



Australian Government  
Department of Employment  
and Workplace Relations

# Jobs and Skills Councils Performance Framework

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The document must be attributed as the Jobs and Skills Councils– Strengthening Australia's National Vocational Education and Training System Program (2022-2025), Workforce Planning Guidance and Framework.

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## Introduction

1. The Performance Framework is an attachment to the Jobs and Skills Council Program Guidelines. The Performance Framework describes Jobs and Skills Council (JSC) reporting requirements and explains how the department will assess JSC performance.
2. The Performance Framework assists JSCs and the department in working together to identify and understand issues impacting performance and to discuss potential strategies to resolve those issues.
3. The Performance Framework sets out the performance expectations for the first year of operations in 2023 (Year 1), reflecting the significant effort required to undertake workforce planning, build partnerships with key stakeholders, and sets the strategic direction necessary to achieve outcomes within and across industry sectors.

## JSC Reporting

4. In the first year of operations JSCs will provide the department with:
  - An Initial Workforce Plan
  - An Initial 3 Year Strategic Plan
  - Annual Activity Schedule for 2023-24
  - Annual Corporate Governance Statement
  - Progress Reports
5. In subsequent years, JSCs will provide the department with:
  - An updated 3 Year Strategic Plan
  - Progress Reports
  - A more comprehensive Year 2 workforce plan in the second year of the Grant Agreement, progressing towards a comprehensive workforce plan
  - Annual Activity Schedule
  - Annual Training Product Development Plan
  - Annual Corporate Governance Statement
6. The Performance Framework will be updated to describe how performance in years subsequent to the establishment phase will be assessed. This update will be made prior to the conclusion of the first year of operations.

## Performance Assessment

7. Performance assessment for the first year of operations will focus on ensuring that JSCs are laying the foundations necessary to achieve outcomes within and across industry sectors. Relationship Managers will assess performance based on the insights and observations gathered through JSC Workforce Plan, the Strategic Plan, Progress Reporting process, and activities undertaken by the JSC.
8. This means that performance against the four key functions of JSCs will not be assessed using individual reports on each function.

9. Relationship Managers will also consider relevant feedback provided to the department from states and territories and other key stakeholders as part of overall assessment of JSC performance.
10. The JSC performance monitoring approach is an annual cycle. Relationship Managers will work collaboratively with JSCs in a culture of 'no surprises', to identify and understand issues impacting performance and to discuss and inform potential strategies to resolve issues.
11. **Figure 1** below sets out the performance measures for Year 1.
12. In subsequent years, performance assessment will be further developed to include a focus on assessing achievement against the JSC Activity Schedule and a fuller set of performance indicators. These additional performance indicators assist the department and JSCs to describe progress and impact in achieving program outcomes.
13. Data sources for performance indicators will include a means for obtaining feedback from relevant stakeholders on the effectiveness of engagement practices of JSCs, including the effectiveness of cross-JSC collaboration and alignment with state and territory industry engagement mechanisms. Feedback from states and territories will be of particular value in supporting performance management of JSCs.
14. JSC performance measures for Year 2 and beyond will be tested and validated with states, territories and JSCs during Year 1 and finalised early in Year 2. A revised Performance Framework will be made available at that time. While these are yet to be finalised, indicative indicators are also provided in **Figure 1**.
15. In all years, compliance with the Grant Agreement will also be considered when assessing performance.

**Figure 1: Performance Indicators**

	Year 1	2024 and beyond (indicative)
<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>• Appropriate internal structures established to support workforce planning</li> <li>• Workforce planning consultation, research and analysis undertaken is high quality</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing workforce planning identifies effective strategies with strong commitment and buy in from stakeholders</li> <li>• Effective engagement with Jobs and Skills Australia</li> <li>• Appropriate consultation undertaken to develop workforce strategies and actions</li> <li>• High quality workforce planning strategies identified and progressed</li> </ul>
<b>Training Product Development</b>	<ul style="list-style-type: none"> <li>• Appropriate internal structures established to ensure high quality training product development and TPOF compliance</li> <li>• Clear approaches documented to progress training products from initial development through to endorsement</li> </ul>	<ul style="list-style-type: none"> <li>• High quality Training Product Development Plan developed, that includes appropriate justification for the training products to be developed</li> <li>• Appropriate progress with developing training products</li> <li>• Appropriate consultation undertaken to develop training products</li> <li>• Training products meet stakeholder needs and are available at the right time</li> </ul>
<b>Implementation, Promotion and Monitoring</b>	<ul style="list-style-type: none"> <li>• Appropriate internal structures established to engage with the national training system</li> <li>• Effective partnerships established to connect national training products with delivery of training</li> <li>• Effective engagement with the National Careers Institute</li> </ul>	<ul style="list-style-type: none"> <li>• High quality resources developed and support provided to improve the quality of training and assessment</li> <li>• Work placements and transition points across the education lifecycle supported</li> <li>• Mechanisms established to monitor stakeholder needs</li> <li>• Efficient and effective flow of information provided on careers, pathways and other relevant information to students, employees, employers and training providers</li> </ul>
<b>Industry Stewardship</b>	<ul style="list-style-type: none"> <li>• Appropriate internal structures established to reliably represent the views and need of stakeholders and to develop and maintain industry connections</li> <li>• Opportunities to advocate for industries identified</li> <li>• Effective relationships with other JSCs</li> </ul>	<ul style="list-style-type: none"> <li>• Broad, deep and ongoing industry connections built and maintained</li> <li>• Advice provided on the policies and standards that guide the VET sector</li> <li>• Effective collaboration with other JSCs and relevant national and jurisdictional agencies and bodies</li> <li>• Effective industry stewardship provided</li> </ul>
<b>Governance, Compliance and Reporting</b>	<ul style="list-style-type: none"> <li>• Appropriate Strategic Plan developed, implemented, monitored and revised as required</li> <li>• Timely provision of documentation including plans, strategies, Progress Reports, financial reports                             <ul style="list-style-type: none"> <li>• Sufficient progress with activities identified in plans and strategies</li> </ul> </li> <li>• Compliance with Grant Agreement and relevant Acts and Regulations</li> </ul>	

## Annual Performance Management Cycle

16. The JSC performance monitoring approach is an annual cycle. Relationship Managers will work collaboratively with JSCs to identify and understand issues impacting performance and to discuss and inform potential strategies to resolve issues.

### Regular meetings with the department

17. During Year 1, meetings as reasonably required (virtual or in person as appropriate) with the department and JSC management (including the CEO and management team) will provide an opportunity for joint review of JSC progress and to identify and agree actions, including interventions by the department if necessary. The types of issues to be discussed may include:
  - plans to meet objectives and address issues, including any developments since the last meeting
  - progress against plans, agreed activities and performance indicators, looking at both quantitative and qualitative evidence
  - factors impacting progress
  - agreed actions to be undertaken by the JSCs prior to next meeting
  - issues and/or initiatives requiring joint problem-solving
  - breadth and depth of stakeholder engagement.
18. The expected outcomes of these meetings include:
  - a shared and agreed understanding of JSC activities
  - agreed actions for the JSCs and, if required, for the department to assist JSCs to meet their objectives
  - interventions as appropriate.
19. The frequency of these meetings will be reviewed before the Year 2 Performance Framework is implemented to determine if changes are required.
20. Progress Meetings will be held following submission of JSC Progress Reports to share information that provides insights into performance. This meeting will focus on the requirements and JSC responses of the progress report. For the initial progress report this includes:
  - details about progress to operationalise the JSC
  - an update on the development of the initial Workforce Plan and initial Strategic Plan
  - any risks, issues or challenges facing the JSC, including actions and strategies to address issues.
21. For subsequent progress reports this includes:
  - accurate details about progress against the JSC Functions, stakeholder feedback, data and other metrics where available
  - details about any disputes that have arisen and how the JSC is managing these
  - an up to date IP Register and Grant Funded Asset Register
  - any risks, issues or challenges facing the JSC, including actions and strategies to address issues
  - an update on the progress of any Activity Projects or Additional Projects.

22. The Progress Report to be submitted in November will include a Performance Self Reflection report, which reports on the JSC performance over the full calendar year, identifies lessons learnt and informs priorities for the upcoming year. This is one of the various sources of information Relationship Managers will consider when assessing JSC's overall performance.

### **Annual Year in Review Meeting**

23. The Annual Year in Review Meeting is an opportunity for the department and JSCs to discuss the past year's performance and any environmental or external factors that have impacted progress against the grant agreement.
24. These meetings will cover JSC effectiveness towards program outcomes, including:
- any environmental factors that have impacted progress against performance
  - any proposed changes to the operational and delivery approaches
  - any significant issues that remain unresolved
  - evaluation of timing and quality of deliverables and progress against performance indicators and delivery milestones
  - findings of internal governance reviews and opportunities to improve governance structures
  - These meetings will also include a forward-looking focus by setting out performance expectations for the following year.
25. It is expected the meeting would include attendees such as the JSC CEO and management team and departmental staff.
26. This meeting may also include setting specific performance indicators and milestones for additional funding provided at the discretion of the department to undertake additional projects in support of the Program and the national VET system.

### **Performance Management Interventions**

27. Given the nature of the Program for strengthened Industry leadership and to drive system reform, the Performance Framework supports collaborative practice and joint problem solving between the department and JSCs. However, if it becomes apparent that JSCs are not performing as expected, the department will need to manage JSC performance. This may involve a more formal and directive approach to improve performance and may include graduating interventions to reduce the risk of poor and worsening performance.
28. The frequency of meetings with the department will be adjusted, as necessary, to support any performance management interventions.
29. Factors the department may consider requires JSC performance management could include, but are not limited to JSCs:
- not focusing on the right activities to achieve outputs
  - poorly executing delivery
  - not engaging effectively with stakeholders or other JSCs
  - not aligning effort and actions with key priorities and government initiatives
  - repeated non-compliance with TPOF requirements



- non-compliance with the Grant Agreement.

30. Potential interventions could include, but are not limited to:

- increased frequency of formal progress discussions
- triggering regular issues management plans
- mentoring and educative support
- specific actions as set out in the Grant Agreement.