



Australian Government
Department of Employment

DEPARTMENT OF EMPLOYMENT

CORPORATE PLAN 2015 ▶ 16

MORE JOBS. GREAT WORKPLACES.

SECRETARY'S FOREWORD

As the accountable authority of the Department of Employment, I present the Department of Employment Corporate plan.

The Department of Employment's vision is *More Jobs. Great Workplaces.*

Employment is central to national economic strength and social wellbeing. Employers drive economic growth and development through innovation and job creation. Australia is internationally competitive in goods and services because of the acumen and creativity of the nation's private sector. Our social fabric is supported by government and not-for-profit employers supporting and delivering services to the community. Sustainable employment also depends on the quality of our workplaces. A great workplace is a productive workplace, where people contribute to the best of their ability and skills, and are able to do their jobs safely.

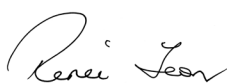
Our employment priorities for 2015–16 include the implementation of the Growing Jobs and Small Business package including the Youth Employment Strategy announced in the 2015–16 Budget, along with the implementation of the new employment services model jobactive. In workplace relations and economic strategy, a varied and forward looking agenda is being implemented in areas such as Work Health and Safety and preparatory work to explore how behavioural economics could be applied to augment the portfolio's activities.

Our Corporate Plan sets out the details of these priorities for the year ahead, and how we will work over the next four years to achieve our vision through the four pillars set out in our Strategic Plan 2014-2017:

- ▶ **Delivery**—we deliver the Government's agenda and priorities. We measure our performance and are accountable.
- ▶ **Forward looking**—we identify risks, emerging trends and opportunities. We foster innovation and are on the front foot with advice to Government.
- ▶ **Collaboration**—we collaborate within the portfolio, across the Australian Public Service (APS), with our non-APS partners and with our contracted providers. We build and maintain effective relationships, and work together to achieve results.
- ▶ **People**—we value our people and recognise they are the core of our business success. We strive for an engaged and capable workforce with a healthy work-life balance. We recognise there is strength in diversity and seek to make Indigenous business our business.

Over the next four years the Department will be accountable, flexible and innovative in enabling national progress through our vision of *More Jobs. Great Workplaces.* Our Corporate Plan sets out how we will do that and how we will measure our performance.

I am proud of our people and how we are working productively and collaboratively to meet the challenges ahead.



Renée Leon
Secretary

21 August 2015



INTRODUCTION

OUR CORPORATE PLAN 2015–16

The four year Department of Employment Corporate Plan has been prepared as required under paragraph 35(1)(a)/section 95(1)(a) of the Public Governance, Performance and Accountability Act 2013. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Over 2015–2019 we will refine our measures by adding targets and new indicators to broaden our coverage, and to ensure they continue to reflect the services we provide, our changing environment and our strategic direction. Our Corporate Plan will be updated annually and will be reported on in our annual report from 2015–16. The plan connects with supporting documents, such as our Strategic Plan, the Portfolio Budget Statements and our Annual Report, which outline our performance, capability and infrastructure. We will review the plan on an annual basis to ensure it is reflective of our current environment and continues to be effective.



PURPOSE

MORE JOBS. GREAT WORKPLACES.

Our role is to foster a productive and competitive labour market through employment policies and programmes that increase workforce participation, and facilitate jobs growth through policies that promote fair, productive and safe workplaces. We are the primary source of policy advice to Government on workplace relations and employment. By providing sound policy advice to create jobs, help job seekers into work and encourage great workplaces, we foster stronger economic growth, building Australia's participation and productivity.

Having a job provides financial security throughout life, enabling choice of investment in housing, education and health. It provides financial security and enhances self-esteem, social skills and self-confidence. We contribute to this by helping job seekers into work with employment services and programmes aimed at improving job placement opportunities.

A great workplace is productive—people contribute to the best of their ability and skills and are able to do their jobs safely. Employees and managers are engaged and motivated to look for better ways to do their work.

We are open to new ideas, encourage a broad perspective and support innovation to identify new solutions with our key partners across the APS and externally. We identify risks, emerging trends and opportunities to inform our thinking and be flexible, adaptable and strategic. Through ongoing review and evaluation, we continually seek to learn and improve our policy and programme advice to our ministers and improve our performance.

We support the Australian Government to deliver its social and economic priorities. We will strive to deliver efficient, effective and high quality employment services to maximise workforce participation including our most disadvantaged job seekers. To achieve this we will work with our stakeholders to identify risks, solutions and emerging trends to be adaptable and strategic. We will seek to learn and improve our policy and programme advice to our ministers, improve our performance and service to the community through ongoing review and evaluation.



ENVIRONMENT

Jobs growth and productivity remain the key factors to the economic prosperity in Australia. Having a job not only provides financial security but also enhances self-confidence, self-esteem and social and economic participation.

The nature of jobs performed, the places in which they are located and the ways by which employers and employees connect to exchange labour are becoming increasingly fluid. These changes in the labour market reflect the dynamic and sometimes unpredictable economic forces at play in domestic and global markets. Disruptive technologies and automation are also transforming traditional models of employment and the very existence of some jobs.

As a Department, we don't control these external factors, but we can influence the frameworks, provide opportunities and address some of the challenges for job seekers and employers within them.

Working in an environment which is safe and healthy will be a focus for us as workplaces are transformed and the profile of occupational risks shifts with increased concern around psychological as much as physical injury. These factors provide important context for how we address these challenges and will be critical to the success of our programmes, the economy and the future of people who live in Australia.

CHALLENGES AND OPPORTUNITIES

The last 30 years have been marked by a notable rise in the labour force participation rate which increased 5 percentage points from 1985 to 2015 (from 60 per cent to 65 per cent). Over the same period the Australian economy has also changed significantly becoming more service based and higher skilled as a result of technological change, globalisation, heightened competitive pressures and an ageing population.

Over the period of the plan employment is set to increase by between 1.5 and 2 per cent each year, and the unemployment rate is projected to make a gradual decline from 6.25 per cent June 2015 to 5.75 per cent in June 2019. Over the same period employment growth is projected in four key industries: Health Care and Social Assistance is projected to make the largest contribution to employment growth, followed by Education and Training, Construction and Professional, Scientific and Technical Services.

Although the labour market is projected to generate employment opportunities across all skill levels, employment in occupations with a Bachelor degree or higher qualification is projected to increase by almost half a million over the five years to November 2019. This accounts for 40 per cent of projected employment growth over this period.

While the labour market is largely dependent on the Australian economy, which we cannot control, we can align our policy design with the evidence which shows education and training improve employment outcomes, and unemployment levels are lower and participation rates and earnings are higher for those with higher educational attainment. It is important our employment services continue to ensure job seekers are given opportunities to undertake quality training to allow them to increase skill levels to help them join the increasingly skilled labour force.

The challenge of ensuring the work environment is safe and fair is ongoing. The Productivity Commission review of the workplace relations system is an important initiative which will provide recommendations to Government regarding potential reforms in the workplace relations area. The Government has committed to consider the recommendations of the Productivity Commission and, if there is a good case for sensible and fair changes, take these to an election before they are implemented. We will be a key advisor to Government in any response it may make to the review's findings.

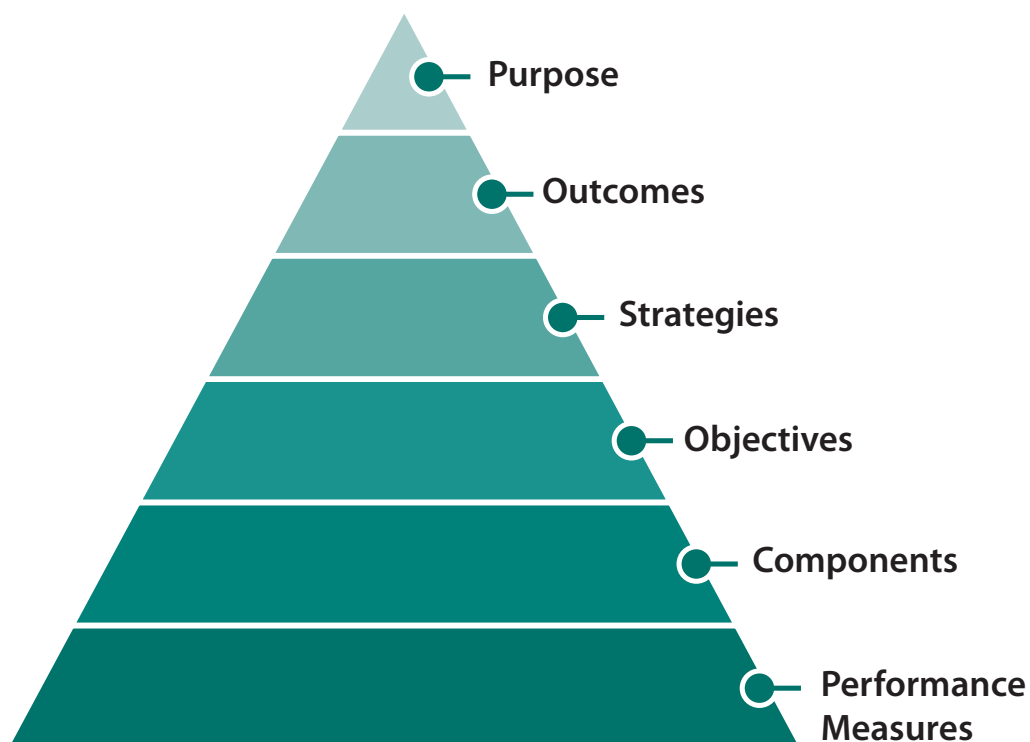
The national workplace relations system underpins jobs growth and promotes fair and safe workplaces for all Australians. We contribute to higher productivity through implementation of national approaches to workplace health and safety and workers' compensation laws. This is achieved by, for example, improving the legislative underpinnings of the workplace relations framework, leveraging Commonwealth funding to improve safety on building sites, improving 'return to work' outcomes for people injured in the workplace, protecting workers' entitlements when their employment terminates because of liquidation or bankruptcy of their employer and engaging with other agencies and internationally to achieve better workplace relations outcomes. Through encouraging employers and employees to agree on productive and competitive working arrangements we help to support jobs growth.

PERFORMANCE

The Department has two **outcomes** we work towards to achieve our **purpose**, these are:

1. **Foster a productive and competitive labour market through employment policies and programmes that assist job seekers into work, meet employer needs and increase Australia's workforce participation.**
2. **Facilitate jobs growth through policies that promote fair, productive and safe workplaces.**

Through effective **strategies** we are able to achieve these **outcomes**. The strategies outline how our main components work in achieving our outcomes and associated **objectives**. Each of these **components** can be aligned to these objectives. Finally through **measures** we can see; what did we do? How well did we do it? Who was better off and why?



OUTCOME 1, EMPLOYMENT SERVICES

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

Strategies in 2015–16 are:

- ▶ **implementing a new employment services system, jobactive**, from 1 July 2015. The new model has a clearer focus on payment for results to ensure jobactive organisations better meet the needs of job seekers and employers
- ▶ the national roll-out of **a new mutual obligation framework and new Work for the Dole arrangements** to ensure that job seekers remain active and engaged while looking for work
- ▶ implementing the employment related elements of the government's **growing jobs and small business package** to increase employment opportunities for job seekers, especially young job seekers
- ▶ continuing to **reduce red tape for employment services**, including simplifying and streamlining processes, making more efficient use of technology and increasing collaboration and use of data across government agencies
- ▶ **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; work collaboratively with other agencies and a range of external parties to bolster Australia's productive capacity; and ensure a consistent approach to government delivery of employment services
- ▶ maintaining collaborative **relationships with relevant international organisations** including the OECD, APEC and the G20 and progressing the outcomes of the 2014 G20 Leaders Summit.

There are four objectives of the strategies for Outcome 1:

1. To help job seekers find and keep a job
2. To help job seekers move from welfare to work
3. To help job seekers meet their mutual obligations and
4. For jobactive organisations to deliver quality services.

Outcome 1 Components

To achieve these objectives we use the suite of Employment Services programmes. The components are (more information on these can be found in the 2015—16 Employment Portfolio Budget Statements):

- ▶ jobactive employment services
- ▶ the Job Commitment Bonus
- ▶ Intensive Support for Vulnerable Job Seekers
- ▶ Transition to Work
- ▶ Seasonal Worker Programme
- ▶ Mature Age Employment.



Resourcing

Budgeted expenses for Programme 1.1—Employment Services

	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
Annual administered expenses:				
jobactive	1,459,566	1,778,210	1,772,123	1,793,512
Job Services Australia	-	-	-	-
Job Commitment Bonus	32,885	62,483	64,718	64,379
Intensive Support for Vulnerable Job Seekers	12,466	27,309	31,553	17,602
Transition to Work	13,545	59,290	62,006	60,000
Seasonal Worker Programme	1,277	1,705	1,732	1,759
Mature Age Employment	3,273	3,335	3,388	3,442
Total programme expenses	1,523,012	1,932,332	1,935,520	1,940,694

The measures of success of these objectives

These are our annual measures used to track the success of the programme in meeting the overall objective:

1. **Objective 1—Help job seekers find and keep a job**
 - a. Count of job placements—overall target of 380,000, Indigenous target of 38,000
 - b. Proportion of job placements sustained to 4 weeks—overall and Indigenous targets of 68%
 - c. Proportion of job placements sustained to 12 weeks—overall and Indigenous targets of 44%
 - d. Proportion of job placements sustained to 26 weeks—overall and Indigenous targets of 24%
 - e. Proportion of job seekers employed three months following participation in jobactive—overall 45% target, Stream A 55% target, Stream B 35% target, Stream C 25% target
2. **Objective 2—Help job seekers move from welfare to work**
 - a. Proportion of job seekers moving off income support, or with significantly reduced reliance on income support, 6 months following participation in jobactive—40% target

3. **Objective 3—Help job seekers meet their mutual obligations**
 - a. Proportion of Work for the Dole participants who report increased motivation to find a job—75% target
 - b. Proportion of jobactive appointments attended (appointments for activity tested job seekers, excluding appointments where the job seeker had a valid reason for not attending)—90% target
 - c. Proportion of job seekers (with Mutual Obligation requirements) who are actively looking for work—95% target
4. **Objective 4—jobactive organisations deliver quality services**
 - a. Proportion of employers satisfied with the assistance provided by an jobactive organisation—80% target
 - b. Proportion of jobactive organisations that meet the service delivery requirements—80% target

Overall programme summary—Cost per employment outcome—less than \$2,500 target

OUTCOME 2

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

Strategies in 2015-16 are:

- ▶ providing legal and policy advice to the government on the implementation of its workplace relations, work health and safety and workers' compensation reform agenda
- ▶ preparing submissions and participating in hearings and inquiries on behalf of the government
- ▶ continuing to prepare legislation and working closely with stakeholders to implement government priorities
- ▶ contributing to safer workplaces and higher productivity through implementation of national approaches to workplace health and safety and workers' compensation laws
- ▶ leading legislative and non-legislative measures to improve the Comcare scheme
- ▶ continuing to implement the improvements agreed by the government to modernise and streamline the work health and safety accreditation scheme (for contractors that undertake Commonwealth funded building work).
- ▶ streamlining gender reporting while maintaining a focus on driving gender equality in the workplace through supporting a working group that is examining better ways to implement gender reporting
- ▶ continuing to work cooperatively with states and territories to ensure ongoing effectiveness of the national workplace relations system, and work health and safety frameworks
- ▶ supporting the integrity of the workplace relations framework through strategic interventions in key cases before courts and tribunals
- ▶ promoting the effective operation of the workplace relations system through working closely with existing workplace relations agencies including the Fair Work Commission, the Fair Work Ombudsman, Office of the Fair Work Building Industry Inspectorate and, subject to passage of legislation by the parliament, its replacement 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 and the Workplace Gender Equality Agency to promote gender equality in workplaces
- ▶ maintaining the workplace agreement database and preparing quarterly published reports, policy advice and programme administration of the Fair Entitlements Guarantee programme, research and evaluation and support to the International Labour Organization.

There are two objectives of our strategies for Outcome 2:

1. The promotion of fair workplaces by ensuring the protection of employee entitlements in certain circumstances.
2. To contribute to the productivity agenda by ensuring the operation of the workplace relations system through initiatives designed to encourage employers and employees to adopt flexible and modern workplace relations.

Resourcing

Budgeted expenses for Programme 2.1 Employee Assistance

	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
Annual administered expenses:				
General Employee Entitlements and				
Redundancy Scheme	-	-	-	-
Fair Entitlements Guarantee	6,025	6,805	1,750	1,750
Special appropriations:				
Coal Mining Industry (LSL) Act				
1992	174,618	174,618	174,618	174,618
Fair Entitlements Guarantee Act 2012	198,768	199,264	195,532	195,532
Total programme expenses	379,411	380,687	371,900	371,900

Budgeted expenses for Programme 2.2 Workplace Assistance

	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
Annual administered expenses:				
International Labour Organization				
Subscription	10,277	10,594	10,620	10,652
Protected Action Ballots Scheme	1,600	1,600	1,600	1,600
Centre for Workplace Leadership	3,133	-	-	-
Total programme expenses	15,010	12,194	12,220	12,252

Outcome 2 Components

To achieve these objectives we use workplace relations programmes, these are (more information on these can be found in the 2015–16 Employment Portfolio Budget Statements):

- ▶ Fair Entitlements Guarantee (FEG) — provides financial assistance for certain unpaid employment entitlements when an employee loses their job through the liquidation or bankruptcy of their employer.
- ▶ International Labour Organization (ILO)— the Australian Government’s membership of the ILO.
- ▶ The Coal Mining Industry (Long Service Leave) Administration Act 1992 financing arrangements are administered by the Coal Mining Long Service Leave Corporation.
- ▶ Protected Action Ballots Scheme is for costs incurred by the Australian Electoral Commission in relation to protected action ballots.


The measures of success of the objectives

Under this outcome there are two kinds of measures.


- ▶ Departmental output measures are used to address objective 1, which address what the Department produces to support fair workplaces.
- ▶ Effectiveness indicators are used for objective 2, which address the ‘health’ of the workplace relations system. The three effectiveness indicators are: productivity and wages growth; levels of industrial action; and use of enterprise bargaining. These indicators allow us to understand the health of the workplace relations system, noting significant drivers in broader aspects of the Australian economy. These effectiveness indicators allow us to be properly informed and provide good policy advice, and shape the way we deliver our programmes.

Objective 1—The promotion of fair workplaces by ensuring the protection of employee entitlements in certain circumstances.

1. Fair Entitlements Guarantee (FEG)—
Timeliness of processing claims—
percentage of claims processed within 16 weeks of receipt of an effective claim.
—Target 80%
2. FEG—Timeliness of processing claims—
average processing time for all claims.—
Target—14 weeks
3. FEG—Accuracy—less than 5% of claim decisions are incorrect
4. FEG—Stakeholder satisfaction—Claimants are satisfied with the Department’s administration of the Fair Entitlements Guarantee—Target 80%
5. FEG—Stakeholder satisfaction—Insolvency practitioners are satisfied with the Department’s administration of the Fair Entitlements Guarantee.—Target 80%
6. Building Code—Timeliness of departmental responses to client requests for assessment of industrial instruments against the code and guidelines—Target 95% completed within 10 working days
7. Australian Government Building and Construction WHS Accreditation Scheme (Scheme)—Level of satisfaction of clients with the provision of advice, information, education and promotion of safer workplaces on Australian Government construction sites by the Office of the Federal Safety Commissioner.—Target Effective or above
8. Scheme—timeliness of responding to initial applications for accreditation—Target More than 90% of accreditation applications are assessed and contact is made with the applicant within 10 working days.



Objective 2—To contribute to the productivity agenda by ensuring the operation of the workplace relations system through initiatives designed to encourage employers and employees to adopt flexible and modern workplace relations.

1. The national workplace relations system supports improved productivity outcomes
 - a. Productivity growth as measured by output per hour worked in the market sector (annual, trend terms)
 - b. ABS Wage Price Index (annual, seasonal adjusted terms)
 2. Incidence of industrial action (allowing for variations in the bargaining cycle)
 - a. Working days lost per thousand employees (annual WDL/1000E)
 3. Enterprise bargaining is used by employers and employees to negotiate pay and conditions
 - a. Number of enterprise agreements under the Fair Work Act 2009 that have not passed their nominal expiry date.
- 



Evaluation and Research

Our **evaluation efforts** in 2015–16 will focus on the progress of **jobactive**, specifically the way in which it is implemented and the influence it has on supporting people into employment. We will also focus our efforts on determining the impact and effectiveness of some of our key programmes, including:

- ▶ Work for the Dole under jobactive
- ▶ Job Commitment Bonus
- ▶ Tasmanian Jobs Programme
- ▶ Relocation Assistance to Take-up a Job

The outcomes of these evaluations will assist us to monitor and continuously improve our programmes to focus our efforts and ensure the best possible outcomes for our clients.

Our **research efforts** in 2015–16 will be prioritised to ensure we are maximising our overall return on investment and knowledge gains. We will do this by identifying projects which will be of greatest benefit and relevance to our strategic goals and future direction, thereby ensuring that our research work is aligned with Government priorities, as well as the current and future needs of the Department. To assist us in doing this we will prioritise our projects into:

- ▶ **Committed Projects**—those projects which must be undertaken in 2015-16 due to legislative commitments, budgetary measures, government decisions, and priorities
- ▶ **High Priority Projects**—projects which would add significant value to the ongoing development of policies and programmes important to the Department's portfolio
- ▶ **Medium and Low Priority Projects**—projects which have the potential to add value to the Department, but are not necessarily a priority for the Department in the current year

Our research projects will also be clustered into one of three categories: flagship projects; responsive research; and evaluation and innovation and improvement.

<p>Flagship Projects</p>	<ul style="list-style-type: none"> ▶ Constitutes projects that: ▶ Underpin our evidence base ▶ Are mandatory for us to undertake ▶ Contribute to our priority research and evaluation programmes ▶ Provide critical insight into our policy development and planning.
<p>Responsive research and evaluation</p>	<ul style="list-style-type: none"> ▶ Constitutes projects that: ▶ Supplement our flagship research projects ▶ Address imminent gaps in our knowledge ▶ Address more immediate information needs ▶ Spontaneously respond to environmental issues of interest.
<p>Innovation and improvement</p>	<ul style="list-style-type: none"> ▶ Constitutes projects that are: ▶ Future focused and forward looking ▶ Investigate potential strategies, practices, policies and procedures ▶ Focused on identifying key improvements, efficiencies and effectiveness.

In 2015–16 our research efforts will contribute to all aspects of our portfolio by contributing to our knowledge base in relation to:

- ▶ Workplace relations issues such as bullying and harassment, leadership, workplace safety
- ▶ Improving outcomes for individuals such as older workers and those with mental health issues
- ▶ Understanding the needs of our key stakeholders
- ▶ Legislative reviews
- ▶ Future of work in Australia

The outcomes of this work will ensure that we are supporting the development of high quality evidence based policy, and that we are well positioned to be able to provide sound, evidence based advice to Government.

The Department will also undertake on-going research, analysis and monitoring of labour market conditions in Australia and provide advice to the government and other stakeholders. This includes:

- ▶ Monitor and analyse overall labour market trends (and those for regional areas) and the impact of these movements on various cohorts (e.g. youth), and the economic and labour market outlook.
- ▶ Monitor and analyse occupational and industry employment trends and vacancy data, and provide projections of future employment.
- ▶ Undertakes surveys of employers (Survey of Employers' Recruitment Experiences) in regions and cities across Australia, particularly looking at employers' recent recruitment experiences and future recruitment intentions.
- ▶ Research the labour market for skilled occupations and undertake analysis on skill shortages.



CAPABILITY

Our organisational capability is the combination of our people, culture, governance, processes, systems and knowledge. By having strong capability we ensure we can deliver on priorities for the Australian Government and the community.

Our capability to deliver outcomes for the Australian Government and the community is evident in all aspects of our business. We have a strong reputation across our stakeholders as being able to deliver sound, evidence-based policy advice and programme implementation. We are constantly evaluating our work, internally and externally, to ensure continuous improvement, and have dedicated resources to research and evaluation and organisational capability development. We have a strong focus on ensuring priorities and strategies are focussed on public value and informed by a sound evidence base including rigorous and structured evaluation, review, research and data analytics. This underpins our robust delivery models and supports a design chain that is integrated and evidence-based at every stage.

PEOPLE

Our ***People and Capability Strategy 2014–2016*** is the key planning document to provide strategic direction and oversee the management of our people and organisational strategies. The strategy guides our work practices not only on a departmental level, but also on leadership, team and individual levels. All staff are encouraged to embed the five people priorities and leadership statement outlined in the plan into their day-to-day work and interactions with each other.

The five priorities are:

- ▶ A positive culture. A culture that embraces our vision and values, develops good leaders, helps to create our identity and guides the way we work to support the Department to deliver on our priorities.
- ▶ An engaged workforce. People who are productive, have a clear understanding of how their work contributes to achieving the Australian Government's goals, and feel valued.
- ▶ A capable workforce. People who have the capabilities they need to work effectively, deliver the on priorities, and understand that effort and achievement are rewarded.
- ▶ An innovative workforce. People who continually learn and explore new ways of thinking and working.
- ▶ An adaptive, responsive workforce. A workforce that has developed both specialised and broad skills, and readily adapts and responds as demands require.

Our priorities strengthen how we collaborate with stakeholders and the community, provide information and seek feedback. In addition, we help to raise awareness and promote cultural respect, and work towards positive outcomes in policy design and service delivery for Indigenous Australians.

We will create a workforce with the skills and knowledge to continue to deliver programmes and policy into the future through our Workforce Plan. Part of our approach will be focused on workforce mobility which will ensure our ability to address short term projects and the implementation of new programmes. Mobility will provide opportunities to increase job engagement, broaden skill development and help with succession planning. This approach will also provide the opportunity to share our expertise and learn from other Departments.

We will build an agile, flexible and engaged workforce. We will explore fresh approaches, looking at alternative options and utilising IT and innovation to identify efficiencies and effectively manage resources. We will also continue to build capability through formal training and learning on the job to deal with complex policy and delivery challenges.

INFORMATION TECHNOLOGY

We utilise information technology (IT) to support policy development and programme delivery. Our IT Strategic Plan 2014–2017 outlines strategies to align our organisational strategies with our priorities and helps us achieve greater productivity. Through the plan we are able to respond to changing demands, meet future priorities and build our IT capability by:

- ▶ increasing data analytics capability
- ▶ increasing efficiency and reduce red tape
- ▶ enabling innovative business models
- ▶ supporting high productivity
- ▶ implementing effective IT sourcing strategies
- ▶ engaging in whole-of-government IT initiatives
- ▶ improving IT capability.

Our IT is underpinned by strong enterprise architecture. Over the period of the plan we will strive to continue to develop and consider: continuous enhancements, best value investments and future priorities. To achieve this we will continue our strong project management capabilities with an emphasis on using robust business cases and benefits to adopt technologies and source solutions which reduce our costs and position us to provide future capability.

EVALUATION, RESEARCH AND EVIDENCE

Our Evaluation, Research and Evidence Framework 2015–2020 will help us deliver on priorities through four themes: evaluation, research, data management and enhanced capability.

The framework has been designed to ensure that the Department's investment in evaluation and research is coherent, supports evidence based policy and maximises the use of the information we gather through our work. To do this we will:

- ▶ **Align** our work with the needs of the Department and our partners
- ▶ **Measure** and **monitor** our success
- ▶ **Collaborate** with others

The Framework will assist us to deliver on our priorities by helping us to focus our efforts in the four areas, while also ensuring we have appropriate governance, communication and continuous improvement strategies in place, including:

- ▶ Leading the development of co-ordinated, relevant and high quality research and evaluation programmes
- ▶ Ensuring the delivery of time and resource efficient research and evaluation
- ▶ Promoting research and evaluation findings to ensure evidence has an impact on policy, practice and behaviour.

The role and influence of the Framework will increase over the coming years as we refine and consolidate its operation and governance and demonstrate how it can assist us to develop new partnerships and position the Department as a thought leader within both the Australian Public Service and the Australian Community.

INNOVATION

Policy design and programme delivery will be informed from a broad range of multi-disciplinary sources and enhance our ability to achieve our priorities and meet immediate, medium and longer term needs.

An example of this work is a Behavioural Economics project which highlights the benefits behavioural economics brings as another dimension to policy and service delivery design. We are looking at common patterns in how people think, respond and behave. Recently, the Economic Strategy Group has commenced a project to build the behavioural insights capability of the Department through a collaborative partnership with the UK Behavioural Insights team. This capability will provide our people with a more formalised and embedded understanding of the potential for “nudge theory” to influence the broader policy development and programme implementation process.

Over 2015–2019 we will continue to strengthen relationships with our networks including other APS agencies, industry bodies and the community to help our capability to think longer term, lead and inform policy co-design.

We will also assist with our contribution to whole-of-government policy work and cross cutting portfolio issues through areas such as the Growing Jobs and Small Business package. These approaches will consider social and economic policy issues, and the impact on health, education, immigration and industry. This will provide opportunities for our people to influence policy development and share technical expertise with other Departments.

We are creating an innovation framework to ensure we capture and consider the ideas of our people across all our activities.

STAKEHOLDER ENGAGEMENT

Our Stakeholder Engagement Strategy will provide guidance and help identify stakeholders for co-design opportunities. Our Strategy will ensure there is analysis of the objectives of the engagement. We will take a targeted approach to strengthen and enhance relationships and collaborate with external stakeholders.

Our activities to embed our Strategy are:

- ▶ Consultation processes—we have identified the importance of early engagement to ensure we utilise the expertise in the State Network, and seek feedback from external stakeholders and members of the community. We will also use our Governance Framework as a source to gain different perspectives and new ideas from our committees and working groups.
- ▶ Programme management—to enhance our policy design and programme delivery we will utilise a programme management methodology which will ensure our stakeholder engagement is consistent, help to identify our timeframes for stakeholder engagement and the best methods of communication.

STREAMLINING COMMON SERVICES

We established the Shared Services Centre (SSC) with the Department of Education and Training as a joint operation to provide shared corporate services for both departments. The SSC is based on a shared corporate services model allowing both departments to share some of the corporate functions including corporate IT services, HR services, finance operations, property services, design and website development, library and mailroom services.

The collaboration is designed to reduce costs and increase efficiencies through the consolidation and standardisation of processes. The SSC is building on work undertaken to harness improvements and efficiencies with the corporate (Department wide) functions by the former Department of Education, Employment and Workplace Relations.

The SSC is accountable to the two departments and overseen by the SSC Governance Board chaired by our Secretary. The SSC also provides additional services to other departments and agencies on a cost recovery basis, and is committed to continuous service improvement, provide analysis and identify solutions to best fit customer needs.

RISK OVERSIGHT AND MANAGEMENT

Managing risk well supports innovation and supports the planning and management of objectives consistent with the effective and ethical use of Australian Government resources.

The management of risk is everyone's responsibility and is essential to our day to day business operations, deliberations and decisions. We are conscious of the risks we face and we share risk knowledge and responsibility with our stakeholders (including other government Departments and employment providers). We make informed decisions in managing, treating and communicating these risks (through governance procedures) so that we are prepared for uncertainty and identify and harnesses potential opportunities.

Our risk framework outlines:

- ▶ how systematic risk management is embedded into business processes
- ▶ the use of the Department's Enterprise Wide Risk Management System (ERMS)
- ▶ links with strategic and business plans
- ▶ our positive risk culture
- ▶ the defined responsibilities and outlines accountabilities for managing risk
- ▶ the support available to help staff and contractors undertake effective risk management practices
- ▶ how risk management performance is measured and reported.

The Department's risk management framework operates in the broader Commonwealth framework. Legislation, Commonwealth policies, national standards, guidelines and guides all inform our approach (the why and how) to managing risk.

Our corporate wide approaches are supplemented by programme-specific strategies. For example, the Employment Services Compliance and Assurance Framework sets out the methods undertaken by the Department to manage risks to the employment services programmes including the conduct of national and targeted programme assurance projects on an annual basis.

Our Secretary and Executive are forward looking, identifying risks, emerging trends and opportunities to inform our thinking and be flexible, adaptable and strategic. This agenda is reflected through our risk management practices.

We are committed to prevent fraud in all aspects of our business. Our fraud control framework aims to ensure we manage fraud risks while maintaining a high level of service to the community. This is particularly relevant in the delivery of the Fair Entitlements Guarantee and the Employment Services Programme. Our Framework is designed to protect public money and property and to protect our integrity and security, and ensures:

- ▶ fraud against the Department is minimised
- ▶ losses incurred by the Department due to fraud are minimised
- ▶ should fraud occur, it is rapidly detected, effectively investigated and appropriate sanctions are applied (including criminal prosecution).

Our fraud control environment ensures public and government confidence in the integrity of our activities is maintained. Fraud control supports our governance structure so we can meet our policy and operational objectives in an appropriately risk managed manner.

Find us

 facebook.com/employment.gov.au

 [@employment.gov.au](https://twitter.com/employment.gov.au)

 [EmploymentGovAu](https://www.youtube.com/employmentgovau)

www.employment.gov.au