outlines how we are working together to deliver on our purpose.

We are accountable through:

- Portfolio Budget Statements (PBS) to inform the allocation of resources within the Employment and Workplace Relations portfolio

- integrated business, workforce and risk plans

- performance agreements between managers and team members

- annual reports to demonstrate how we delivered on our objectives as set out in our corporate plans.

Together, these activities and documents provide transparency as to the department's overall role and responsibilities.

Portfolio Budget Statements

Individual Performance Agreements

Corporate Plan

Business Planning

Workforce Planning

Risk Planning

Annual Report

Implementation
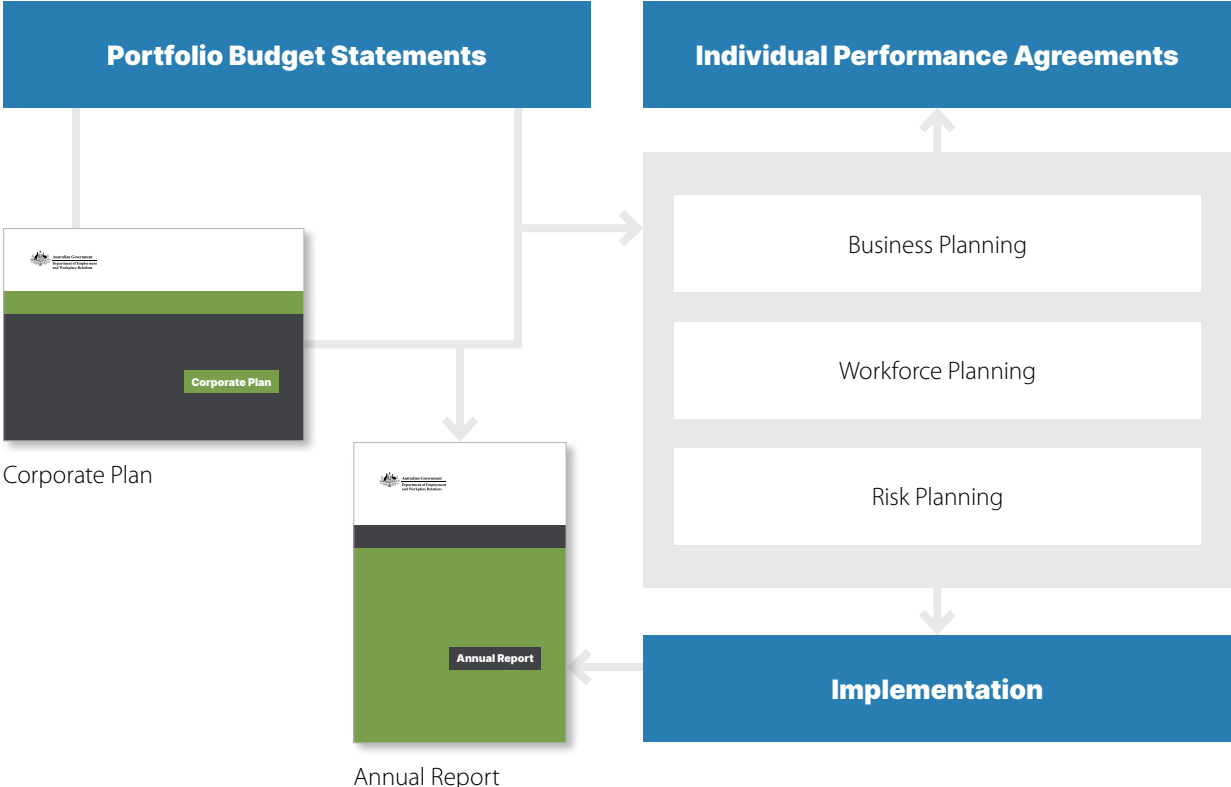
1 Our operating context

Our purpose

The department was established as a new Commonwealth entity on 1 July 2022, and has responsibility for:

- employment and national workforce, and skills and training functions transferred from the former Department of Education, Skills and Employment (now the Department of Education)

- workplace relations functions from the Attorney-General's Department

- domestic operations and policy for the Pacific Australia Labour Mobility scheme from the Department of Foreign Affairs and Trade.

Joining skills, workplace relations and employment functions in a single department enables an integrated approach to policy and program design, providing an opportunity to enhance labour market performance, to deliver better outcomes to people and businesses.

Our purpose statement:

We support people to have safe, secure and well-paid work with the skills for a sustainable future.

The department supports its ministers through expert, evidence-based policy advice and the design and delivery of quality and sustainable policies and programs.

We contribute to efforts across government to foster a resilient, innovative, and inclusive labour market, and work to support people into safe, secure, and well-paid jobs that meet the needs of employees, employers, and industry.

The department jointly stewards the skills and training system with the states and territories and works in close partnership with unions, employers and training providers to deliver high-quality, relevant skills for all Australians.

Implementing the Priority Reforms under the National Agreement on Closing the Gap and supporting the transition to a net zero economy are especially pressing objectives for the department. Working across governments and with communities on solutions is vital to achieving these positive outcomes.

Our role

We support our ministers and the government by designing and delivering programs, policies, legislation and frameworks that:

- support people to find and keep a job, enhance job security throughout the labour market and increase workforce participation
- provide strong, sustainable skills and training systems to allow more people to skill and reskill in response to changing technologies and workforce needs
- promote fair and sustainable workplaces for all workers
- facilitate opportunities for Pacific and Timor-Leste workers to engage in the Australian economy.

We contribute to whole-of-government initiatives such as:

- Australian Public Service (APS) reforms and networks
- the cross-cutting priorities of Closing the Gap and APS Net Zero by 2030
- Australia's Disability Strategy 2021–31.

Our environment

The department was established during unusual and challenging times for our labour market.

We are experiencing slow wages growth and have been for close to a decade. Although this coincides with a post-pandemic record of low unemployment it has not had a complementary impact on wages.

More recently, interest rates have risen to a level not seen in over 10 years, which has profoundly impacted the affordability of basic necessities such as energy and housing.

At the same time, despite strong growth in employment, we are seeing significant skills shortages that are compounding Australia's economic challenges. The most recent analysis highlighted that more than 30 per cent of assessed occupations were in shortage, with these occupations making up more than 30 per cent of Australia's total employment.

There are challenges finding sufficient aged care and child care workers, who are among the lowest paid in the labour market, at a time when demand for these services is set to increase.

The gender composition of the workforce also has an impact. More than half of the occupations found to be in shortage had a workforce that was less than 20 per cent female, highlighting that opportunities exist to reduce skills shortages by increasing workforce diversity.

In relation to this, the gender pay gap remains persistent, even though we are seeing a welcome increase in workforce participation of women.

We are experiencing climate induced natural disasters, and the transition to a net zero economy presents a significant change for industry, workers and communities.

In these challenging times, government is determined to ensure our systems are fit for purpose and sustainable for the future. The department is actively contributing to support this outcome, providing expert advice and insight to key government reviews, from migration to the tertiary sector and the Employment White Paper. Supporting people to access clear pathways to develop the skills they need to gain safe and secure work is a fundamental element of ensuring our future prosperity.

For our own department, we also need to consider how we address these challenges as an organisation. We too must reduce our greenhouse gas emissions to net zero by 2030, doing our part to contribute towards the international Net Zero Government initiative.

We remain vigilant in protecting our people's data and that of all those who engage with us, while keeping up with the fast-paced modernisation of innovation and technologies.

As a workforce, we have also adapted to different work patterns and found our own approach to more flexible ways of working. We aim to be an enthusiastic leader in the APS reform agenda while looking to new ways to support our people and build and attract capability and talent.

2 Our performance
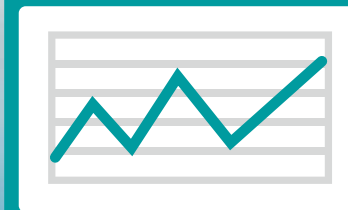
Our performance reporting

We are committed to continual improvement of the department's performance framework, including alignment with requirements under the PGPA Act and Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

The following sections outline:

- the key activities we will undertake to achieve our purpose
- how we will measure our performance against our purpose
- the data sources and methodologies that we will use for these measurements.

Our purpose

We support people to have safe, secure and well-paid work with the skills for a sustainable future.

Outcome 1	Outcome 2	Outcome 3
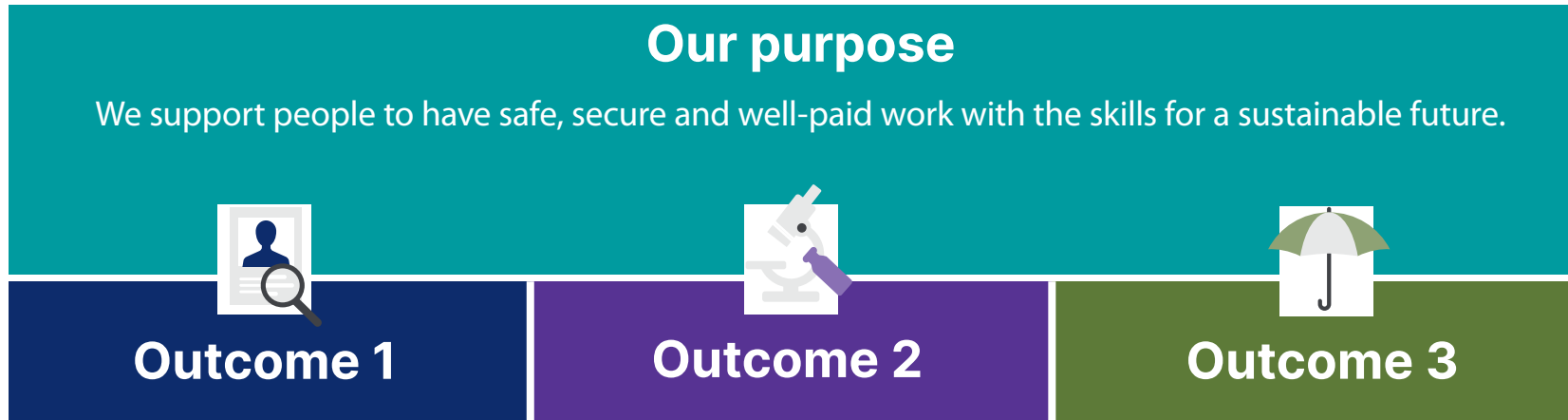
Our outcome statements

Foster a productive and competitive labour market through policies and programs that assist job seekers into work, including secure work, and meet employer and industry needs.	Promote growth in economic productivity and social wellbeing through access to quality skills and training.	Facilitate jobs growth, including secure work, through policies and programs that promote fair, productive and safe workplaces.

Our programs and key activities

Program 1.1 – Employment Services ■ Provide quality services to job seekers and employers ■ Reduce risk of long-term unemployment ■ Support job seekers, including youth, to achieve sustainable employment ■ Support parents to improve their work readiness and prepare for employment.	**Program 2.1 – Building Skills and Capability** ■ Enhance the quality of vocational education and training (VET) ■ Respond to national future skills needs through access to VET graduates with the required skills ■ Improve language, literacy, numeracy and digital literacy (LLND) skills for target groups. **Program 2.2 – VET Student Loans** ■ Reduce barriers to undertaking quality vocational education and training.	**Program 3.1 – Workplace Support** ■ Administer and advise on legal and policy frameworks ■ Administer and implement programs and services. Program 3.2 covers the Comcare Workers' Compensation Scheme and is managed by Comcare. Comcare reports against this program and associated performance measures in its annual report.

Outcome 1 measures

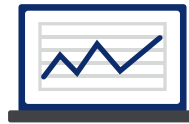▶ **Program 1.1 Employment Services**

The Employment Services system has the following key objectives: to help job seekers find and keep a job; deliver high quality and efficient employment services; and to support target groups to improve their work readiness and find employment.

Key activity | Provide quality services to job seekers and employers				Years reported in			
Program	**Performance measure**	**Targets**	**Methodology**	**2022–23**	**2023–24**	**2024–25**	**2025–26**
1.1	Number of registered Workforce Australia Digital Platform users who log in to the platform	2,000,000 unique users or more	The count of unique registered Workforce Australia Digital Platform (WADP) users[i] who log in to the platform during a 12-month period. Data source: DEWR employment services administrative data	✓	✓	✓	✓
1.1	Proportion of Workforce Australia Services participants who are satisfied or very satisfied with the overall quality of services delivered by their provider	66% or higher	Proportion of a representative sample of job seekers who indicate that they are either satisfied or very satisfied with the services received from their Workforce Australia services provider during the reference period (a rolling 12-month period). Responses are weighted to reflect each employment services provider's relative significance within the total population. Numerator: Weighted responses reporting that participants are satisfied or very satisfied with the overall quality of services. Denominator: Weighted number of responses to the survey question. Data source: DEWR Post-Program Monitoring surveys	x	✓	✓	✓
1.1	Number of employers that lodge a vacancy through the Workforce Australia Digital Platform	25,000 unique users or more	The count of unique employers[ii] that directly engage with the WADP by logging into the system and lodging a vacancy during a 12-month period. Data source: DEWR employment services administrative data	✓	✓	✓	✓

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i   A registered WADP user is any individual registered as using the platform, whether they are required to engage with the platform to meet mutual obligation requirements associated with an income support payment, or whether they voluntarily use the platform for job search purposes. This measure operates on the assumption that DEWR employment services administrative data is accurate.

ii Unique employers are only those that directly engage with the WADP via a myGovID linked account.

Key activity | Reduce risk of long-term unemployment

				Years reported in			
Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
1.1	Proportion of Workforce Australia Services participants who receive a service during any month	80% or higher	Numerator: Participants in the denominator who have received at least one service facilitated by the site provider. Services include attended appointments, job placements, attended activities, and Employment Fund usage. Denominator: Participants pending and/or commenced on a site provider's caseload for at least 50% of the month's business days. The numerator and denominator are then aggregated to the program level and summed over the 12-month assessment period. Data source: DEWR employment services administrative data	✓	✓	✓	✓

Key activity | Support job seekers, including youth, to achieve sustainable employment

				Years reported in			
Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
1.1	Proportion of Workforce Australia Services participants who achieve a 26-week Employment Outcome	15% or higher	Numerator: Commenced periods of assistance in Workforce Australia Provider Services where the participant recorded at least one job placement which converted to a 26-week outcome, over a 12-month period. Denominator: Commenced participant periods of assistance in Workforce Australia Provider Services, over a 12-month period.[iii] Data source: DEWR program administrative data from the ESSWeb system, which is used to administer employment services	x	✓	✓	✓

iii   This measure assesses commenced periods of assistance where the participant recorded at least one job placement that later converted to a 26-week outcome, over a 12-month period. Therefore, there is a 26-week measurement lag as participants need time to convert job placements to 26-week outcomes. As Workforce Australia Online participants cannot obtain employment outcome payments, only Workforce Australia Provider Services participants are in scope for this measure.

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
1.1	Proportion of participants in work or study three months after exiting services	(a) Workforce Australia Online: 80% or higher (b) Workforce Australia Services: 60% or higher (c) Workforce Australia – Transition to Work: 60% or higher	The department surveys a sample of Workforce Australia participants on their employment and study status, around three months after exiting employment services. Responses are weighted to be representative of the population at the time of selection. Numerator: Weighted responses reporting employment and study outcomes. Denominator: Weighted number of responses to the survey question. Responses are weighted based on the participant's characteristics. Data source: DEWR Post-Program Monitoring labour force surveys	x	✓	✓	✓

Key activity | Support parents to improve their work readiness and prepare for employment

Years reported in

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
1.1	Proportion of ParentsNext participants who increase their work readiness	75% or higher	Number of parents who increase their work readiness[iv] based on their results in the Work Star assessment tool, over the total number of parents who have had more than one work readiness assessment using the tool. Data Source: Work Star Online Service User Report	✓	✓	✓	✓
1.1	Proportion of ParentsNext participants who complete training or education or participate in employment	20% or higher	Number of ParentsNext participants who complete training or education or participate in employment, over the number of participants in the program.[v] Data source: DEWR, program administrative data, including Department of Social Services declared earnings data	✓	✓	✓	✓

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iv Participants are considered to have increased their work readiness if they achieve a higher Work Star assessment score within the performance period than they scored on their first valid Work Star assessment in the program. Not all ParentsNext participants will have completed enough assessments to be captured in this measure.

v Excludes participants who have been commenced less than 91 days.

Outcome 2 measures

▶ **Program 2.1 Building Skills and Capability**

The Australian Government is working to create an effective and efficient skills and training system that is industry-led and delivers the skills Australian employers need. Building skills and capabilities is central to Australia's economic growth, competitiveness, and business productivity. The national training system provides employees or potential employees with the skills and capabilities required for a job or pathway into a job.

▶ **Program 2.2 VET Student Loans**

The program aims to remove the up-front cost barriers to training to increase access and participation. This is achieved through the provision of income-contingent loans for students undertaking certain higher level (VET) courses.

Key activity | Enhance the quality of vocational education and training				Years reported in			
Program	**Performance measure**	**Targets**	**Methodology**	**2022–23**	**2023–24**	**2024–25**	**2025–26**
2.1	Proportion of graduates who are satisfied with the overall quality of the training[vi]	(a) All graduates: 85% or higher (b) First Nations graduates: 85% or higher (c) Female graduates: 85% or higher	(a) Number of VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of VET graduates. (b) Number of First Nations VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of First Nations VET graduates. (c) Number of female VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of female VET graduates. Data source: National Centre for Vocational Education Research (NCVER) VET Student Outcomes Survey	✓	✓	✓	✓
2.1	Proportion of VET graduates who are employed or enrolled in further study after training[vi]	(a) All graduates: 80% or higher (b) First Nations graduates: 80% or higher (c) Female graduates: 80% or higher	(a) Number of VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of VET graduates. (b) Number of First Nations VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of First Nations VET graduates. (c) Number of female VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of female VET graduates. Data source: NCVER VET Student Outcomes Survey	✓	✓	✓	✓

vi   The targets within this measure have been expanded to include First Nations graduates and female graduates in line with the department's review of its performance measures that occurred since the 2022–23 PBS.

Key activity | Respond to national future skills needs through access to VET graduates with the required skills

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
2.1	Proportion of employers that report use of the VET system[vii]	50% or higher	Number of businesses with employees that, in the previous 12-months, have used nationally recognised training, have had apprentices/trainees, or have had jobs that require a vocational qualification, over the total number of businesses with employees. Data source: NCVER statistics, Survey of Employers' Use and Views of the VET System (SEUV)	x	✓	x	✓
2.1	Maintain the number of apprenticeship commencements	Maintain numbers at pre COVID-19 levels (2019–20 commencements)	Number of apprenticeship commencements in the first 6 months of the financial year compared to the number of commencements for the first 6 months of the reference year. Data source: NCVER, National Apprentice and Trainee Collection	✓	✓	✓	✓

Years reported in

Key activity | Improve language, literacy, numeracy and digital literacy (LLND) skills for target groups

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
2.1	Proportion of participant assessments in targeted programs that increase one or more levels on the Australian Core Skills Framework (ACSF) or the Digital Literacy Skills Framework (DLSF)	80% or higher	Number of assessments undertaken by clients which achieve an increase to their ACSF or DLSF level in one or more indicators after completing 200 hours or more of training, over the total number of assessments completed by program participants. Data source: ACSF/DLSF assessments completed by service providers	✓	✓	✓	✓

Years reported in

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vii   The survey used to report on this measure is run every 2 years. Outcomes of this survey will not be available in time to be published in the 2022–23 Annual Report.

Key activity | Reduce barriers to undertaking quality vocational education and training				Years reported in			
Program	**Performance measure**	**Targets**	**Methodology**	**2022–23**	**2023–24**	**2024–25**	**2025–26**
2.2	Proportion of VET student loans students who are satisfied with the quality of their training provider	80% or higher	Number of VET student loans students who respond to the electronic Commonwealth assistance form (e-CAF) survey and provide an average rating of 'satisfied' or 'very satisfied', over the total number of VET student loans students who respond to the e-CAF survey. Data source: Student e-CAF survey results	✔	✔	✔	✔
2.2	Proportion of VET student loans students who complete units of study	70% or higher	Number of reported equivalent full time study load (EFTSL) units of study completed, over the total number of EFTSL units of study, excluding any ongoing courses. Data source: DEWR program administrative data	✔	✔	✔	✔

Outcome 3 measures

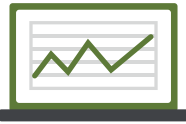▶ **Program 3.1 Workplace Support**

This program contributes to the outcome through:

- the promotion of fair workplaces by ensuring the protection of employee entitlements in certain circumstances
- ensuring the efficient operation of the workplace relations system through initiatives designed to encourage employers and employees to adopt fair, productive, flexible and safe workplace relations.

Key activity | Administer and advise on legal and policy frameworks

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
3.1	Proportion of assessed economic data and analysis to support the effective operation of the workplace relations system that is timely	100%	Timeliness will be assessed on compliance with the following deadlines: ■ the government's submission to the Fair Work Commission's Annual Wage Review submitted by the deadline set by the Fair Work Commission at the start of each Annual Wage Review process ■ each quarterly Trends in Federal Enterprise Bargaining report published on the department's website prior to the end of the subsequent quarter (for example, the September quarter report is to be published by 31 December). Data source: DEWR program administrative data	✓	✓	x	x

Key activity | Administer and implement programs and services

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
3.1	Average processing time for initial claims under the Fair Entitlements Guarantee program	14 weeks or less	Claims are managed in the Fair Entitlements Guarantee (FEG) claims database, which records all relevant information relating to the claim and its lodgement, processing and payments. The time between applications and claims being considered effective and processed is calculated by the system. Data is collected continuously and reported monthly. The 14-week time frame is measured from when a claim is made effective to when a claim decision is made. Data source: eFEG system (SmartClient framework)	✓	✓	✓	✓
3.1	Proportion of claim payments made under the Fair Entitlements Guarantee program that are correct[viii]	95% or higher	The FEG Program Management Office administers an accuracy testing process that is based on assessing the accuracy of a random sample of 40 FEG claim decisions per month. Over the course of a year, the results of these monthly assessments provide an annual measure of FEG claim decision accuracy. Data source: eFEG (SmartClient framework)	✓	✓	✓	✓

viii This measure has been included in line with the department's review of its performance measures that occurred since the 2022–23 PBS.

Program	Performance measure	Targets	Methodology	2022–23	2023–24	2024–25	2025–26
3.1	Total Recorded Injury Frequency Rate (TRIFR) collectively reported by companies accredited under the Work Health and Safety Accreditation Scheme[ix]	Rate is lower than the previous calendar year (6.88 in 2021)	Accredited companies report to the Office of the Federal Safety Commissioner (OFSC) twice annually on the number of safety incidents that have occurred on their sites and the number of work hours performed. The TRIFR for all accredited companies is calculated by dividing the total number of safety incidents for all companies by the total number of hours worked. The result is multiplied by 1 million to give a TRIFR per 1 million work hours. Due to the reporting time frames for accredited companies, this target will be measured over the calendar year rather than the financial year. Data source: Directly from accredited companies	✓	✓	✓	✓

ix   This measure has been included in line with the department's review of its performance measures that occurred since the 2022–23 PBS.
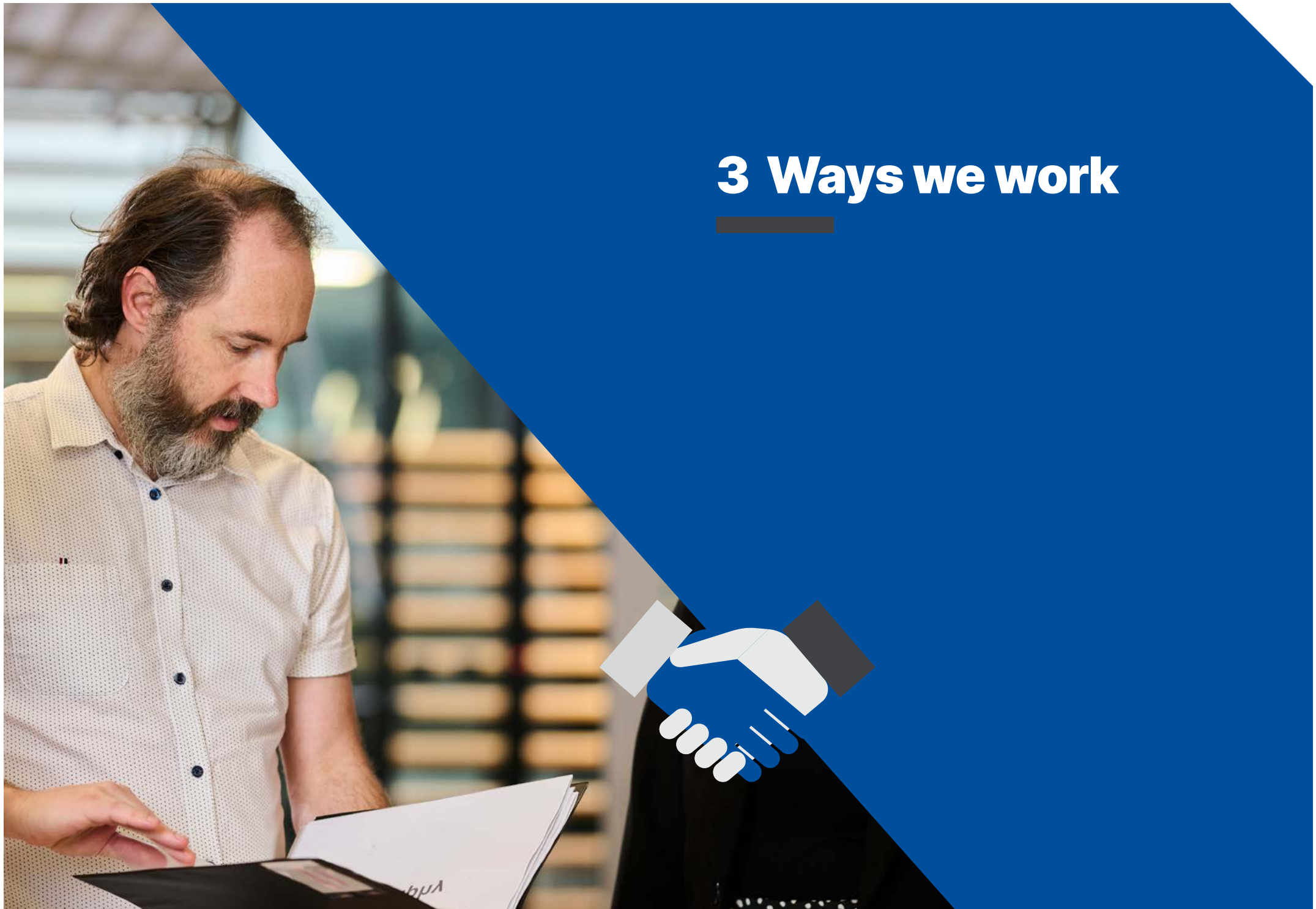
3 Ways we work

Our partnerships

Our approach

To achieve our objectives, we work collaboratively with stakeholders to design and deliver sustainable policies and programs.

Investing in our partnerships with external stakeholders and colleagues within the APS, as well as state and territory governments, is critical to providing evidence-based advice to our ministers and effectively co-designing government policy and programs.

Our professional relationships ensure policy development, program delivery, services and evaluation reflect the needs of stakeholders and the Australian public.

How we cooperate

Partnerships, cooperation and collaboration are the foundation of all that the department does.

Our external stakeholders include other Commonwealth entities and companies, state and territory governments, international organisations, regulators, businesses, employers, unions, educational institutions, peak bodies, service providers, industry and the community.

Together we consolidate our ideas, experiences and expertise to address our shared economic and social challenges. Through various consultative processes – including tripartite and bilateral – we constructively advise, discuss and negotiate to enable positive outcomes for people all over Australia.

We engage internationally through our overseas posts, bilateral partnerships and multilateral forums. This engagement contributes to achieving the Australian Government's international priorities and meeting its international obligations.

The department consults in a number of ways, including through roundtables and negotiations, workshops and public forums, correspondence, calls for submissions and feedback, and on-the-ground work with communities and individuals.[x]

Our state offices across Australia deliver support to communities, participate in local initiatives and events, and provide support during national disasters.

We work with state and territory governments to implement programs and initiatives to deliver positive outcomes for communities and individuals.

We prioritise fostering strong professional relationships and engagement with our stakeholders and the broader community, including First Nations communities and businesses.

These partnerships are crucial as the delivery of skills and employment outcomes is a shared responsibility in a complex policy environment.

The agencies and statutory bodies within our portfolio are essential partners in meeting our policy, program and regulatory responsibilities, and delivering improved outcomes for the government and the Australian public.

Alongside our stakeholders, they are key partners in supporting the department to deliver holistic portfolio policies and programs.

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x   For a list of all current consultations and reviews please visit **www.dewr.gov.au**

Our portfolio

Ministers	Portfolio entities	Statutory office holders
Minister for Employment and Workplace Relations **Minister for the Arts** The Hon Tony Burke MP	Asbestos Safety and Eradication Agency	Director of Jobs and Skills Australia
	Australian Skills Quality Authority (National Vocational Education and Training Regulator)	Student Identifiers Registrar
	Fair Work Commission	
	Office of the Fair Work Ombudsman	
	Safe Work Australia	
Minister for Skills and Training The Hon Brendan O'Connor MP	Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority)	
	Coal Mining Industry (Long Service Leave Funding) Corporation	
	Comcare	

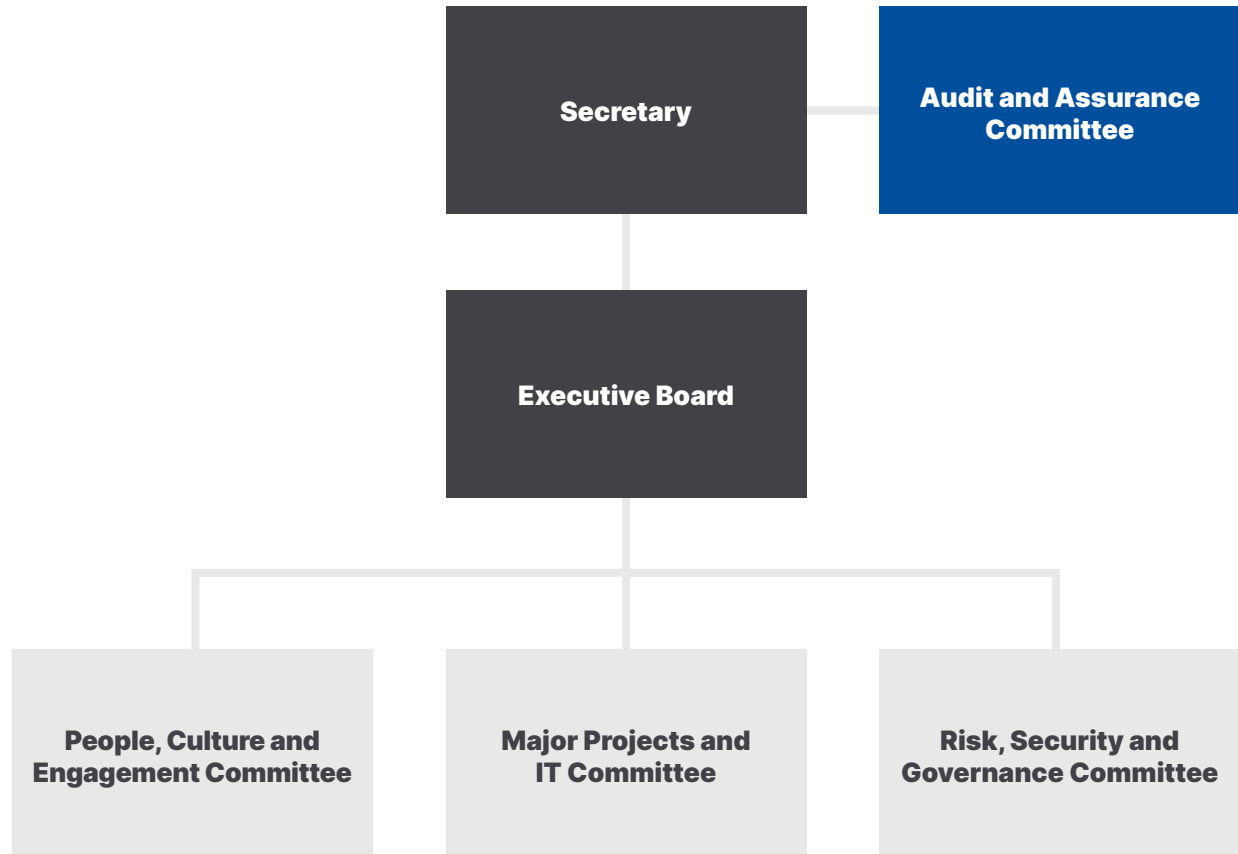Portfolio entities and bodies produce their own planning documents.

The statutory office holders operate with support from the department, and their annual reports can be found within the department's Annual Report.

Our governance

Since the department was established, we have developed a governance framework that provides a mechanism for oversight, transparency and collaboration in decision-making while supporting the department in meeting its objectives.

- The Executive Board, chaired by the Secretary, focuses on policy and organisational stewardship. It is the principal governance committee, advising the Secretary in executing her powers and functions as the Accountable Authority. The Board is responsible for setting the department's strategic direction, ensuring delivery against the Australian Government's objectives, and ensuring compliance with our legal and financial obligations.

- The Audit and Assurance Committee, a statutory requirement under the PGPA Act, provides independent review and advice to the Secretary. It is supported by its own sub-committees: the Performance Reporting Sub-Committee; and the Financial Statements Sub-Committee.

Three sub-committees have been established to report to the Executive Board to progress centrepiece enabling activities and assist the Secretary in decision-making and oversight. In addition to this overarching corporate governance, each group has internal governance arrangements in place to manage its policy and program deliverables.

Secretary	Audit and Assurance Committee

Executive Board

People, Culture and Engagement Committee	Major Projects and IT Committee	Risk, Security and Governance Committee

Our enabling strategies

Our enabling services are central to our performance in supporting our ministers, our people, and the public with the effective and efficient management of:

- Resources, including people, property, and finances
- Information, communications, and digital technologies
- Security, legal, and assurance
- Research, analysis, and data.

The department is building on our enabling capabilities to deliver our purpose and looks for opportunities to improve on our functions.

People

We are focused on building a department in which our people feel they belong and can contribute to the important work we do to assist people to find secure work in fair, productive and safe workplaces across Australia.

To achieve this, the department has begun the process to establish a strategic people framework. We are working with staff at all levels to define our culture – the mission, vision and values that will unify us and create a positive experience for all. We will then develop our people strategy and initiatives to help us realise the culture we aspire to and the organisational identity we value.

Our people strategy will also focus on ensuring that the department works in a flexible and innovative way and that we can successfully attract, build and retain the right skills in a competitive job market. Skills that are important priorities for us include leadership and management, policy development, program management, and data and digital.

An immediate focus for us, as a new department, has been to establish our employee networks. Our 5 networks (Ability and Carers, Culturally and Linguistically Diverse, First Nations, Gender Equity, LGBTQIA+) and their Senior Executive Service Champions play an important part in creating a welcoming and respectful workplace culture.

We will continue to progress a range of people initiatives to establish the new department, including:

- continuing to review our remote work policy to ensure we have the right settings to meet the needs of the organisation, teams and individuals

- establishing the Consultative Committee – our primary mechanism for employees to have their say on terms and conditions of employment, to ensure we have policies that help us attract talent and retain our people

- developing a workforce planning approach that articulates how we attract, develop and retain a motivated workforce

- understanding our workforce to establish the right balance between external expertise and our people

- continuing to focus on the safety and wellbeing of our people

- continuing to build the capability of our people at all levels to ensure we have the right skills and capability to successfully deliver our work and achieve the culture we aspire to.

Data and analytics

A strong data capability enables the department to create and harness data for better policy development, program management and service delivery, while managing our data safely and securely.

The department will appoint a Chief Data Officer (CDO) to develop our data strategy, and review and prioritise existing and new data initiatives. The CDO will strategically drive reform and develop a consistent approach to data across the department and broader portfolio.

Information and communications technology

Developing secure, fit-for-purpose and high-quality ICT business applications, tools, solutions and services for the department and our stakeholders helps us deliver better employment, skills and workplace relations outcomes.

To guide our ICT direction, we have created a Digital Business Strategy. The strategy outlines 4 key shifts to transform our digital experience:

- creating simpler access
- contributing to a consistent experience across informational and transactional websites
- using data to enhance the service experience
- ensuring our solutions are modern and connected.

In 2022–23 we will create a more consistent and streamlined experience for users and build the foundations to deliver a data-driven integrated user experience across government services. This work aligns with the Australian Government's Digital Government Strategy, which describes the principles, outcomes and future state of digital services across the whole of government.

Our ICT Strategy 2020–2023 details how we will achieve our key priorities and deliver the Digital Business Strategy outcomes, which are:

- achieving excellence in service delivery
- delivering the workplace of the future
- transforming our applications to deliver simple, modern, joined-up and personalised services
- investing in a flexible and capable ICT workforce
- evolving our platforms to improve security, adaptability and resilience
- partnering to enable data-driven policy and operations.

To further protect our users and the data entrusted to us, we continue to invest in and strengthen the security of our ICT network, systems and data holdings by implementing the Australian Cyber Security Centre's 8 essential mitigation strategies to prevent harmful cyber incidents.

The department operates ICT infrastructure across on-premises data centres and public cloud networks in accordance with the Australian Government Secure Cloud Strategy. In 2022–23 and beyond we will continue to modernise our business application hosting environment to support externally facing business systems including Workforce Australia and the Apprenticeships Data Management System.

Communication

Effective communication and stakeholder engagement are at the heart of all we do and are integral to the delivery of the government's policies and programs.

Our team of communication professionals provide a range of services, including media and issues management advice, to assist the department to develop and implement policy, program and project priorities and support our ministers.

We connect with stakeholders through a range of mediums, channels and activities, informed by evidence and insights that shape our communication approach, ensuring the audience and the outcome are always central to our planning and messaging.

Our purpose drives us to go above and beyond in developing creative and innovative communication initiatives to help ensure all people can build their skills and find secure jobs in fair workplaces across Australia.

We will continue to streamline our digital platforms and communication via social media to share timely and innovative content to showcase the work of the department.

Financial management

Effective financial management is a key element of assessing our performance and accountability. Our stewardship approach to financial management enables our stakeholders to be equipped with the right financial information to make informed decisions and deliver on the Department's outcomes.

The work of our finance team includes:

- providing high-quality and well-informed financial advice to government on new opportunities and changing priorities

- implementing fit-for-purpose financial management practices to provide timely and accurate information, analysis and advice

- enabling regular oversight by our governance committees in relation to the allocation and reporting of budgets

- assisting in the development of new policy proposals and coordinating the Budget process

- working closely with our service delivery partners

- maintaining and developing effective financial systems, and ensuring compliance with legislative and policy requirements

- leading our finance capability and building financial literacy in our workforce

- developing efficient and effective internal business processes.

Our Portfolio Budget Statements 2022–23 contain further information regarding the department's budget estimates (departmental and administered), average staffing levels, and financial statements for the reporting period.

Our risk oversight

Enterprise risk management arrangements

The department manages risk in accordance with the Commonwealth Risk Management Policy and our Enterprise Risk Management Policy and Framework. Our goal is to appropriately manage all risks to protect the interests of the department, assist in decision-making, and minimise disruption to critical business functions.

Risk governance

Our governance arrangements support the appropriate frameworks and systems to manage our strategic and operational risks. While the Secretary and the Executive Board have overarching responsibility for managing risk, it is everyone's responsibility to manage risk in the course of their daily duties.

Our Chief Risk Officer (CRO) plays an important role in championing enterprise risk management arrangements and building departmental risk capability. The CRO is supported by a dedicated enterprise risk section.

We ensure that we engage and work with our internal and external stakeholders in a collaborative way so that we manage shared risk with a united purpose.

Strategic risk environment

For each of our 5 key enterprise-wide risk focus areas we have key mitigation strategies. We regularly monitor these risks to ensure we can adapt and direct the capabilities and skills of our people to mitigate them in line with our risk appetite.

Our key enterprise-wide risk focus areas and mitigation strategies

Key Risk Focus Areas   **Key Mitigation Strategies**

EWR 1
People
– Work Health and Safety
– Resourcing
– Capability
– Diversity and Culture

- Positive wellbeing and safety are at the core of our culture. We adhere to the *Work Health and Safety Act 2011* and have strategies in place to prevent and manage physical and psychosocial risks and hazards.
- We provide a safe and secure physical environment for our people by adhering to the protections outlined in our *Protective Security Policy Framework*.
- We actively encourage and empower staff to consider new and better ways of doing work and to manage workloads. We have a focus on health and wellbeing and offer flexible working initiatives to ensure our people feel valued and trusted.
- We are committed to a respectful, inclusive, and diverse workplace for all, supported through our actions, systems, value statements, networks, and policies.
- We attract and retain capable and skilled people and have learning and development activities to support the growth of leadership and the broader ongoing development of our people.

EWR 2
Policy Development, Advice and Engagement
– Quality and Timely
– Evidence Based
– Stakeholder Engagement

- The department develops policy with a focus on the outcome to be achieved, based on research, data, engagement, and evidence.
- Our internal strategies, policies and frameworks ensure that standards and guidelines are clearly articulated to our people whilst aligning to whole-of-government best practice.
- We ensure that we provide accurate and timely advice to our external stakeholders as an internally connected organisation.
- We proactively support tripartism, collaboration and stakeholder insight, to encourage ongoing discussions, with a view to meeting the needs of policy recipients.

EWR 3
Delivery and Assurance
– Environment of change
– Programs, Projects and Services
– Payment Integrity
– Fraud/Risk/Audit
– Assurance protocols

- We are committed to implementing programs, projects and services that focus on achieving outcomes as intended, that are of a high quality, and that are in line with the proper use of public resources*.
- We protect the integrity of our payments to third parties by focusing on preventing inaccurate payments, fraud and corruption using a range of control measures.
- Our risk, fraud, audit, and assurance mechanisms reinforce the correct, compliant detection-based protocols to support monitoring and oversight. Our policies and assurance activities are conducted through robust Internal Audit and Assurance Programs.
- The department's governance arrangements support policy implementation within legislative requirements, manage risk and align with whole-of-government requirements including the *Protective Security Policy Framework*.

EWR 4
Financial Management and Regulatory
– Internal/External Budgets
– Procurement and Contractual
– Legislation and Regulations

- We maintain stringent oversight of departmental financial processes and budgetary decisions, supporting efficient, effective, economical, and ethical use or management of public resources in accordance with the *Public Governance, Performance and Accountability Act 2013*.
- Our investment decisions, procurement practices and contractual agreements represent value for money and our internal procedures comply with Commonwealth guidelines.
- Our legal practices comply with legal obligations and regulatory requirements to ensure we act lawfully in the delivery of our operations.
- Our deregulation approach involves our people integrating the best practice regulation into their daily work and identifying and improving business processes that avoid imposing obligations on investment and job creation.

EWR 5
Information Management and Information and Communications Technology
– Privacy
– Information and IT Security
– Infrastructure and Systems
– Records Management

- Information and Communications Technology is embedded across the organisation. By modernising the architecture and platforms that support our business systems, we have ensured that we can meet the future needs of the department.
- The protection of our information and data is priority. Our environment is safeguarded by robust systems, monitoring, and oversight underpinned by our *Protective Security Policy Framework*. We apply the Australian Cyber Security Centre's Essential Eight Mitigation Strategies to mitigate potential cyber threats to our organisation.
- We embed privacy awareness within the department. We manage our information appropriately under the *Freedom of Information Act 1982* and the *Privacy Act 1988*.
- We meet best practice in records management and comply with all our obligations, including under the *Archives Act 1983*.

* Proper use = management of public resources in accordance with sections 15 and 21 of the *Public Governance, Performance and Accountability Act 2013*

Operating risk environment

Our operating risk environment demonstrates the clear line of sight from whole-of-government legislation and standards through to our enterprise risk management arrangements and operational risk resources and guidance.
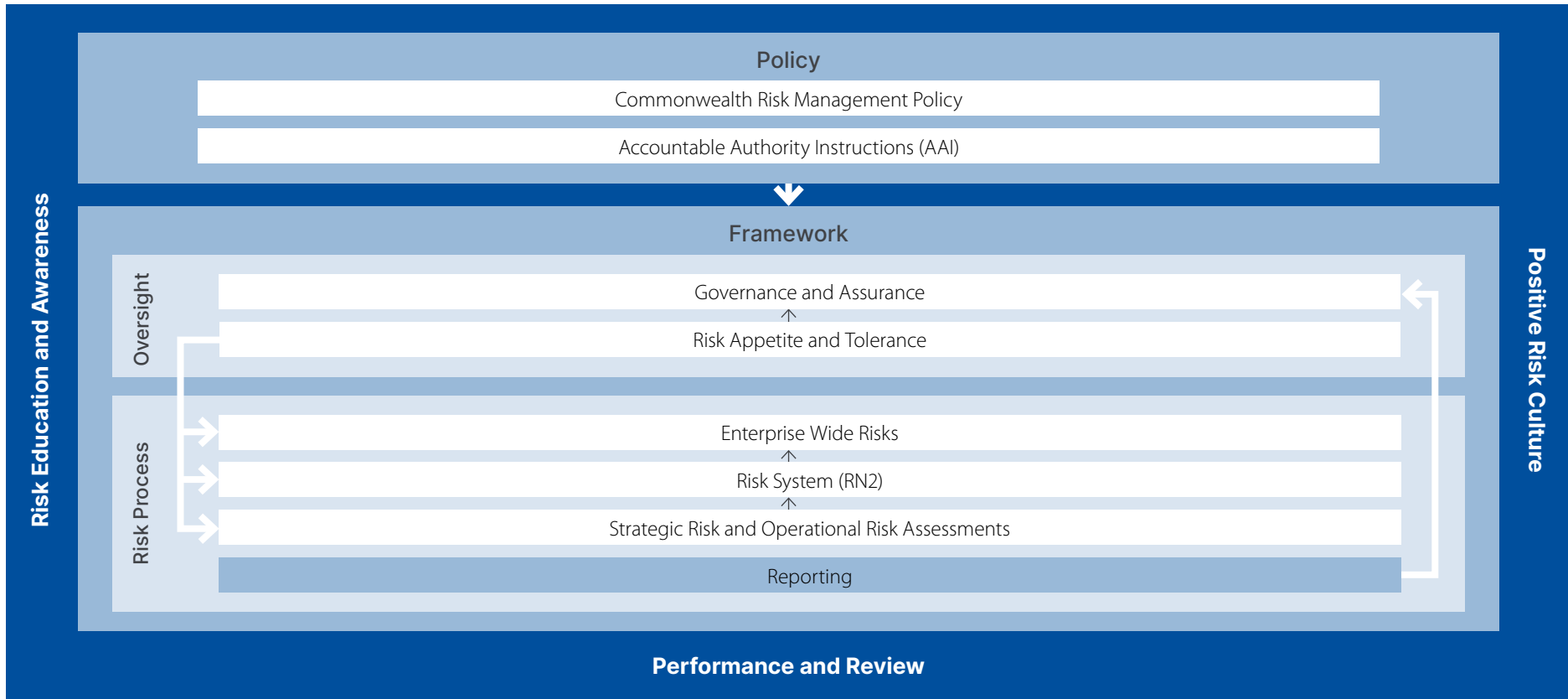
We embed risk assessments at all levels of our operations through our enterprise risk management system, which aligns to the principles in our Enterprise Risk Management Policy and Framework. We have mandatory risk plans that consider people, work health and safety, finance, fraud and climate risks.

Our operating risk environment

Legislation

Public Governance, Performance and Accountability Act 2013

Standard

Australian/New Zealand ISO 31000: 2018

DEWR Enterprise Risk Management Policy and Framework

Policy

Commonwealth Risk Management Policy

Accountable Authority Instructions (AAI)

Framework

Oversight

Governance and Assurance

Risk Appetite and Tolerance

Risk Process

Enterprise Wide Risks

Risk System (RN2)

Strategic Risk and Operational Risk Assessments

Reporting

Risk Education and Awareness

Positive Risk Culture

Performance and Review

4 Acronyms and compliance

Acronyms

Acronym	Expansion
ACSF	Australian Core Skills Framework
APS	Australian Public Service
DEWR	Department of Employment and Workplace Relations
DLSF	Digital Literacy Skills Framework
e-CAF	electronic Commonwealth assistance form
EFTSL	equivalent full time study load
FEG	Fair Entitlements Guarantee
NCVER	National Centre for Vocational Education Research
PBS	Portfolio Budget Statements
PGPA Act	Public Governance, Performance and Accountability Act 2013
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
TRIFR	Total Recorded Injury Frequency Rate
VET	vocational education and training
WADP	Workforce Australia Digital Platform

Compliance

This corporate plan has been prepared and published in accordance with the requirements of section 35 of the PGPA Act. The following table sets out matters included in compliance with section 16E of the PGPA Rule.

PGPA Rule requirements

Source	Matters to be included	Reference
Introduction		
PGPA Rule 16E(1)	The corporate plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity.	Page 6
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	Page 6
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.	Page 6
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.	Page 6
Purposes		
PGPA Rule 16E(2)2	The corporate plan must state the purposes of the entity.	Page 9
Key activities		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake in order to achieve its purposes.	Page 14
Operating context		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.	Pages 10-11
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	Pages 31-35
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	Pages 36-39

Source	Matters to be included	Reference
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.	Pages 27-29
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.	Not applicable
Performance		
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule.	Outcome 1, pages 15-18 Outcome 2, pages 19-22 Outcome 3, pages 23-25
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.	Outcome 1, pages 15–18 Outcome 2, pages 19–22 Outcome 3, pages 23–25
Publication and distribution		
PGPA Rule 16E(5)	The corporate plan must be given to the responsible Ministers and the Finance Minister as soon as practicable after the plan is prepared, and before the plan is published on the entity's website.	This corporate plan was given to the responsible Ministers, and the Finance Minister prior to publication on **dewr.gov.au**.
PGPA Rule 16E(7)	If the entity is established at the start of, or during, the reporting period for which the plan is prepared, then subsection 16E(3) of the PGPA Rule applies as if it requires the plan to be published as soon as practicable after the plan is prepared (instead of it requiring the plan to be published by the day specified in that subsection).[xi]	This corporate plan was published as soon as practicable after the plan was prepared.

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xi   For entities that are not newly established, PGPA Rule 16E(3) would typically apply.