

# Overview

Secretary's review	3
Portfolio overview	5
Portfolio structure and outcomes	6
Departmental overview	7
Organisational structure	13
Outcome and output structure	14
Outcome and output structure: links to organisational units	15



## Secretary's review



Peter J. Boxall, Secretary

By any measure, 2005–06 was a very successful year for the department. We had carriage of two key domestic policies for the government; namely, workplace relations and the welfare to work agenda. The department also completed the second year of the government's reform of the Community Development Employment Projects (CDEP) for Indigenous Australians.

During 2005–06 the department established three new agencies in the portfolio: the Australian Building and Construction Commission (ABCC), the Australian Fair Pay Commission and the Office of Workplace Services (OWS). Prior to the establishment of the ABCC, the department oversaw law enforcement in the Building and Construction Industry through the Building Industry Taskforce.

The large legislation programmes for both workplace relations and welfare to work were delivered in full against very tight deadlines. This was facilitated by very constructive working relations between staff in DEWR and the Office of Parliamentary Counsel. Similarly, the department worked very closely with other key agencies, in particular Centrelink, to ensure the virtually seamless introduction of the welfare to work agenda, effective 1 July 2006.

The purchasing process for employment and related services was also completed during 2005–06. The process was expanded for this round to cover nine programmes, including the Job Network, the Work for the Dole programme and the Disability Employment Programme, following the integration of the working age programmes transferred from the Department of Family and Community Services in late 2004.

With the additional responsibilities for the implementation of WorkChoices and the welfare to work programme, the department's staff increased by about 25 per cent to approximately 3600 by 30 June 2006. The department has been successful in recruiting and retaining good staff. Our governance arrangements and our flexible approach to remuneration through Australian Workplace Agreements (AWAs) have proven remarkably robust. About 80 per cent of staff are on AWAs, and are eligible for performance bonuses.

This year the department's audited financial statements were the first signed off by the Australian National Audit Office, a commendable achievement for a large agency with such a heavy workload. The department recorded a surplus of \$19.6 million, just less than two per cent of revenue.

I am very proud to be Secretary of DEWR, and to work with such a large group of talented, highly committed staff. We achieved a great deal in 2005–06, and I look forward to the challenges for the next year.

**Peter J. Boxall**

Secretary

## Portfolio overview

### Portfolio agencies

At 30 June 2006 the Employment and Workplace Relations portfolio comprised the Department of Employment and Workplace Relations and the following agencies:

- the Australian Industrial Relations Commission and the Australian Industrial Registry
- Comcare
- the Equal Opportunity for Women in the Workplace Agency
- Indigenous Business Australia
- the Office of the Australian Building and Construction Commissioner—established as an independent statutory body on 1 October 2005
- the Office of Workplace Services—established as an executive agency on 27 March 2006
- the Australian Fair Pay Commission Secretariat—established as an independent statutory body on 14 December 2005.

Two agencies were abolished during 2005–06:

- The National Occupational Health and Safety Commission was abolished on 1 January 2006.
- The Stevedoring Industry Finance Committee was transferred to the portfolio on 1 July 2005 and was abolished on 26 October 2005.

Chart 1.1 shows the agencies, their planned outcomes and their executive officers.

The websites for the department and agencies are as follows:

- the Department of Employment and Workplace Relations—<[www.dewr.gov.au](http://www.dewr.gov.au)>
- the Australian Industrial Relations Commission and the Australian Industrial Registry—<[www.airc.gov.au](http://www.airc.gov.au)>
- Comcare—<[www.comcare.gov.au](http://www.comcare.gov.au)>
  - the Seafarers Safety, Rehabilitation and Compensation Authority—<[www.seacare.gov.au](http://www.seacare.gov.au)>
  - the Safety, Rehabilitation and Compensation Commission—<[www.comcare.gov.au/commission.html](http://www.comcare.gov.au/commission.html)>
- the Equal Opportunity for Women in the Workplace Agency—<[www.eowa.gov.au](http://www.eowa.gov.au)>
- Indigenous Business Australia—<[www.iba.gov.au](http://www.iba.gov.au)>
- the Office of the Australian Building and Construction Commissioner—<[www.abcc.gov.au](http://www.abcc.gov.au)>
- the Office of Workplace Services—<[www.ows.gov.au](http://www.ows.gov.au)>
- the Australian Fair Pay Commission Secretariat—<[www.fairpay.gov.au](http://www.fairpay.gov.au)>.

**CHART 1.1****Portfolio structure and outcomes, 30 June 2006****Portfolio Minister**

The Hon. Kevin Andrews MP

**Minister for Employment and Workplace Relations****Minister Assisting the Prime Minister for the Public Service**

The Hon. Dr Sharman Stone MP

**Minister for Workforce Participation****Department of Employment and Workplace Relations****Secretary** Peter Boxall**Outcome 1** Efficient and effective labour market assistance**Outcome 2** Higher productivity, higher pay workplaces**Outcome 3** Increased workforce participation**Office of the Employment Advocate****Employment Advocate** Peter McIlwain

The Office of the Employment Advocate is a separate entity within the department, contributing to Outcome 2.

**Australian Fair Pay Commission Secretariat****Director** Jennifer Taylor**Outcome** Set federal minimum and classification wages to promote the economic prosperity of the people of Australia**Australian Industrial Relations Commission and Australian Industrial Registry****Industrial Registrar** Terry Nassios *A/g***Outcome** Cooperative workplace relations which promote the economic prosperity and welfare of the people of Australia**Comcare****Chief Executive Officer** Barbara Bennett**Outcome** Minimise human and financial costs of workplace injury under schemes administered by Comcare and ensure that claimants receive compensation in accordance with Commonwealth obligations**Equal Opportunity for Women in the Workplace Agency****Director** Anna McPhee**Outcome** Equality of opportunity in employment for women**Indigenous Business Australia****General Manager** Ron Morony**Outcome** Stimulating the economic advancement of Aboriginal and Torres Strait Islander peoples**Office of the Australian Building and Construction Commissioner****Commissioner** John Lloyd**Outcome** Workplace relations laws are enforced in building and construction industry workplaces**Office of Workplace Services****Director** Nicholas Wilson**Outcome** The rights and obligations of workers and employers under the *Workplace Relations Act 1996* are understood and enforced fairly

## Departmental overview

### Role and function

At 30 June 2006 the Department of Employment and Workplace Relations was responsible to the portfolio Minister, the Hon. Kevin Andrews MP, Minister for Employment and Workplace Relations. It was also responsible to the Minister for Workforce Participation, the Hon. Dr Sharman Stone MP, who assumed this position on 27 January 2006, replacing the Hon. Peter Dutton MP.

As portfolio minister, Minister Andrews has overall responsibility for all matters covered by the portfolio, including Cabinet matters, and has specific responsibility for policy relating to employment and workplace relations; this includes the *Workplace Relations Act 1996*, occupational health and safety, workers compensation, and affirmative action. Minister Andrews also has responsibility for institutional arrangements under the Workplace Relations Act; this includes the Office of the Employment Advocate, the Australian Industrial Relations Commission, and workplace relations reform in industry sectors.

As Minister for Workforce Participation, Minister Stone is responsible for administering employment services within the Department of Employment and Workplace Relations; this includes Job Network; Work for the Dole; Job Placement, Employment and Training; Green Corps; the New Enterprise Incentive Scheme; Transition to Work, Harvest Labour Services; the Disability Employment Network (formerly Disability Open Employment Services); and Vocational Rehabilitation Services.

The role of the department is to develop policies and implement and manage programmes directed at maximising working age Australians' ability to participate in the workforce and improving the productivity of enterprises in Australia. To do this, the department provides to government high-quality advice and services designed to achieve three outcomes:

- efficient and effective labour market assistance
- higher productivity, higher pay workplaces
- increased workforce participation.

The department's outcomes work towards achieving the government's broader economic, employment and social goals. In doing this, they contribute substantially to other government policy measures directed at sustaining a fundamentally sound economy that is able to adjust to external shocks.

On the supply side, as well as providing labour market assistance to job seekers, the department focuses on increasing workforce participation through 'welfare to work' measures and other labour market assistance for job seekers. On the demand side, the department's outcomes are achieved by developing strategies to encourage employers to employ a broader range of job seekers, including those in specific demographic groups, and through the workplace relations system. Equity and access underpin the department's policy development, programme implementation and service delivery. In addition, the department considers the

effects of policies, programmes and service delivery on communities, organisations, businesses and individuals in metropolitan, regional and remote areas.

The department delivers many of its services for businesses, employers, employees and job seekers electronically, by means of the internet, telephone and touch-screen kiosks, and it recognises the need for further reform in order to create competitive workplaces. It also works cooperatively with many stakeholders, among them contracted service providers, industry bodies, interest groups and other government agencies.

## Responsibilities

The department is responsible for managing working age income support payments, employment programmes and schemes, and workplace relations. In discharging these responsibilities, it does the following:

- provides policy advice to ministers and government, including
  - arranging for research and evaluation to support policy development and implementation
  - building links with stakeholders and representing the Commonwealth in governmental, national and international forums dealing with matters relating to the portfolio interests
- develops and implements legislation relating to workplace relations and working age income support payments, including advising on and managing interventions in the public interest in courts and tribunals
- delivers or arranges the delivery of services to businesses, employers, employees and job seekers, including
  - administering working age income support
  - administering employment programmes and schemes so as to increase participation for specific target groups and areas. Among such initiatives are Work for the Dole, Indigenous Employment, the Disability Employment Network and Transition to Work
  - administering Employee Entitlements Safety Net schemes
  - managing contracts to implement government policy—including contracts with Job Network providers
  - disseminating information about government policy and programmes in the areas of working age income support and employment and workplace relations
  - providing or organising advisory and information services relating to industrial awards and agreements
  - working collaboratively with other portfolio agencies—among them the Office of the Employment Advocate, the Australian Fair Pay Commission, the Office of Workplace Services, and the Office of the Australian Building and Construction Commissioner—to promote and facilitate compliance with workplace relations legislation
- provides secretariat services to the Remuneration Tribunal and the Defence Force Remuneration Tribunal.



**Top row from left: Peter Boxall**, Secretary; **Malisa Golightly**, Deputy Secretary, Employment; **Finn Pratt**, Deputy Secretary, Workplace Relations; **Graham Carters**, Deputy Secretary, Workforce Participation. **Bottom row: Jeremy O’Sullivan**, General Manager, Corporate; **Sue Sadauskas**, General Manager, State Office Network; **Vanessa Graham**, Chief Financial Officer.

## Organisational structure

The department is managed by a Board of Management, which at 30 June 2006 had seven members:

- Peter Boxall—Secretary
- Malisa Golightly—Deputy Secretary, Employment
- Finn Pratt—Deputy Secretary, Workplace Relations
- Graham Carters—Deputy Secretary, Workforce Participation
- Jeremy O’Sullivan—General Manager, Corporate
- Sue Sadauskas—General Manager, State Office Network
- Vanessa Graham—Chief Financial Officer.

The decision during 2005–06 to create the new position of General Manager, State Office Network, and to include the position on the Management Board was prompted by the fact that the machinery of government changes in 2004–05 had led to an increase in the size and operations of the State Office Network.

Chart 1.2 shows the department’s organisational structure at 30 June 2006.

## State and territory offices

The department has operating groups in all state and territory capital cities and in a number of regional centres—Orange and Newcastle in New South Wales, Bendigo in Victoria, Alice Springs in the Northern Territory, and Cairns, Rockhampton and Townsville in Queensland.

State and territory offices are an important contact point between the department and regional Australia. They can identify policy links between programmes and any gaps and overlaps, and they work in partnership with local service providers and stakeholders to ensure that services provided through departmental programmes are responsive to local needs and conditions.

All state, territory and regional offices continue to manage employment services. All were involved in the purchasing of and contract extensions for the delivery of employment services, including Job Network, Harvest Labour Services, the New Enterprise Incentive Scheme, the Community Development Employment Projects programme, the Disability Employment Network, Job Placement, Employment and Training, the Personal Support Programme, and Green Corps.

The department continues to support whole-of-government solutions for Indigenous communities through its involvement with the Indigenous Coordination Centres. Departmental employees work in 24 such centres across mainland Australia. During 2005–06 additional centres were opened to support the provision of information about wages and conditions of employment for work covered by federal awards and agreements.

### The state and territory offices: notable achievements in 2005–06

#### The Employer Demand Demonstration Project

The 2006 Commonwealth Games provided an opportunity for Victoria to redress a projected shortfall of trained staff for the security industry in the lead-up to the games and beyond.

Working with registered training organisation Complex Security, the department's Victorian state office developed a project that has resulted in job seekers receiving training and employment in the security industry.

Funded through the Employer Demand Demonstration Project, the Securing Your Future project targets disadvantaged job seekers—mature age job seekers, people with disability, parents, and long-term job seekers. Job seekers receive Certificate I and II training in security, which allows them to go on and obtain their licence, and are linked with employers such as Wilson Security and Chubb.

Although still under way, the project has already seen 70 job seekers receive security training; 42 of these people found work in the security industry. In addition to this, the project has generated strong long-term links between Job Network and the security industry, and this has led to more than 220 job placements beyond those resulting from the Employer Demand Demonstration Project.

## Shepparton, Victoria

Until recently the department was the lead agency in the Council of Australian Governments trial site for Shepparton. This responsibility has now been transferred to the Office of Indigenous Policy Coordination, but the department remains committed to playing a leadership role when it comes to employment and economic development opportunities for Indigenous people in the area.

In late November 2005 the Victorian state office hosted an Indigenous Employment Forum in Shepparton. Representatives of a wide range of agencies with an interest in Indigenous employment participated and with great energy and enthusiasm discussed ways of better coordinating service delivery for Indigenous people in the area.

Since the forum, participants have continued to work together to improve access to job opportunities for Indigenous people. An Indigenous Employment Strategy for the Goulburn Valley has been developed; new projects to ‘broker’ jobs for Indigenous people have been established; and links between young Indigenous people and employment agencies have been created. New ways of working together cooperatively have led to better service delivery and better job outcomes for Indigenous job seekers in the Shepparton area.

## Adjustments to outcomes and outputs

During 2005–06 there were a number of changes to departmental outputs for Outcome 2:

- In February the Portfolio Additional Estimates Statements announced changes whereby Output 2.2.4, ‘Employee entitlements safety net schemes’, was subsumed into Output 2.2.3, ‘Workplace relations services’. At the same time a new Output 2.2.4, ‘Office of Workplace Services’, was created.
- On 27 March 2006 the Office of Workplace Services was created as an executive agency, and the performance measures were transferred to that agency from Output 2.2.4, ‘Office of Workplace Services’. Output 2.2.5, ‘Defence Force Remuneration Tribunal’, then became Output 2.2.4, ‘Defence Force Remuneration Tribunal’, and Output 2.2.6, ‘Secretariat to the Remuneration Tribunal’, became Output 2.2.5, ‘Secretariat to the Remuneration Tribunal’.
- On 1 October 2005, with the establishment of the Office of the Australian Building and Construction Commissioner, Output 2.2.7, ‘Building Industry Taskforce’, was abolished. Output 2.2.8, ‘Office of the Australian Safety and Compensation Council’, then became Output 2.2.6, ‘Office of the Australian Safety and Compensation Council’, and Output 2.2.9, ‘Office of the Federal Safety Commissioner’, became Output 2.2.7, ‘Office of the Federal Safety Commissioner’.

Chart 1.3 shows the department’s outcome and output structure at 30 June 2006; Chart 1.4 shows how this structure is linked to the department’s various organisational units.

## Departmental values

The Department of Employment and Workplace Relations is committed to building a high-performing organisation and attaches importance to the following:

- serving our Ministers
- on behalf of our Ministers, serving our primary clients
  - job seekers
  - Indigenous communities
  - employers and employees
- high standards of performance and accountability
- effective people management
- learning
- striving to make a difference.

Seven key behaviours define the department:

- Responsiveness
- Ethics and integrity
- Service to ministers and clients
- Professionalism
- Enthusiasm
- Creativity
- Teamwork.

**CHART 1.2**

**Organisational structure, 30 June 2006**

<b>Secretary</b> Peter Boxall	<b>Internal Audit</b> Christine Leary
<b>Employment</b> <b>Deputy Secretary</b> Malisa Golightly	<b>Employment Business Services</b> Michael Manthorpe
	<b>Employment Systems</b> Stephen Moore
	<b>Income Support Initiatives</b> Marsha Milliken
	<b>Intensive Support</b> Jo Caldwell
	<b>Job Search Support</b> Anthony Parsons
	<b>Specialist Services and Income Support</b> Lynne Curran
<b>Chief Information Officer</b> John Burston	
<b>Workplace Relations</b> <b>Deputy Secretary</b> Finn Pratt	<b>Workplace Relations Policy</b> John Kovacic
	<b>Principal Adviser</b> Ted Cole
	<b>Workplace Relations Legal</b> Natalie James <i>A/g</i>
	<b>Workplace Relations Services</b> Jenet Connell
	<b>Workplace Relations Implementation</b> Michael Maynard
	<b>Office of the Australian Safety and Compensation Council</b> Sandra Parker
<b>Office of the Federal Safety Commissioner</b> Tom Fisher	
<b>Workforce Participation</b> <b>Deputy Secretary</b> Graham Carters	<b>Indigenous Employment and Business</b> Bob Harvey
	<b>Labour Market Strategies</b> Chris Foster <i>A/g</i>
	<b>Research and Evaluation</b> Bruce Whittingham
	<b>Working Age Policy</b> Barry Sandison
<b>Working Age Taskforce</b> Alison Durbin	
<b>Corporate</b> <b>General Manager</b> Jeremy O'Sullivan	<b>Business Services</b> Aloka Sinha
	<b>Principal Advisor, Human Resources</b> Michelle Baxter
	<b>Human Resources</b> Rowena Barrell, Kristina Hopkins <i>A/g</i>
	<b>Legal</b> Simon Gotzinger
	<b>Investigations</b> Bernie O'Donnell
<b>Parliamentary and Communications</b> Brian Quade	
<b>State Office Network</b> <b>General Manager</b> Sue Sadauskas	<b>New South Wales</b> Margaret Kidd
	<b>Victoria</b> Kerren Thorsen
	<b>Queensland</b> Dianne Fletcher
	<b>Western Australia</b> Colin Nagle
	<b>South Australia</b> Nicky Govan
	<b>Tasmania</b> Von Harrington
<b>Northern Territory</b> Ray Wilson	
<b>Chief Financial Officer</b> Vanessa Graham	<b>Administered Estimates and Costings</b> Shirley Douglas
	<b>Budgeting, Reporting and Treasury</b> Justine Potter
	<b>Financial Policy, Processing and System Support</b> Jo-Ann Rose

**CHART 1.3****Outcome and output structure, 30 June 2006**

<b>OUTPUT GROUPS</b>	<b>OUTPUTS</b>
<b>Outcome 1: Efficient and effective labour market assistance</b>	
<b>1.1 Working age payments</b>	<b>1.1.1 Working age payments and compliance</b> ADMINISTERED ITEMS: Disability Support Pension, Mature Age Allowance, Newstart Allowance, Parenting Payment Single, Parenting Payment Partnered, Sickness Allowance, Youth Allowance (other), Mobility Allowance, Partner Allowance Pension, Partner Allowance Benefit, Widow Allowance, Pensioner Education Supplement, Utilities Allowance
<b>1.2 Labour market programme management and delivery</b>	<b>1.2.1 Information, referral and support services</b>
	<b>1.2.2 Employment services</b>
	<b>1.2.3 Indigenous Employment programmes</b>
	<b>1.2.4 Mutual Obligation initiatives</b>
	<b>1.2.5 Employment preparation services</b> ADMINISTERED ITEMS: Job Network, Work for the Dole, Transition to Work, Indigenous Employment, Job Placement, Employment and Training, Green Corps, Employment Assistance and other services, Personal Support Programme, Payment to Voluntary Work Agencies, Rehabilitation Services, Cyclone Larry—wage assistance programme
<b>Outcome 2: Higher productivity, higher pay workplaces</b>	
<b>2.1 Workplace relations policy and analysis</b>	<b>2.1.1 Workplace relations policy advice</b>
	<b>2.1.2 Workplace relations legislation development</b> ADMINISTERED ITEMS: International Labour Organization subscription
<b>2.2 Workplace relations implementation</b>	<b>2.2.1 Industry and Australian government employment advice</b>
	<b>2.2.2 Assistance to the Employment Advocate</b>
	<b>2.2.3 Workplace relations services</b>
	<b>2.2.4 Defence Force Remuneration Tribunal</b>
	<b>2.2.5 Secretariat to the Remuneration Tribunal</b>
	<b>2.2.6 Office of the Australian Safety and Compensation Council</b>
	<b>2.2.7 Office of the Federal Safety Commissioner</b> ADMINISTERED ITEMS: General Employee Entitlements and Redundancy Scheme, Special Employee Entitlements Scheme for Ansett Group Employees, <i>Coal Mining Industry (Long Service Leave Funding) Act 1992</i> , Unlawful Termination Assistance Scheme, Alternative Dispute Resolution Assistance Scheme, Protected Action Ballots Scheme
<b>Outcome 3: Increased workforce participation</b>	
<b>3.1 Working age policy</b>	<b>3.1.1 Working age policy and legislation</b>
	<b>3.1.2 Research and evaluation</b>
<b>3.2 Labour market strategies</b>	<b>3.2.1 Labour market analysis</b>
	<b>3.2.2 Industry and labour supply strategies</b>
	<b>3.2.3 Community Development Employment Projects management</b> ADMINISTERED ITEMS: Community Development Employment Projects

**CHART 1.4**

**Outcome and output structure: links to organisational units, 30 June 2006**



