



I
WANT
TO
WORK

EMPLOYMENT
SERVICES

20
20
REPORT

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The document must be attributed as the (I want to work, Employment Services 2020 Report.)

The Department of Jobs and Small Business undertook a user-centred design process with users of employment services that informed the panel's thinking. Participants in this process did so on the basis that the feedback they provided would be anonymous and de-identified. Quotes used in this report are taken from the user centred design process, stakeholder consultations, and public submissions on the department's public discussion paper (Department of Jobs and Small Business, The next generation of employment services discussion paper, 2018). For more details, see Appendix D.

'Steph' and 'Zhang Wei' are personas used to illustrate user journeys through the employment services system. The quotes attributed to these personas reflect feedback from job seekers and employers, although the wording may not be identical. All other quotes are genuine.

Because job seekers and some employers did not wish to be identified, the images used to depict them in this report are not of actual job seekers or employers.

This report has been prepared by the Employment Services Expert Advisory Panel (the panel). It has been commissioned by the Government to recommend what a future employment services system should look like.

The report outlines the panel's view on the key principles to underpin a future system and the recommendations to Government to implement them. The report explains how a system developed in accordance with these principles and recommendations would operate. The report also conveys the panel's view of the benefits such a system would deliver to job seekers, employers, employment services providers and Government.

It is based on extensive user consultation and consideration of national and international evidence. It represents the panel's holistic advice on the employment services system needed to deliver better outcomes for users.

It does not represent Government policy and is one of a number of inputs that will inform the Government's consideration of a future employment service.



Hi, I'm Steph. I can't wait to start working again. I'm nervous, but excited. With my kids at school I'm now ready to get back into it. Before kids I worked as an admin assistant in the council. I really loved it. But after my ex left it was impossible raising three kids under five and trying to work at the same time. So, I haven't had a 'paid job' for 10 years now. I know it will be hard, but I'm a single mum — I can do anything!

Hello. I'm Zhang Wei. I am a small business owner in Mackay. My business is going well — lots of customers need cleaning and hygiene services. This is the good news.

The bad news is that my two supervisors retire next year. I've tried again and again to find good people to train up. They just work for a few months and then stop showing up. It wastes my time and money. All I want are workers with a good attitude.



Australians want to work.
They want to find a job
quickly and stay employed.
They want to be listened to.
Employers want to fill roles
with job seekers who are a
good fit, who are motivated,
who last. The community
wants to trust the system.
A system that is efficient.
A system that is personalised.
A system that works.

**Thank you for telling
us what you need.
This is what we heard.**

Sandra McPhee AM
Chair, Employment Services
Expert Advisory Panel

SUCCESS IS...



"A more humane, person-centred and realistic approach."

Job seeker



"Future employment services should provide more support for the most disadvantaged job seekers."

Jennifer Westacott, AO
Chief Executive, Business Council of Australia



"Employment services providers have a good understanding of my industry... so that they're really able to understand my business needs and find a suitable candidate."

Employer



"Successful reform of employment services would deliver more help and less compliance."

Dr Cassandra Goldie,
CEO, Australian Council of Social Service



"Employers need to support young Indigenous employees... These young people are our future... supporting them not only benefits employers but is important for the nation."

Andrea Mason OAM, Prime Minister's Indigenous Advisory Council Co-Chair



"Success is financial sustainability for our business so we can invest in achieving better outcomes for the job seeker."

Deborah Homewood,
Managing Director, Max Solutions



"...providers themselves have a culturally competent workforce to support CALD Australians in locating appropriate employment opportunities."*

Dr Emma Campbell, CEO, Federation of Ethnic Communities' Councils of Australia



"A new way of doing things — with users at the centre."

Chris Blake, panel member

* Culturally and linguistically diverse

EXECUTIVE SUMMARY

Our employment services system helps job seekers find work. It has been doing so for **20 years**. The current model, jobactive, has placed more than **1.1 million Australians** into jobs since 2015. But, we can do better. Much better.

We **can do better for employers** — very few use the system. We can do better for the **long-term unemployed** — one in five job seekers have been in the system for more than five years. The employment services system was designed in a world without smartphones, Google or SEEK. It was designed for a labour market where entry level jobs were more common, part-time work less common and only half of Australian workers held post school education. We are in a different world. **It's time to do better.**

Australians want to work. Listening to how job seekers want help is crucial. Businesses want to hire. Listening to what employers need is crucial. Employment services providers know what it will take to improve the system — again, we must listen. **The panel has listened.** Over **1,400** job seekers, employers, employment services providers and community groups told us what they need. They need a system which reflects how they work today. A system which doesn't waste their time. A system which is easy to use. They need **a system which works — for them.**

Job seekers want to work. The community expects them to **actively seek work**. To support job seekers to meet this responsibility the system will offer them **choice**. Choice in their job plan. Choice of what they do to find work. Choice of provider so they can find work faster.

Our future system will be **grounded in digital**. A digital and data ecosystem which is **personalised, simple to use** yet highly sophisticated behind the scenes. A digital ecosystem which constantly evolves, becoming **smarter** each time a job seeker, employer or service provider logs on. It will allow more than half of all job seekers to get on with **finding work themselves** — rather than slowing them down. It will match the **right candidates for employers** — for free. It will reduce administration and red tape. The digital and data ecosystem must be our foundation, but it is only part of the answer.

Employment services providers can do even better. Caseloads are high — one consultant to 148 job seekers. Staff turnover is high. The system must be designed so they can succeed. The future system will enable strong performing employment services providers to make decisions for the long-term by becoming **licensed** providers. They will be freed up to **invest time in job seekers who need the most support**. Those **regional** job seekers who have fewer

opportunities. Those **Indigenous** job seekers who first need to build their skills and confidence. Those **women** who are trying to break through complex barriers in their lives.

Employment services providers will also be freed up to invest time in developing **more meaningful relationships with employers**. They will be freed up to focus on value not volume.

The future system should be universal but be **flexible** enough to allow for **local solutions**.

The future system will **cost no more** than it does today. Funding will be **invested in smarter ways**. It is smarter to provide job seekers who can self-serve with the online tools to do so. It is smarter to use data and analytics to inform what we do. It is smarter to **automate** compliance and monitor administration. It is smarter to invest more in **cutting entrenched unemployment**.

The plan is ambitious and it is what job seekers and employers expect. It will involve teams **across government** working together. It will need employment services providers, job seekers and employers to work with government to design the details, trial solutions and improve together. It will require an **open and flexible mindset**.

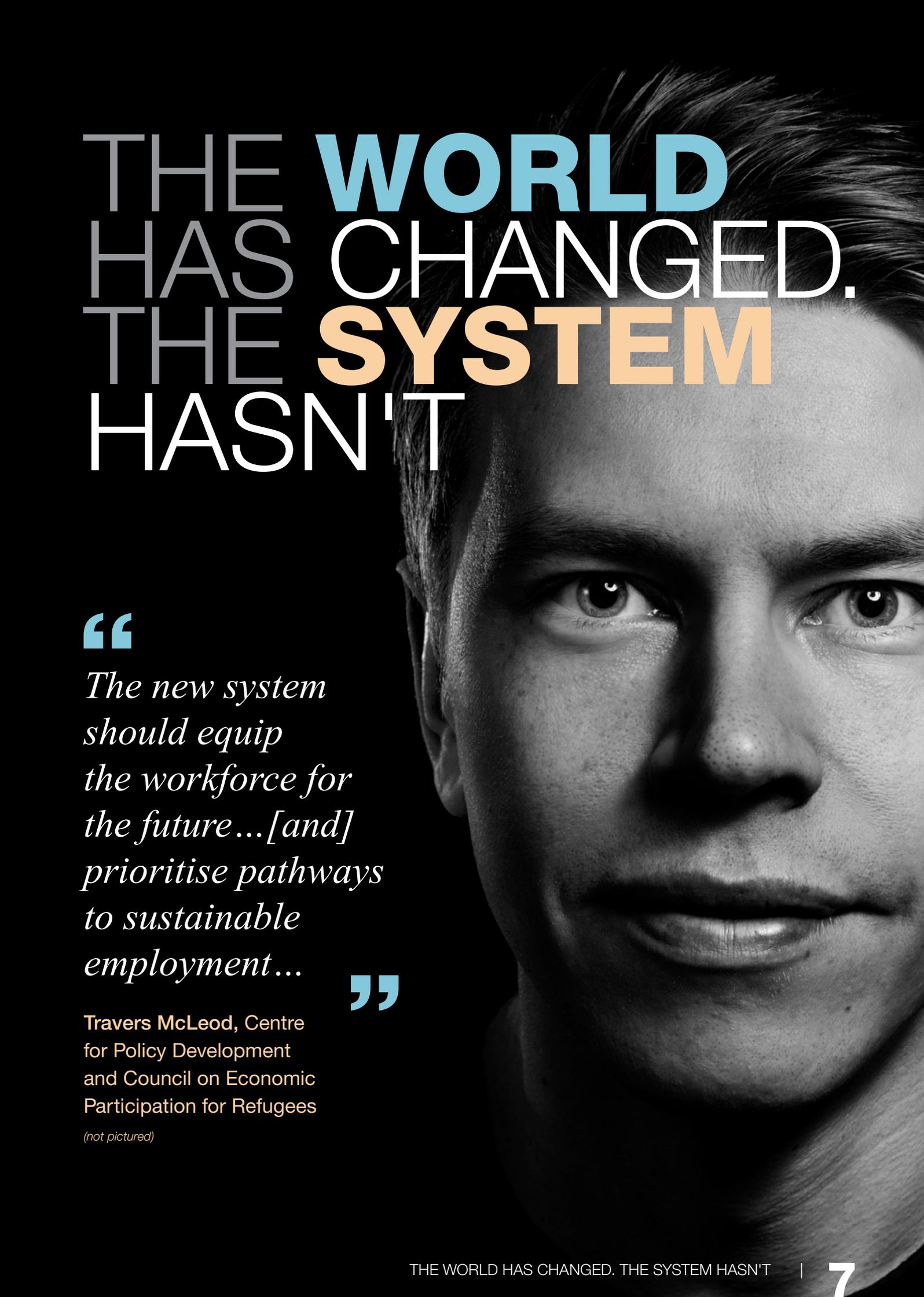
Let's get to work.

FUTURE **EMPLOYMENT** **SERVICES** SYSTEM DESIGN PRINCIPLES

- 1 BUILD TRUST
- 2 BE USER-FRIENDLY
- 3 BE PERSONALISED
- 4 MORE HELP FOR THOSE WHO NEED IT
- 5 EMPOWER THROUGH PERSONAL RESPONSIBILITY, CHOICE AND INDEPENDENCE
- 6 REFLECT HOW EMPLOYERS WORK. GET THEM THE RIGHT JOB SEEKER, FAST
- 7 BE GROUNDED IN DIGITAL
- 8 ENABLE EMPLOYMENT SERVICES PROVIDERS TO MAXIMISE RESULTS
- 9 SUPPORT LOCAL SOLUTIONS
- 10 SMARTER AND MORE TARGETED INVESTMENT
- 11 **KEEP LISTENING. KEEP EVOLVING**

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THE **WORLD**
HAS CHANGED.
THE **SYSTEM**
HASN'T

“

*The new system
should equip
the workforce for
the future...[and]
prioritise pathways
to sustainable
employment...*

”

Travers McLeod, Centre
for Policy Development
and Council on Economic
Participation for Refugees

(not pictured)

Twenty years ago the employment services system fundamentally changed. It was outsourced to a network of employment services providers — or job agencies. These providers have physical offices where employment services consultants meet face-to-face with the 650,000+ job seekers in the system. Their number one aim is to place a job seeker into work. Since July 2015, over 1.1 million job seekers have been placed.¹ This is a great achievement, but we can do better.

This system was designed when online job boards and smartphones were non-existent. When most Australians finished high school and went straight into a full-time job.² When part-time jobs were less common³ and ‘gigs’ were the domain of musicians. When low skilled and entry level jobs were easier to find.⁴ The world has changed markedly. The system has changed minutely. And it is now causing pain for some job seekers and employers.

Users tell us that the current system operates as a one-size-fits-all system. A system which does not recognise

the variety in job seeker needs or abilities. A system which does not prepare job seekers for the digital age. As a result almost two-thirds of current job seekers are in jobactive for more than 12 months. One in five for more than five years.⁵ We can do better.

Technological change in the workplace is accelerating daily. The future labour market will be vastly different in only a few years. Tasks within jobs will change. Skill requirements will change. The future system must support job seekers who are affected by these changes. The future system itself must keep pace with this change.

We can do better by:⁶

Focussing on those who need help most

64.9%

of job seekers have been in the system for 12 months+

1 in 5



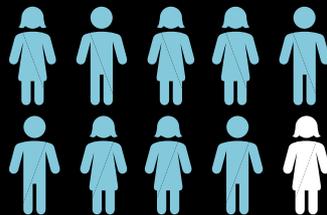
(19.6%) have been in the system for 5 years+

Focussing on digital

60%

of recruitment is done online

9 in 10



job seekers use the internet to search for jobs

Being more useful to employers

18%

of employers using the system in 2007



4%

of employers using the system in 2018



STEPH'S PAIN

"I told the lady at the employment provider that I could find my own job online. But they told me I have to front up to meetings each month — what a waste of time!"

Stephanie, job seeker

Centrelink

"OMG. I've just spent hours filling out forms — they have all this info already!"



jobactive initial meeting

"Doing the job plan was pretty good. It got me thinking more about which companies I should apply for."

2nd meeting

"My old consultant has left. The new one didn't stop looking at his computer for the whole appointment — I'm just a number in the system."

"I'm made to look for stuff that I don't even have the skills or the background to do. I'm just forced to send out resumes."

Success!

"I got a job! A friend posted it up on Facebook. I'm so happy I don't have to deal with the system any more!"



ZHANG WEI'S PAIN

"I stopped using the job agency a few years ago. There was a different person there every couple of months. It was so frustrating having to retell my story."

Zhang Wei, employer



Listing a job - jobactive website

"It was actually pretty easy to register and put a job up."

"I've been contacted by three job agencies this week all asking me for the same thing. I just want to deal with one person."

Application close

"I have 315 applications in my inbox. Most of them clearly have no idea what my business does. What a waste of time."

"I'm trying to apply for the wage subsidy. It's my third try. I've NEVER seen so much red tape."

Job filled

"I ended up getting a family friend to fill the role. I'm not going to use the government system anymore — it was more hassle than it was worth."

A SYSTEM FOR YOU. WITH YOU

“

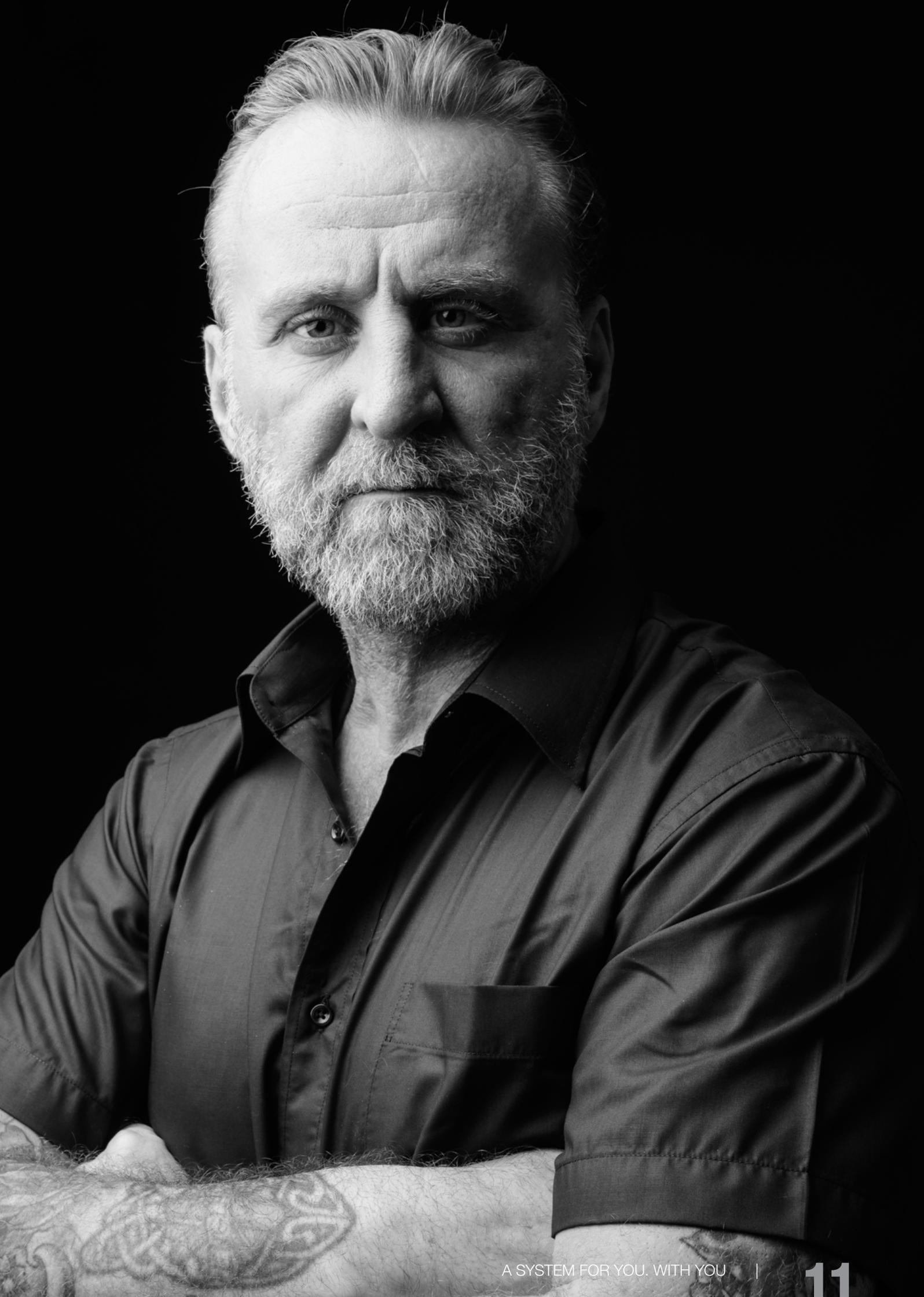
*Policy that is designed
by public servants
on their own
without user input
is destined to fail.*

”

Peter Shergold AC,
Chancellor, University
of Western Sydney

(not pictured)





A SYSTEM FOR YOU. WITH YOU |

11

Job seekers, employers, employment services providers, community organisations, government representatives and many others told us what they need from a future system.

Listening to them is the only way to get better at the services we provide for them. This is what they said (see Appendix D for details of consultation process).



I NEED...

- someone to help with all the other stuff going on in my life
- assessment that focuses on what I'm good at
- to feel in control of how I find work
- useful activities to help get me ready for work
- people who get that our area is different.

JOB SEEKER



I NEED...

- a shortlist of suitable candidates
- the right person for the job
- one person to deal with
- less useless applications
- less red tape.

EMPLOYER



I WANT TO SEE...

- a targeted and tailored system
- more support for those who need it
- a flexible and positive approach
- local solutions.

COMMUNITY



I NEED...

- less admin
- a smaller caseload
- more time with each job seeker
- lower staff turnover in my business
- flexibility for job seekers.

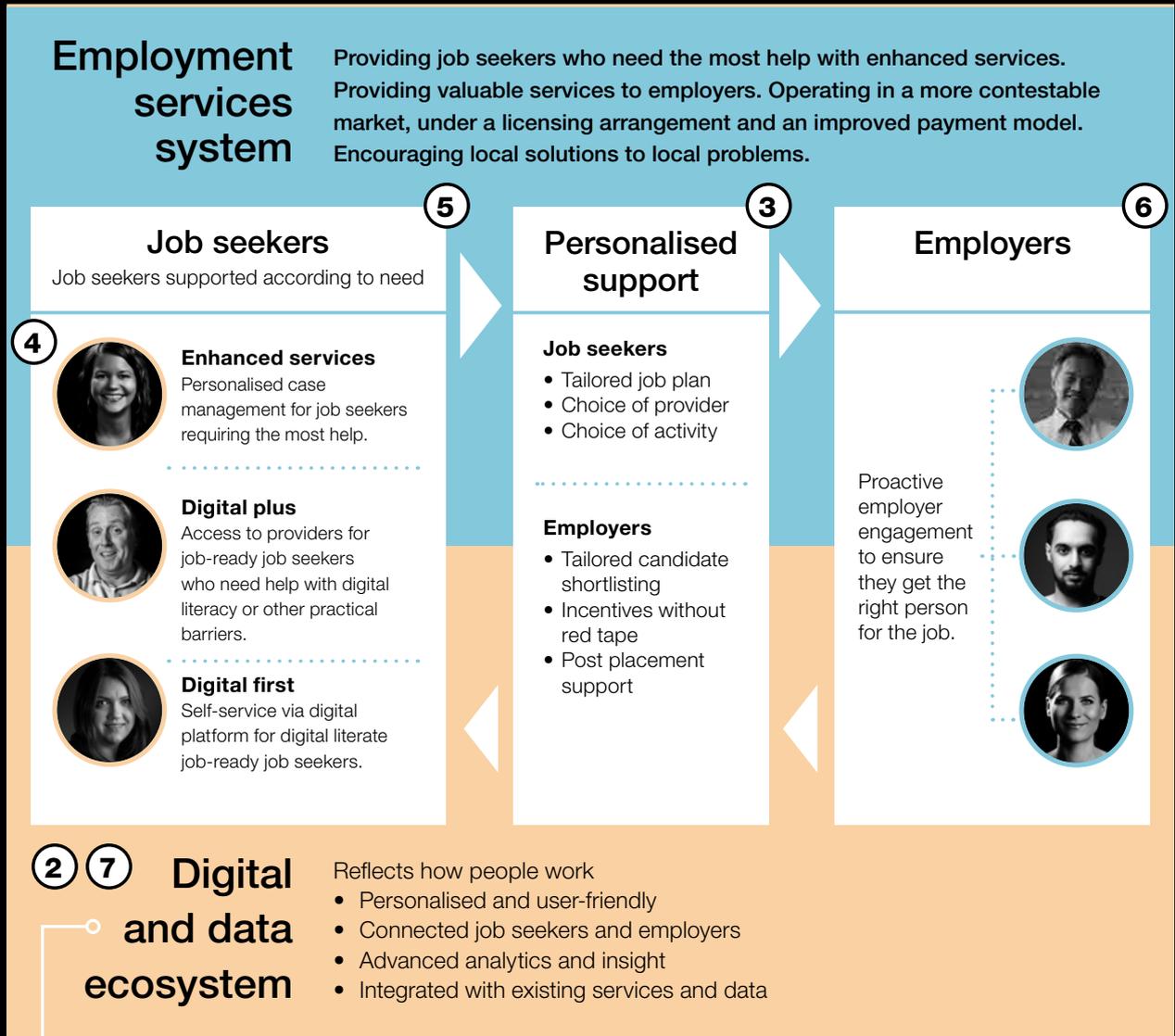
EMPLOYMENT SERVICES CONSULTANT

DESIGN PRINCIPLES FOR A BETTER SYSTEM

The future system is being designed for users, with users. It is guided by 11 foundation principles.

- 1 BUILD TRUST
- 2 BE USER-FRIENDLY
- 3 BE PERSONALISED
- 4 MORE HELP FOR THOSE WHO NEED IT
- 5 EMPOWER THROUGH PERSONAL RESPONSIBILITY, CHOICE AND INDEPENDENCE
- 6 REFLECT HOW EMPLOYERS WORK. GET THEM THE RIGHT EMPLOYEE, FAST
- 7 BE GROUNDED IN DIGITAL
- 8 ENABLE EMPLOYMENT SERVICES PROVIDERS TO MAXIMISE RESULTS
- 9 SUPPORT LOCAL SOLUTIONS
- 10 INVEST FUNDING IN TARGETED, SMART WAYS
- 11 **KEEP LISTENING. KEEP EVOLVING**

Future Employment Services System 1 8 9 10 11



A digital and data 'ecosystem' – it's not just corporate speak

An **ecosystem** is connected and dependant on all other parts of the system. The digital and data ecosystem is not a stand alone IT platform. It is connected and interdependent on job seekers and employers; on existing systems (e.g. Centrelink); on existing tools (e.g. job boards) and on physical systems (e.g. employment services providers).

Recommendations snapshot

(See pg 49 for full recommendations)

- 1 Build trust**

A system in which job seekers, employers, providers and government have confidence. A system where users believe that the priority is to improve outcomes for them. A system which is transparent and accountable.
- 2 Be user-friendly**

Put users at the centre of the system, with services designed to support their needs.
- 3 Be personalised**

Personalise services to enable job seekers to access the support they need, the way they need it.
- 4 More help for those who need it**

Increased focus and investment in job seekers who need the most help. More resources and provider time to support these job seekers. This is enabled by redirecting savings from smaller caseloads due to digital self-servicing.
- 5 Empower through personal responsibility, choice and independence**

Job seekers have a responsibility to find work. The community expects job seekers to do everything they can to find work. To encourage greater personal responsibility job seekers will have more control. Job seekers will have input into job pathways and activities, be empowered through digital servicing, and be supported to make informed choices between employment services providers.
- 6 Reflect how employers work. Get them the right employee, fast**

Support proactive employer engagement to ensure the system offers value to employers and better connections to the right job seekers.
- 7 Be grounded in digital**

Develop a user-centred digital and data ecosystem which reflects how job seekers and employers work. Deliver better connections between job seekers and employers, advanced analytics and insights, and integration with existing services and data.
- 8 Enable employment services providers to maximise results**

Enable greater competition and diversity between providers, without compromising market stability. Introduce a licensing framework and improved payment and performance model. Allow providers more scope to invest in job seekers, staff capabilities and establishing local partnerships. Ensure that providers are held accountable for achieving results.
- 9 Support local solutions**

A universal service will be developed. The system requires enough flexibility to ensure that local communities, including Indigenous communities, can contribute to local solutions.
- 10 Invest funding in targeted, smart ways**

Ensure appropriate resources are available to invest in the new model. Redirect efficiencies to enable more intensive services for job seekers who need the most help.
- 11 Keep listening. Keep evolving**

Begin transitioning to a new digital system now to de-risk implementation. Ensure the system is continually innovating and learning about what works, and is responsive to changes in the labour market.



GROUNDING IN DIGITAL

“

Emerging data analytics techniques can be used to deliver better and more personalised services to job seekers... Data utility and privacy does not need to be the binary trade-off it has been in the past.

”

Adrian Turner, CEO,
CSIRO's Data61

(not pictured)



“I’ve just been asked for exactly the same info I give for other government stuff — why can’t the systems speak to each other?”

Steph

Nine out of 10 job seekers look for work online.⁷ Over 60 per cent of employers recruit online.⁸ Digital is how most of us look for work. Digital is personal. Digital is powerful. Digital is efficient. Our future system will be grounded in digital.

DIGITAL = PERSONAL

The employment services digital experience must be personalised and easy to use. Google, LinkedIn, Facebook have entrenched this expectation for all users. When we shop online, make appointments online, and communicate with each other online, the experience is targeted to what we want. How we want it — mobile, tablet, desktop. The same level of personalisation must apply to employment services. A personalised, digital experience is job seekers’ and employers’ expectation, and benchmark.

DIGITAL = POWERFUL

Data is a critical tool to drive improvement in the future system. Each time a job seeker, employer or employment services provider logs on they provide the system with invaluable data. Data can then be used to help all job seekers — digital first, digital plus, enhanced services and anyone else seeking work whether they are on ‘the system’ or not. Data will be used to understand what works and what doesn’t to get sustainable job outcomes. It will be used to help job seekers with their job plan and give them reliable information about employment in their local area. It will provide rich information to employment services consultants to guide where job seekers should be referred, what training they might receive, and what skills they should develop. The digital and data ecosystem will learn from each activity, seek feedback to continuously improve the system, and in turn, improve outcomes for job seekers.

DIGITAL = EFFICIENT

The digital platform will give back time. Time back to job seekers who don’t have to provide the same information over and over again. Time back to job seekers who can self-service online when it suits them, instead of having to travel to face-to-face appointments with an employment services provider. Time back to employers who won’t need to wade through poorly targeted applications. Time back to employment services consultants who won’t need to manually monitor compliance; who will have recommended interventions and local programs at their fingertips; who will spend less time on red tape. Each consultant minute saved can be invested on job seekers who need it most and help get them into work — the ultimate efficiency.



“I get people through online job boards and by asking around the area. Online is good to advertise on but I get so many bad applications it takes forever to sort through them all.”

Zhang Wei

WE'RE NOT GOOGLE

The digital and data ecosystem must tap into what already exists. It must link with the systems job seekers and employers already use. It must partner with organisations who are experts in data analytics, user design, machine learning and data security. Most importantly, it must evolve with job seekers, employers and employment services providers. Government is not a Silicon Valley, digital powerhouse — but it will need to facilitate a digital and data ecosystem which is. It is what users are used to, it is what they expect.



STEPH'S FUTURE EMPLOYMENT SERVICES SYSTEM

Steph says it's **okay to access her Centrelink information** for the employment services assessment process. This saves her time. Steph is assessed as a 'digital first' job seeker.

Steph completes her **job plan online**. Steph's goal is to work in administrative services.

The system provides Steph with an **overview of required skills and career pathways** in administrative services. It suggests that her **local area should have jobs** in this field.

To complete her **mutual obligation** points, **the system suggests** 12 relevant job applications each month, an online resume builder and online refresher course in office management. Steph commits to these online.

Steph gets **push notifications on her smartphone** each time a **relevant job** is advertised on online job boards.

Steph completes the online resume builder, applies for 12 jobs and attends an interview (which she puts in the records online). **Behind the scenes the system checks** that Steph has achieved the points required to keep receiving income support.

Steph gets a job after her friend tells her about it on Facebook. She puts it into the system and is sent tips for how to handle her first day at work.

Steph **rates her experience** on using the system. It is fed back to the development team in real time.



ZHANG'S FUTURE EMPLOYMENT SERVICES SYSTEM

Zhang **posts a job on an existing online employment platform** for a cleaning supervisor. He ticks that it should be available to employment services job seekers and expects to receive a maximum of five suitable applicants to choose from.

He gets an email thanking him for his business. He is provided with **contact details of employment services providers** in the local area. He is also provided the option of someone contacting him if he wants **face-to-face** service.

68 job seekers in the employment services system apply for the job. Zhang gets a shortlist of five generated **using artificial intelligence**. He also reached out for face-to-face assistance and received three applications from job seekers for who he could get a **wage subsidy** and **post employment support**.

Zhang finds someone to fill the role who has had it tough but seems really keen for a fresh start. The employment services provider takes care of Zhang's **wage subsidy requirements online**.

Zhang gets support from the employment services provider to help the new employee settle in and succeed in the role.

FREQUENTLY ASKED QUESTIONS



Employer:

Q: I already use SEEK and Career One. If I put my job on there will people on income support see it too?

A: It is the panel's vision that the employment services digital platform will be linked to all major job boards. It will also be a free service to employers if they list their job directly on the employment services digital platform which will have the added benefit of improving the job matching.



Job seeker:

Q: I'm not really good with computers. Will I be forced to use the digital system?

A: If you don't yet have the digital skills to use the system you will be able to access the help you need to develop these skills.

Q: Will you see information from other departments that I have already provided? How will it be used and how do I know it is secure?

A: If you provide permission for your information from other departments to be shared, it will be. If you don't, it won't be. Your information will be stored securely and only be used in accordance with government policy, privacy laws and provisions.

Q: The online tools are really good. My mate is also looking for work. Can he use the system?

A: Yes. The digital system is available to all job seekers to assist in career planning.



Employment services consultant:

Q: Can I access and see the same digital tools the job seekers have?

A: Yes. Employment services consultants will also be able to use these tools to assist job seekers and show the job seeker how to use the tools and its benefits.

Q: I don't agree with one of the suggested training interventions for one of my cases. My job seeker feels the same way. Do I have to use it?

A: No. The system will make suggestions based on data analysis across thousands of cases. But each individual job seeker is different. You and they know what will work best.

Q: Some of the job seekers I work with don't have smartphones or access to computers. How should they use the digital tools?

A: The digital tools can be used on devices at your offices during your face-to-face appointments. You can also provide the job seeker with a list of places, such as libraries, where there is public access to computers and the internet.







HELP FOR **THOSE** WHO NEED IT **MOST**

“

[People experiencing disadvantage] have often been unemployed for protracted periods of time... are likely to be among the most disadvantaged in the community and may be experiencing multiple, complex issues...

Mission Australia

”

“

.... all they [job seekers] want is an employment services system that is focussed on helping them find work, understands and acknowledges their individual circumstances...

”

The Australian Unemployed Workers' Union

“

Job seekers should have more choice and control and the opportunity to transfer if they feel a particular service is better positioned to assist them.

”

Disability Employment Australia

Australians want to work. Some need more help than others to get there. Help to get job-ready, find employment and stay in work. The future employment services system is designed to provide these job seekers with the targeted help they need.

JOB SEEKERS WHO NEED MORE HELP

There are job seekers who need help with their English, with job interviews, with using online tools, with staying in work. There are job seekers in particular cohorts who need more support. These can include job seekers who are Indigenous. Who are young. Who are refugees. Who are mature age and have been out of the workforce for some time. Who have a disability. Who live in regions with struggling labour markets.

Who have experienced entrenched unemployment. Who are ex-offenders. Who face complex problems — homelessness, violence and mental health challenges. These are the job seekers we need to spend more time with. The job seekers we need to connect to other social services. The job seekers we need to design personalised plans with. The job seekers who need ‘enhanced services’.

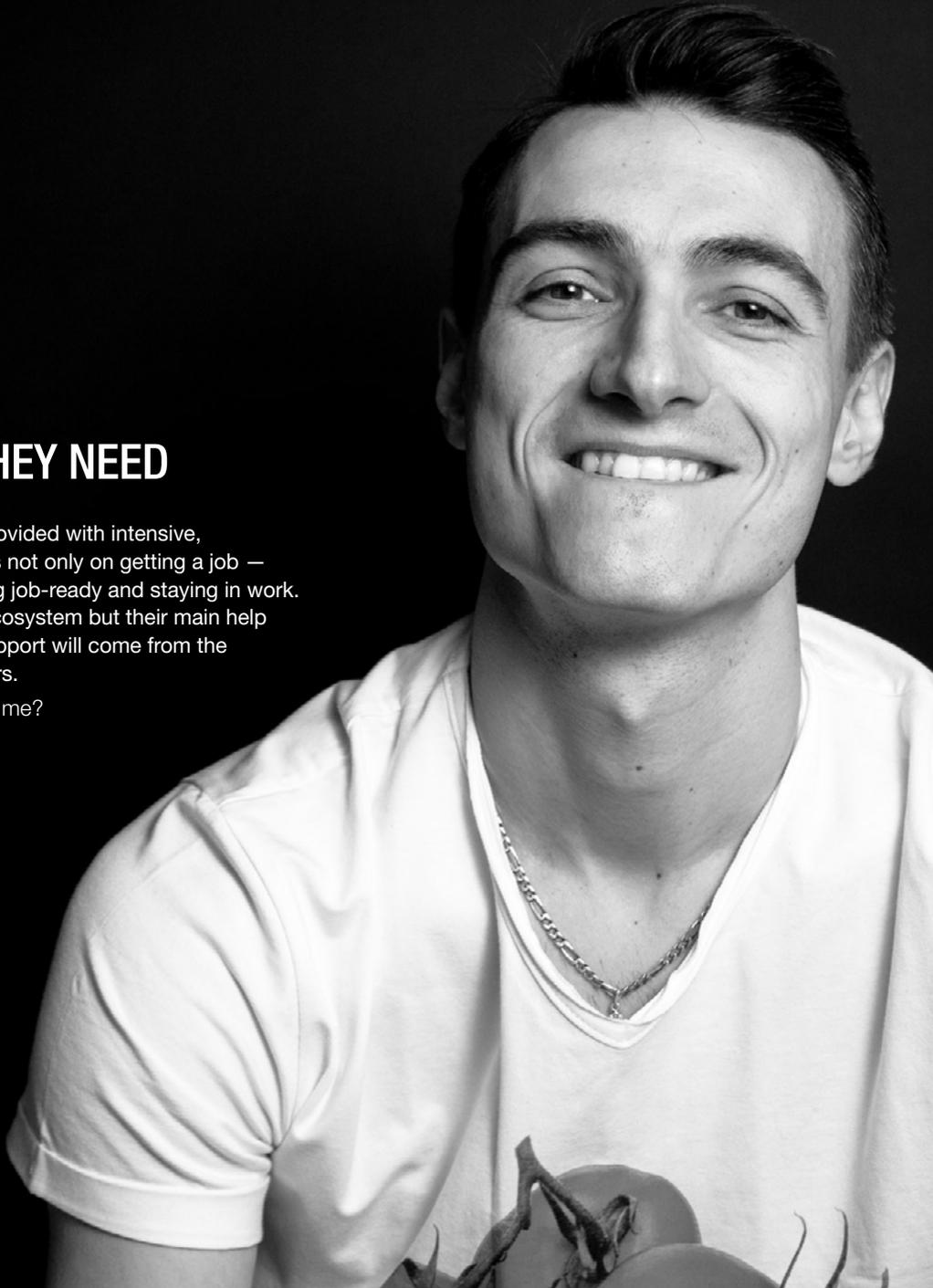
HAVING CHOICE

Job seekers have the best understanding of their own circumstances. Job seekers want to work and they have a personal responsibility to find work. To help job seekers exercise this responsibility, the new system will give them more choice. A choice to meet with an employment services provider of their choice and rate their service.

A choice to complete job-readiness training that will best prepare them for work. A motivator to apply for jobs they can succeed in. There are some cases where job seekers will need help to make these choices. They will receive recommendations and information in their language, backed up by easy to use processes, so that they can make an informed choice.

Working with job seekers with a disability⁹

- 27 per cent of all job seekers in employment services have a disability
- But they only make up 15 per cent of job seekers who stay in employment for 26 weeks or more
- Many job seekers with a disability are not getting the support they need
- The new system will focus more on helping those who need it most, including job seekers with a disability and give them the support they need to find and stay in work
- We will work closely with Disability Employment Services to make sure we get the best results



GETTING THE HELP THEY NEED

Enhanced services job seekers will be provided with intensive, individualised support. Support will focus not only on getting a job — but also on making progress to becoming job-ready and staying in work. They will have full access to the digital ecosystem but their main help will be face-to-face. This face-to-face support will come from the network of employment services providers.

What does 'enhanced services' mean for me?

- More in-person support
- Help to connect with other services e.g. medical, housing
- Help to find the right training to get you job-ready
- Help to connect you with other local programs and organisations which can help
- Help with practical things like bus tickets and clothes vouchers
- Help to find work experience
- Help to find the right job and keep it
- Help with using the digital platform
- Being able to choose your job agency and change if it's not working

FREQUENTLY ASKED QUESTIONS

Q: I want a job, but I have very specific needs. How will I get the right help?

A: There will be a three stage assessment process so that you will receive the right level of service at the right time. The process will cover your individual needs, goals, strengths and barriers. It will also consider your digital and career literacy. (For more information see: detailed system design)

EMPLOYMENT SERVICES PROVIDERS REMAIN CRITICAL

“

*...a goal should be
to make people excited
to work in this industry
because we put our
heart and soul into
getting these people
into jobs and providing
positive impact...*

”

Employment
services provider





“

High caseloads leave little time for rapport and relationship building, which we know are critical success factors for job seekers with complex needs.

”

Brotherhood
of St Laurence

“

...incentives or assessments for employment service providers will be crucial to ensuring quality service is prioritised over quantity.

”

Harmony Alliance:
Migrant and Refugee
Women for Change

Employment services providers are critical in the current system. They will be critical in the future system. However, their role and how they partner with government will change. The system must also change to enable them, and the job seekers they service, to succeed.

HELPING THOSE WHO NEED IT MOST

Employment services providers will focus solely on helping those who need it most - ‘enhanced services’ job seekers and to a lesser extent ‘digital plus’ job seekers. Those job seekers who are job-ready — digital first — will no longer use the employment services provider network. This is the most fundamental change to an employment services provider’s role. Currently, employment services providers help all job seekers — whether they are job-ready or face complex barriers to work. Employment services consultants spend much of their time on administration and compliance and have quick face-to-face appointments with job seekers. On average they have 148 job seekers on their caseload.¹⁰ Consultant turnover is 42 per cent.¹¹ The system is geared towards throughput and volume. This must change.

It must change in order to do better for those who need it most — 64.9 per cent of current job seekers have been in the system for one year or more, 19.6 per cent have been in the system for over five years.¹² To reverse this situation, consultants must be freed up to spend more time with job seekers who need the most help. They must have the opportunity to develop stronger relationships with employers. They must be better connected to other support services and each other. They must be given the flexibility to really help. This is what the future system will do.

WHAT DOES THE NEW SYSTEM MEAN FOR ME?

- Having more time with each job seeker
- Having a smaller caseload
- Increasingly being a coordinator for other support services for job seekers
- Being able to spend money on what will most help job seekers, with less red tape
- A back end system that reduces administration
- Getting smart suggestions on what works for job seekers
- Getting information on the local job market
- Forming deeper relationships with employers
- Greater interface with local communities

CRITICAL PARTNERS

It is essential that employment services providers be rewarded for giving job seekers quality support. A fundamental change to the role of consultants requires changes to the framework in which they operate.

The new framework recognises that providers will mainly deal with job seekers who face greater challenges in finding a job. It recognises that the way in which government works with providers must reflect this change.

EMPLOYMENT SERVICES PROVIDER FRAMEWORK

From		To
Five year contracts with all providers being required to re-tender after they expire	→	Licences issued for at least five years, with automatic extensions for high performing providers
Administration and outcome payments	→	Payments linked to outcomes and early investment in job seekers
Performance measured by comparisons to other providers	→	Performance measured by benchmarks and quality standards
Provider specific professional development	→	Provider specific and industry led professional development
Employment Fund which users say is difficult to access	→	Dedicated funding to solve local job seeker barriers which can be accessed without the red tape
Generalist providers who assist all cohorts of job seekers	→	Providers focus on job seekers who need it most with capacity to specialise in assisting a particular cohort based on local job seeker needs
Uneven collaboration between providers	→	Greater collaboration and information sharing between providers

Outcomes

- Greater business sustainability for strong performing providers
- Greater clarity around what skills and services providers need to have to enter the market
- Greater clarity about what providers need to achieve
- Lower consultant turnover
- Greater investment in hard to place job seekers
- Increased industry professionalisation



WHY CHANGE TO LICENSING PROVIDERS?

There will be benefits for providers

- Increased business stability for strong performing providers who meet quality standards
- Greater staff certainty, leading to reduced turnover, from greater business stability
- Ability to make decisions for the long-term to improve service quality and outcomes
- Easier to enter market — licences issued at any time and the number of licences issued is flexible
- Time and money saved by eliminating the five yearly tender process

There will be benefits for job seekers

- Improved levels of service quality
- Increased pool of quality providers to choose from as a result of increased competition

FREQUENTLY ASKED QUESTIONS



Employment services provider

Q: Will my caseload decrease under the new system?

A: Yes. 'Digital first' job seekers will no longer be part of your caseload.

Q: I'm losing my easiest to place job seekers. How will the business survive?

A: There will be increased up-front payments, possibly linked to job seeker progress, so providers can offer the intensive support required. There will also be outcome payments to recognise the costs of assisting these job seekers, and reward providers for helping them into employment.

Q: How do I apply for an employment services licence?

A: You will be required to complete a licence application. The licence application process will be simpler and less costly than the previous tender processes. The licence documentation will clearly specify what providers need to demonstrate to obtain a licence.

Q: How long will a licence be issued for?

A: At least five years. Consistently high performing providers will have their licence extended at the end of this period without red tape. Consistently poor performing providers will lose their licence before it expires.

Q: How many licences will be issued?

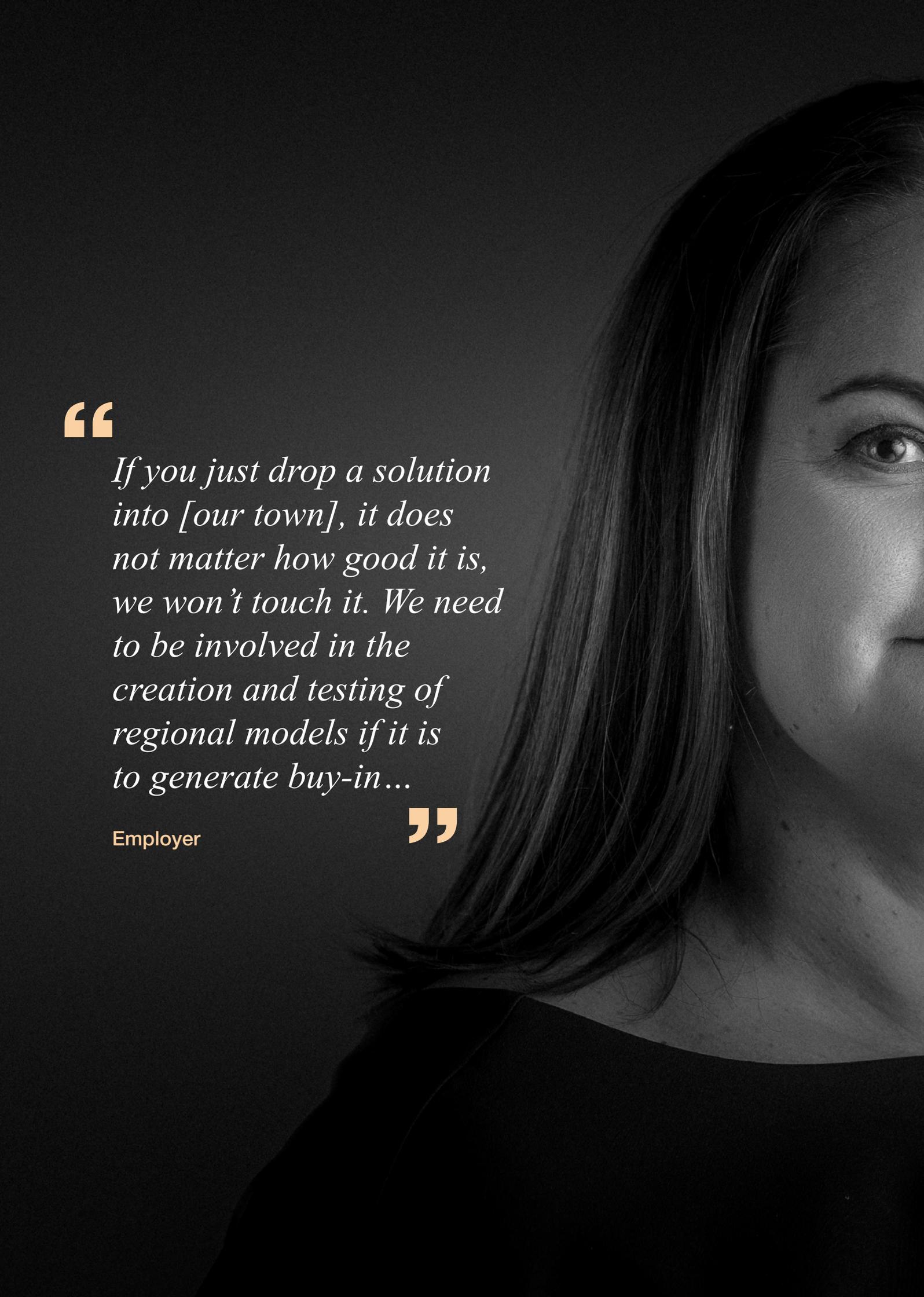
A: The number of licences issued will be determined by the government. The number of licences in each region will be capped to ensure that the market is sustainable and there is an appropriate amount of provider capacity to meet job seeker and employer needs.

Q: Will the new system mean less funding for my business?

A: This will depend on the type of job seekers you service. Organisations servicing job seekers with complex needs may receive more funding. Those with high volumes of job-ready job seekers may receive less funding.

Q: How will provider market share be managed?

A: Employment services providers in each region will be allocated a minimum and maximum share of job seekers. These shares may change over time if this is in the best interest of job seekers.



“

If you just drop a solution into [our town], it does not matter how good it is, we won't touch it. We need to be involved in the creation and testing of regional models if it is to generate buy-in...

Employer

”



DIFFERENT
AREAS.
DIFFERENT
NEEDS

“

Success is a flexible system that recognises regional differences.

”

Natalie Turmine,
CEO, Campbell Page

“

Place based approaches are essential to get Indigenous job seekers the right pre-employment training and connect them to new job opportunities.

”

Cr Roy Ah-See,
Prime Minister's
Indigenous Advisory
Council Co-Chair

LISTEN TO THE LOCALS

Listening to what job seekers, employers and employment services providers need from a new system is essential. Listening to the local community, about how to deal with local employment issues, is just as important. Different areas, whether they are regional, or pockets within a city, have different needs. They have different needs because of their size, their history, their industry base, their access to education and many other factors. A universal service should provide a framework which allows for local responses to local challenges and opportunities.

LOCAL SOLUTIONS TO LOCAL PROBLEMS

Local solutions to local problems have the best chance of success. The future employment services system will ensure that locals contribute to solving local employment problems. It will do this in a number of ways.

- 1 Establish **local groups to develop solutions** to local employment issues
- 2 Provide local **funds** for these solutions e.g. community projects which create work experiences
- 3 **Incentivise** job seekers to work in **seasonal employment** e.g. fruit picking
- 4 Support job seekers who want to **move** outside of their local community to find work or take up a job
- 5 **Ensure** that employment services provider funding **reflects different regional** circumstances
- 6 Seek local feedback into the employment services provider performance framework

As the system evolves, it must continue to listen to locals, trial their solutions and have a flexible mindset. It must be their system.

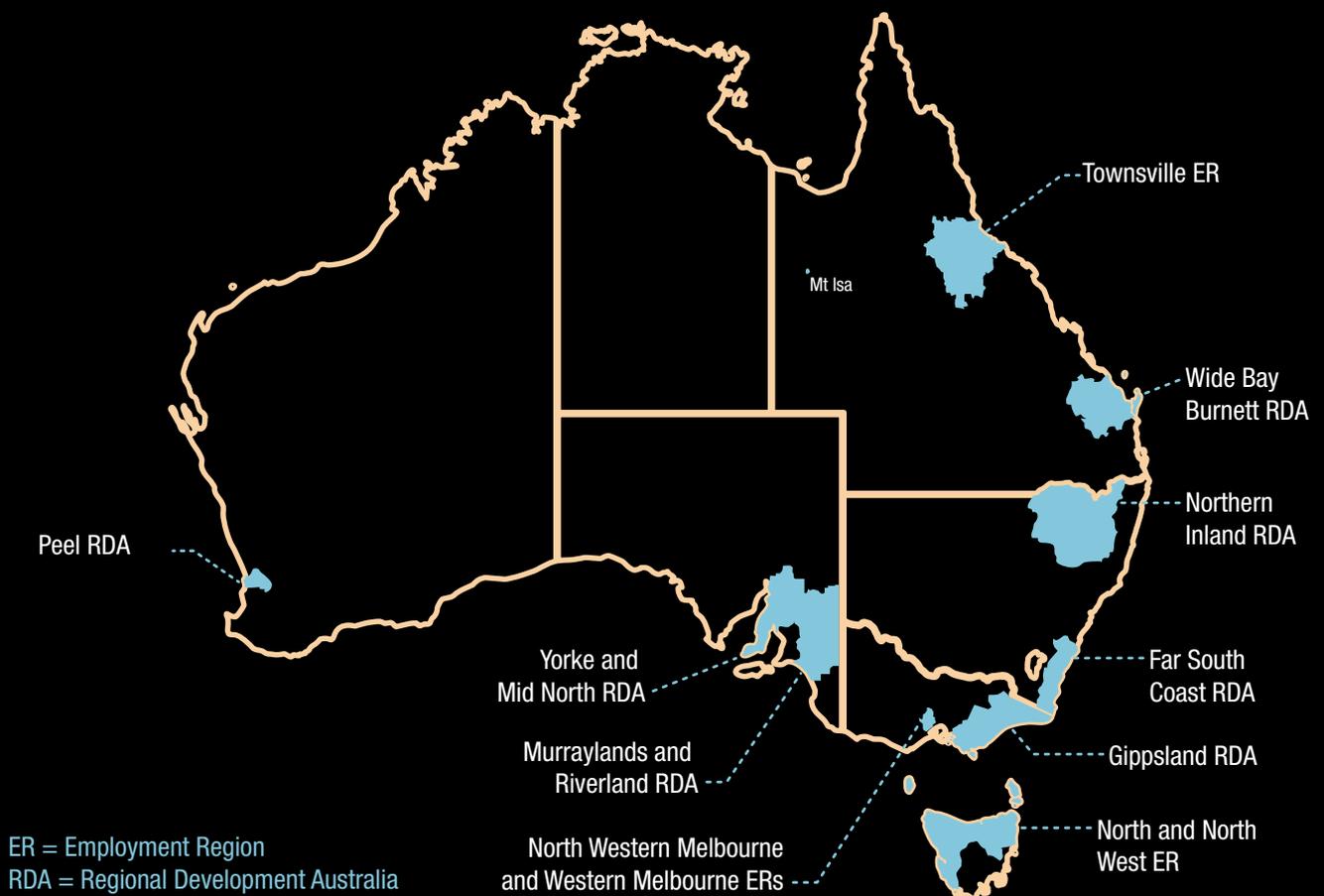
Regional Employment Trials — a local approach¹³

What it is

- 10 disadvantaged regions
- Locals work with employment facilitators and Regional Development Australia committees to develop solutions to local employment issues
- \$1m funding for each region
- October 2018 - June 2020

What we hope it will do

- Stronger connections between locals, including employment services providers
- Better employment outcomes
- Employment and work experience initiatives
- Better understanding of the local labour market





The Committees are designed to drive change – to create the economic and social conditions for employment for young people – at the local and ultimately, national, level.

Brotherhood of St Laurence



LISTENING TO LOCALS LEARNING FROM LOCALS

To solve local employment issues the system must be flexible. It must be flexible enough to listen to and learn from the valuable place based work already happening. It must be flexible enough to recognise programs which work and refer job seekers to them. It must be flexible enough to adapt.

Listening and learning from locals... (a few examples)

Transition to Work Community of Practice - Brotherhood of St Laurence

What it does

- Designs and implements a local economic development strategy for young people to gain employment

How

- By bringing together business, education providers, local councils, Transition to Work providers, and other community organisations. This group is called the Community Investment Committee

Way of working

- Employer led – an employer is always the Chair of the committee
- Community representation – includes all major players such as the council, education and training providers, and influential people
- Action focused – must set and achieve key outcomes and strategic tasks

Yarrabah, Qld: place based employment services pilot, in a discrete Indigenous community

What it does

- Delivering government employment services in the community by the community

How

- The community co-designed the pilot. It is being delivered by Wugu Nyambil Limited ('holding onto work')

Way of working

- More Indigenous people
- Greater understanding of challenges faced by Indigenous job seekers
- Listens to the job seekers interests and goals
- Culturally appropriate service
- Community involvement in decision making
- Broad definition of outcomes – employment, training or social



Employment services pilot Yarrabah. Pictured above are local staff Dale Thomas, Kylene Tyson, Jasmine Keyes, Raynard Mudu-Elliott, Neil Mayo, Raelea Connolly-Neal, Fabian Lester O'Burns & Shakira Thaiday with Acting General Manager Darren Birt second from the right in the back row. Photo by Christine Howe, Yarrabah News. Used with permission.

FREQUENTLY ASKED QUESTIONS

Community program provider



Q: Will the local groups that are established to develop local solutions replace employment services providers?

A: No. The local groups will work with employment services providers.

Q: I live in a regional area. Will I have access to a provider under the new system?

A: Yes. All job seekers receiving 'enhanced services' will have access to a provider in their local area.

Q: I live in an area with limited public transport. How will the new system make it easier for me?

A: The new digital and data ecosystem will make it easier for job seekers to search for jobs, connect with employers, undertake training, and report their job search activity without having to visit their provider.



A SMARTER INVESTMENT

“

If someone is empowered and has their needs met when they are at rock bottom, they will be further motivated and more likely to re-contribute to society...

”

Individual submission on
public discussion paper



One size fits all simply does not work and in many cases leads to adverse outcomes for both the job seeker and taxpayer.



Individual submission on public discussion paper



Beyond Australia's moral and legal obligations to reduce the employment gap for people with disability, ... substantial increases in Gross Domestic Product would result.



Children and Young People with Disability Australia

A SMARTER INVESTMENT

The future employment services system will ensure that funds are invested in smarter, more targeted ways. It is smarter to invest in a digital and data ecosystem which helps all job seekers look for work, with many being able to self-serve. This creates cost efficiencies. It is smarter to invest in automating business processes and administration. This creates time efficiencies. It is smarter to invest in a data ecosystem which analyses what works and what doesn't for job seekers. This creates outcome efficiencies. It is smarter to spend this time and money on job seekers who need the most help. It is the best chance we have to break cycles of welfare. It's the best chance we have to cut entrenched unemployment. This is how we will invest.

CONFIDENCE IN THE SYSTEM

Australians want to work. Taxpayers can be confident that the employment services system is supporting and empowering job seekers to enter and remain in the workforce. For the very few persistently non-compliant job seekers on income support the system will be unyielding. The future system will use data analytics to monitor patterns of behaviour and more readily identify fraud. The future system will look to spend every available dollar on job seekers who want to work and penalise the few who don't.

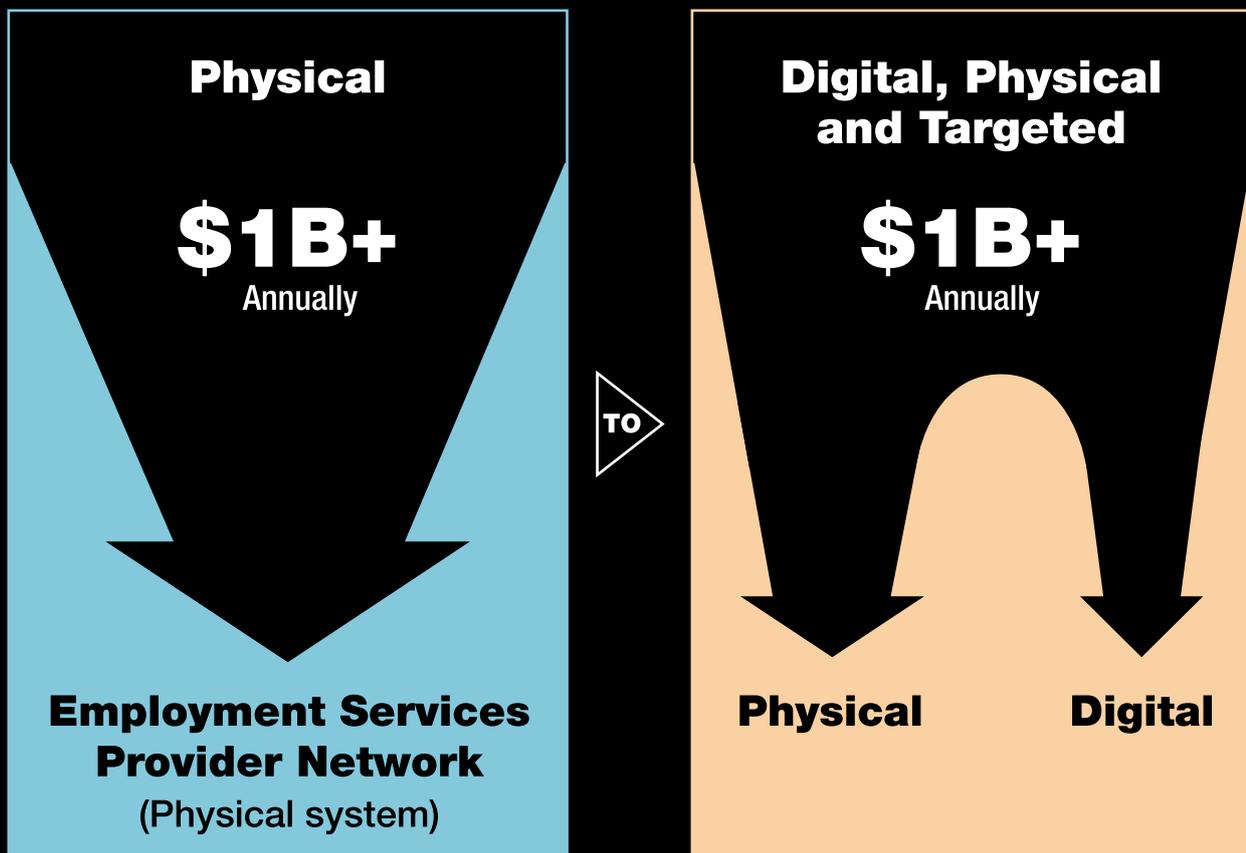
SMARTER INVESTMENT IN WOMEN JOB SEEKERS¹⁴

51 per cent of job seekers in employment services are women

- Some parts of the current system underinvest in women e.g. only 44 per cent of job seekers assisted by the Employment Fund are women
- Women only make up 40 per cent of employment placements
- A smarter system will use data to identify gender gaps, understand what is causing them and use machine learning to help job seekers and employment services providers develop and evolve the most effective solutions
- It is essential that the future system aims for equal job outcomes for women and men

Let's get to work

Future system funding flows



FREQUENTLY ASKED QUESTIONS



Government bureaucrat

Q: Will this new system cost more?

A: The future system can be funded from the existing funding for employment services.

LET'S GET TO WORK

“

We've got an enormous challenge on our hands... we need to be really bold and really brave, because it involves real change.

Community organisation

”



“

A digital servicing model should be iteratively developed and tested in close consultation with all stakeholders.

Greg Moul,
National Director,
Salvation Army
Employment Plus

”

AMBITIOUS FROM THE INSIDE EXPECTED FROM THE OUTSIDE

The future employment services system is being designed together with job seekers, employers and employment services providers. They expect a system which reflects how they work today — personalised and grounded in digital. They expect a system which trusts and empowers. They expect a system which is easy to use. They expect a system which targets investment to get the best outcomes. They expect a system which listens, which evolves. It may sound ambitious, but it is expected by job seekers, employers and the broader community. It is what **we must deliver**.

WHAT MUST CHANGE

The most fundamental changes in the future employment services system are:

1. becoming grounded in digital
2. changing the role of employment services providers and the market in which they operate.

Change must be managed in a disciplined way which never takes focus away from the people we are trying to help the most — job seekers. Change must also be rapid. Existing employment services provider arrangements cease in 2020. As a minimum, the licensing arrangements and market structure need to be in place by this date. It is, however, unrealistic to expect full digital and data ecosystem functionality by this time. It is essential that implementation of the future system, including the digital and data ecosystem, does not stall and is phased in by 2021.

Work has commenced in this area through the Online Employment Services Trial. However, the work needs to be accelerated, completed as quickly as possible and put into action. The trial is a valuable input into the future system. It has, however, been developed within the status-quo. Future digital development must utilise agile methodology, connect to tools which already exist and partner with organisations who are experts in data analytics, user design, machine learning and data security.

To make this change happen the mindset and approach of those who design, develop and administer the existing system must change. Government departments will need to collaborate — the employers and job seekers do not care who sits where. An environment where solutions can be tested and learned from needs to be created. The focus must be external rather than internal. Most importantly, the job seeker and the employer must always be at the centre. The centre of our thinking, the centre of our design, the centre of our purpose.

**Online
Employment
Services
Trial¹⁵**

10,000

job-ready
job seekers
to try online
self-servicing

Activities: approve job plan, self-manage mutual obligations and report job search contacts.

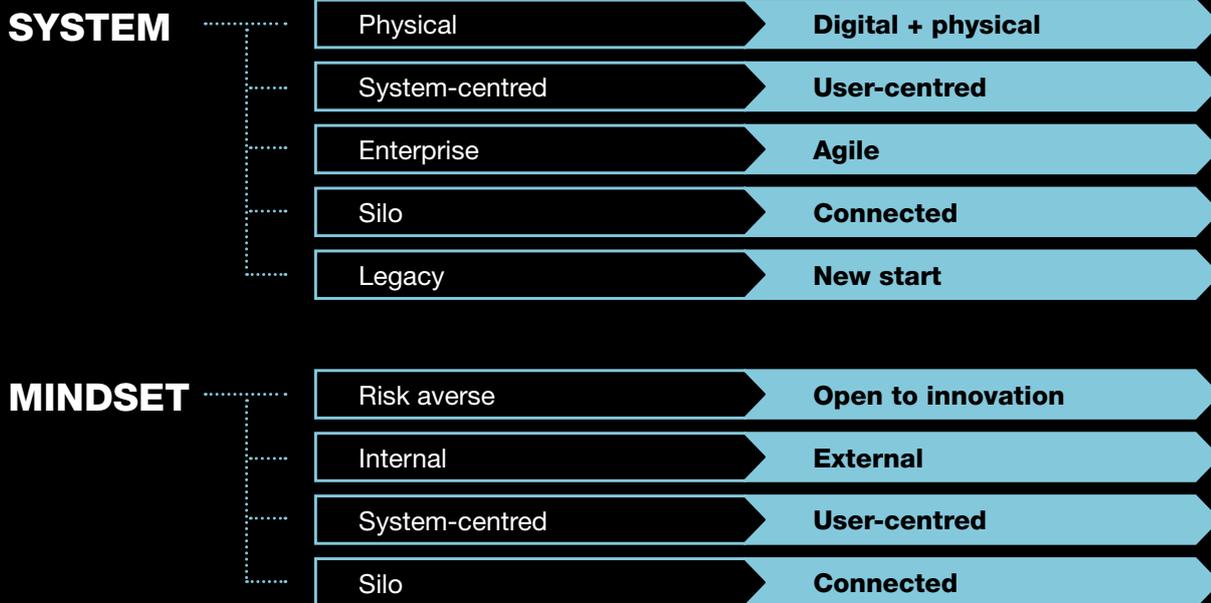
Initial outcomes look great

“Honestly, it’s pretty easy to use.” Trial job seeker

Job seekers engage faster: job plan is done just under two days earlier than those not on the trial.

Job seekers like it: of all job seekers selected for the trial less than 10 per cent have left to receive services from a ‘physical’ jobactive provider.

To make this happen we must change...



AUSTRALIANS WANT TO WORK LET'S GET THEM THERE

We should never lose sight of what we are trying to achieve — getting more Australians into jobs which they will keep, faster. Agile design principles must underpin implementation. The immediate guide to achieving the future system is:

1. Fix the most pressing pain points — for job seekers it is that they don't receive a personalised service and can't self-service online. For employers, it is bearing the cost of unsuitable job applicants. For providers it is over burdensome reporting and administration requirements.
2. When we fix things, we do not look to the past. We build with a view that the digital platform will be fundamentally different.
3. Next, we expand trials to test and retest parts of the system. Learning and adapting as we go. This is done quickly — weeks not months.

Detailed technological solutions have not been specified. An agile way of working means that solutions are iterative and evolving based on user feedback. It is anticipated that current technologies such as artificial intelligence driven conversational interfaces (e.g. chat bots), application programming interfaces (APIs), standard platforms and notifications are considered.

What is 'agile'?

It is an approach to software development which:

- always involves the user
- is iterative, incremental and evolutionary
- is made up of cross-functional teams communicating face-to-face
- delivers working software quickly (weeks rather than months)
- embraces simplicity — the art of maximising the amount of work not done.

WHAT **NOT** TO DO

- 1 STOP LISTENING TO JOB SEEKERS
- 2 STOP LISTENING TO EMPLOYERS
- 3 CHERRY PICK RECOMMENDATIONS
- 4 BUILD THE DIGITAL AND DATA ECOSYSTEM IN ISOLATION
- 5 DO THINGS THE SAME WAY BY THE SAME PEOPLE
- 6 LEAVE THE JOB TO ONE DEPARTMENT
- 7 POCKET SAVINGS RATHER THAN REINVESTING IN THOSE WHO NEED IT MOST
- 8 LOSE SUPPORT FROM EMPLOYMENT SERVICES PROVIDERS, THE COMMUNITY, THE GOVERNMENT

Measures of success

Job seekers

-  **Decreased # job seekers in system > 5 years**
-  **Decreased # job seekers in system > 12 months**
-  **Positive and improving user feedback**
(e.g. net promoter score)

Employers

-  **Increased % employers using the system**
-  **Increased % of job seekers remaining with employer at 26 weeks**
-  **Positive and improving user feedback**
(e.g. net promoter score)

Providers

-  **Improving benchmark ratings**
-  **Decreased job seeker to consultant ratio**
-  **Decreased consultant turnover**

FREQUENTLY ASKED QUESTIONS



Government bureaucrat

Q: Centrelink has its own systems and processes which affect job seekers. But it is out of scope for this work. How should we work with them?

A: Collaboration between government departments will be essential in implementation. Users don't care who sits where in government.

Q: We've been working with a largely unchanged system for 20 years. How can we change so quickly?

A: A business as usual approach will not work to implement the future system. A more open and flexible mindset where users are at the centre of design must be adopted.



Employment services provider

Q: Our contract expires in less than two years. How is all this going to be done by then?

A: The panel's view is that the Government should have licensing arrangements in place prior to the existing contract completion. There will be a more gradual transition to digital platform implementation. The future system should be fully operational by 2021.



Member of the public

Q: What responsibilities will job seekers have to look for and find work?

A: Job seekers will be responsible for looking for and finding work. They will be subject to mutual obligations which are activities they undertake to prepare for and look for work. The future system will provide job seekers with more choice around mutual obligations.



RECOMMENDATIONS

“

Most people do want to work. I want to work. I want to be of service, be paid for my contribution to society and be appreciated.

”

Individual submission on
public discussion paper

1. Build trust

A system in which job seekers, employers, providers and government have confidence. A system where users believe that the priority is to improve outcomes for them. A system which is transparent and accountable.

- Job seeker personal responsibility is encouraged and supported through digital servicing, development of individualised job plans and goal setting.
- Change system culture to be less punitive. Recognise job seekers' circumstances and combine positive behaviour reinforcement with penalties for the very few who do the wrong thing.
- Shift from high-volume, transactional, administrative heavy system for providers to one that supports and rewards quality and collaboration.
- A governance model that engages all users, includes continuous user feedback, and incorporates advisory roles for stakeholders.

2. Be user-friendly

Put users at the centre of the system, with services designed to support their needs.

- Easy user experience of digital services through preferred channels, avoiding duplication of effort.
- Ongoing user input to the design, implementation and governance of the employment services model.
- Strong and more consistent brand for the system that makes it easier for users to find and reinforces the opportunity to build connections based on trust and quality.
- Robust mechanisms for user feedback in real time (e.g. net promoter score).

3. Be personalised

Personalise services to enable job seekers to access the support they need, the way they need it.

- Holistic assessment and activity requirements that reflect individual circumstances. Tailored pathways to employment, customised tools and interventions must all be features of the new system.
- Service type and level set by cascading three-stage assessment: pre-screen, comprehensive upfront assessment and follow-on assessment.
- Assessment will cover more than just barriers, including job seeker strengths and digital and career literacy.
- Provide the right level of service for each job seeker. Self-service via a digital platform for those who are job-ready (digital first). Access to providers and targeted funding for those who are job-ready with limited practical barriers (digital plus). Individualised case management for those requiring the most support (enhanced services).
- Job seekers are reassessed over time and when job seeker circumstances change.
- Dynamic, personalised “menus” of recommended interventions, influenced by job seekers’ unique circumstance and goals.
- Job seekers have a greater ability to choose the activities they undertake to find work.
- Regular review of job plan, including when the job seeker’s circumstances are reassessed.
- Appropriate tools and education to support job pathways, including entrepreneurial support.

4. More help for those who need it

Increased focus and investment in job seekers who need the most help. More resources and provider time to support these job seekers. This is enabled by redirecting savings from smaller caseloads due to digital self-servicing.

- Individualised case management, in addition to digital services, including connections to other social services and assistance to increase employability, find and remain in employment.
- Enhanced services will be capable of assisting all eligible job seekers. Providers will offer a universal service that tailors to the needs of particular cohorts. This is complemented by specialist providers such as those specialising in Indigenous Australians and young people, where justified by local requirements.
- Enhanced services providers help job seekers address barriers to employment, build job-relevant skills, undertake work experience, and gain and sustain employment.
- Access to additional support from providers and targeted funding for job-ready job seekers who need help with digital literacy and other practical barriers (digital plus job seekers).
- Access to easy to use funding to purchase items and services job seekers need to search for and stay in work.
- Strong connections to programs outside of employment services that are delivering results for those most in need, including those funded by non-government organisations or state governments.
- Issues facing job seekers with complex needs cannot always be solved by one department. It is essential that there is cross departmental collaboration to best support job seekers in their pathway to work.

5. Empower through personal responsibility, choice and independence

Job seekers have a responsibility to find work. The community expects job seekers to do everything they can to find work. To encourage greater personal responsibility job seekers will have more control. Job seekers will have input into job pathways and activities, be empowered through digital servicing, and be supported to make informed choices between employment services providers. To find work faster.

- More job seeker input into charting a pathway to employment and the activities they will undertake to find work.
- Job plan tailored to the individual job seeker's needs and goals.
- Mutual obligation requirements will remain with penalties for non-compliance.
- Mutual obligation requirements will be more flexible under a points based structure.
- Greater job seeker choice around the activities undertaken to get a job (job search remains a core requirement).
- Job seekers who are job-ready can take greater control of their pathway through digital self-servicing.
- Job seekers referred to enhanced services can make a more informed choice of an employment services provider based on provider expertise and a performance 'report card'.
- Job seeker and employer feedback on employment services providers should be a component of the report card. The feedback must be transparent and help inform job seeker and employer choice.

6. Reflect how employers work. Get them the right employee, fast

Support proactive employer engagement to ensure the system offers value to employers and better connections to the right job seekers.

- Employer access via their preferred channels to the full pool of employment services candidates.
- Use data to match employer needs to suitable candidates.
- Assistance to encourage hiring of disadvantaged job seekers (including help with organising work experience, trials, wage subsidies and post-placement support).
- Provide candidate shortlists for employers.
- Reduce volume of unsuitable and low quality applications.
- Better information on labour market needs and skills in demand, to help job seekers and providers identify and meet employer needs.
- Coordinated, strategic outreach to employers that offers a valuable service and improved relationship management (including single points of contact).
- Brand consistency to improve employer awareness of employment services and incentives.

7. Be grounded in digital

Develop a user-centred digital and data ecosystem which reflects how job seekers and employers work. Deliver better connections between job seekers and employers, advanced analytics and insights, and integration with existing services and data.

- Digital services will support job seeker and provider decision-making, not replace it.
- Open architecture to support integration with partners to provide links to job search, skills matching, service providers, online training, career advice and other support.
- Match job seekers to suitable vacancies, allowing employers – using their preferred channels – to search for job seekers and receive tailored candidate short lists.
- Better, broader, data linking to support accuracy and efficiency of needs assessment.
- Use digital tools to simplify compliance reporting and other administrative functions to reduce burdens on providers and job seekers.
- Better use of data and analytics, with informed consent, to recommend the best options and interventions and drive continuous learning about what works best.
- Greater use of labour market insights by providing simplified and dynamic information on growth industries, trends and employer needs.
- Ensure that the digital and data ecosystem protects users' data (including sensitive personal data) by adhering to government protocols and cyber security measures.

8. Enable employment service providers to maximise results

Enable greater competition and diversity between providers, without compromising market stability. Introduce a licensing framework and improved payment and performance model. Allow providers more scope to invest in job seekers, staff capabilities and establishing local partnerships. Ensure that providers are held accountable for achieving results.

- Managed approach to increasing competition through provider licences, issued for a minimum of five years (contingent on continuing to meet performance benchmarks and quality standards) and, at least initially, guaranteed minimum and maximum market shares.
- Improved payment model that reflects the resources required to meet different job seeker needs. A balance of higher upfront payments (possibly progress towards employment-based) with outcome payments to better personalise support and encourage investment in harder to place job seekers.
- Performance benchmarks which incentivise providers to help all job seekers progress towards employment. Recognise success in achieving outcomes (reflecting regional variation) and delivering high quality services. Exit providers who consistently do not meet benchmarks or quality standards.
- Industry-led improvements to employment services consultants' skills and capabilities to improve service quality and outcome.
- Features which encourage providers to collaborate to assist job seekers and employers.

9. Support local solutions

A universal service will be developed. The system requires enough flexibility to ensure that local communities, including Indigenous communities, can contribute to local solutions.

- Digital services and employment services providers connect job seekers to local and specialised support.
- Regional governance arrangements (e.g. local boards/structure) and facilitators support linkages with employers and other stakeholders in disadvantaged regions.
- Local funds to support local employment initiatives.
- Licensing (including the number of enhanced services licences issued), payment, and performance framework for providers account for regional / local variation.
- Appropriate incentives for job seekers to relocate to areas that increase their chance of finding work and encourage the uptake of seasonal work.
- Greater emphasis on providers using resources to build local partnerships with employers and other services.

10. Invest funding targeted, smart ways

Ensure appropriate resources are available to invest in the new model. Redirect efficiencies to enable more intensive services for job seekers who need the most help.

- Improved efficiency of the system by: supporting digital self-servicing of the job-ready; reducing churn by assisting job seekers to gain sustainable employment; and improving outcomes for long-term unemployed people.
- Automated business processes to create time efficiencies.
- Provide data and evidence-based tools to assist providers and job seekers in determining which interventions are likely to drive the best outcomes.

11. Keep listening. Keep evolving

Begin transitioning to a new digital system now to de-risk implementation. Ensure the system is continually innovating and learning about what works, and is responsive to changes in the labour market.

- Implementation through an agile, iterative approach that involves ongoing and extensive user engagement.
- Expansion of ongoing trials and pilots to inform the new system's design.
- Innovation and learning supported through system collaboration.
- Use data to continuously evaluate the effectiveness of interventions and monitor service quality, and make this information available to stakeholders and researchers.



“

*I think a grounded approach
that is based on a local evidence
base is a smart move.*

Participant,
stakeholder consultations

”



APPENDICES

Appendix A

THE PANEL

The employment services system has not been holistically reviewed in 20 years. All Australians will benefit from the courageous decision to conduct this review by an independent panel. The panel is honoured to contribute to this work.



Mrs Sandra McPhee AM

“This reform can change lives. We’ve been given a one in 20 year opportunity to do this. We need to make it work. I know we can.”

Sandra McPhee has experience as a non-executive director and senior executive in a range of consumer-related public, private and not-for-profit organisations in the utilities, retail, tourism and aviation industries.

Mrs McPhee is a Non-Executive Director of Kathmandu Limited, St Vincent’s Health Australia and the NSW Public Service Commission. She is also a member of the Advisory Council of J.P. Morgan, Chief Executive Women and Australian Institute of Company Directors.

Mrs McPhee has served on the boards of AGL Energy, Scentre Group, Westfield Retail Trust, Fairfax Media, Tourism Australia, Australia Post, Coles Group, Perpetual, Primelife Corporation and CARE Australia, and has served as the Deputy Chair of South Australian Water.

In 2013, Mrs McPhee was awarded a Member of the Order of Australia for significant service to business and to the community through leadership and advisory roles. In 2003, Mrs McPhee was awarded the Centenary Medal for her contribution to the community through business leadership.

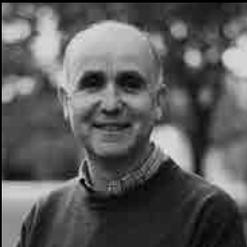


Mr Chris Blake

“Most job seekers just want their challenges understood through their own eyes and not be treated like a number. Everyone is different so we have to ask job seekers what they need rather than make assumptions.”

Chris Blake joined Australia Post in July 2010 and is the Executive General Manager Corporate Services. The portfolio that Mr Blake leads is responsible for strategy, new business development, corporate affairs, communications, the company secretariat, government relations, legal and management of the \$8 billion Australia Post Superannuation Scheme Fund. Mr Blake has played a significant role in the cultural transformation of Australia Post.

Prior to this he worked in senior executive roles at National Australia Bank, Mr Blake has also served on a number of government reviews including as a member of the Prime Minister’s Advisory Group on the Reform of Australian Government Administration (2009) and the Advisory Board APS Centre for Learning and Development (2010–2014). Mr Blake is currently a member of the Industry Advisory Committee on Veterans Employment and the Australian Public Service Commission Deputy Secretaries Talent Council.



Professor Jeff Borland

“We know what is needed to get job seekers who are long-term unemployed into work. The challenge is making it happen.”

Jeff Borland is the Truby Williams Professor of Economics at the University of Melbourne. His main research interests are analysis of the operation of labour markets in Australia, program and policy evaluation and design, and Australian economic history. Professor Borland is a Fellow of the Academy of Social Sciences in Australia, and is currently President of the Victorian branch of the Economic Society of Australia.



Ms Kate Carnell AO

“Success is a system that matches job seekers and businesses and provides both parties with the support required to deliver successful outcomes.”

Kate Carnell is the Small Business and Family Enterprise Ombudsman. She is a former chief executive officer of the Australian Chamber of Commerce and Industry, the Australian Food and Grocery Council, the Australian General Practice Network, the National Association of Forrester Industries and Beyond Blue.

Ms Carnell is a pharmacist and ran her own small business for 15 years before entering politics. She served in the Australian Capital Territory Legislative Assembly from 1992–2000, serving as Chief Minister and Treasurer from 1995 until her resignation in 2000.

Ms Carnell was appointed an Officer of the Order of Australia in 2006 for her services to the community through contributions to economic development and support for the business sector, knowledge industries, the medical sector and medical technology advances.



Mr Peter Davidson

“The employment services system is compliance-focused, rather than help-focused. Compliance for people who are unemployed, also providers. Unemployed people want a job, and they want to take greater control over their search for one.”

Peter Davidson is a Senior Advisor of the Australian Council of Social Service (ACOSS). Mr Davidson has extensive experience in social security and employment policy. Mr Davidson’s research and policy interests include employment assistance, the labour market and unemployment, income support and poverty research. He has served on a number of government advisory bodies and has contributed to major reform efforts in these areas. ACOSS publications prepared by Mr Davidson cover such topics as reform of employment assistance for long-term unemployed people. He is currently undertaking a PhD in social policy at the UNSW Social Policy Research Centre.



Mr Nick Debere

“We need an individualised model, one that understands the needs of the job seeker and the employer and then meets these needs.”

“The initial assessment is so important. If we really understand the circumstances of each individual, then a better solution and better service can be provided.”

Nick Debere was the interim chief executive officer at Jobs Australia during the life of the panel. Mr Debere has extensive experience in the public, private and not-for-profit employment services sector. He is a consultant providing strategic leadership, innovative change management and service design to employment and community service providers. He has worked with both state and federal governments to influence policy and advocate best practice principles informed by the sector. He has been involved on the board of the National Apprenticeship Association and the 2015 Jobs Australia Steering Committee, and worked on the operating principles and guidelines for the current employment services contract.



Mr Martin Hehir

“What struck me the most, was the very strong sense that we got from all job seekers of how important they regarded support to find work, delivered in a way that worked for the individual.”

Martin Hehir took up the role of Deputy Secretary, Employment at the Department of Jobs and Small Business in August 2014, after holding a Deputy Secretary role in the Department of Education and the former Department of Education, Employment and Workplace Relations since 2012. Prior to this he was Director-General of the Community Services Directorate, ACT Government.

Mr Hehir has held a number of senior positions in other ACT Government agencies. He has played a key role in a number of ministerial advisory councils and supported ministers at ministerial council meetings covering housing, community and disability services, immigration and multicultural affairs, Aboriginal and Torres Strait Islander affairs and employment, education, early childhood, training and youth affairs.

Mr Hehir holds a degree in economics from the Australian National University and a Graduate Diploma in Applied Finance and Investment.



Ms Caryn Katsikogianis

“This is a very complex issue and there are people with varying needs and pressures in their life, which need to be better understood to ensure the right support mechanisms are put in place. There is a real opportunity to better leverage technology to enable this.”

Caryn Katsikogianis, originally from South Africa, holds a Bachelor of Commerce degree from the University of South Africa. Ms Katsikogianis has over 20 years of experience within HR roles and began her career in the late 1980s in the retail industry. Ms Katsikogianis is the Chief People Officer of the Woolworths Group, a role she was appointed to on 1 November 2016. Since joining Woolworths in 2004, she has held a number of senior HR roles across the business, including in BIG W, Supply Chain, Supermarkets, Corporate Support and Food Group. Ms Katsikogianis also held the role of General Manager Business Transformation during this time. Most recently, she was HR Director of the Woolworths Food Group.



Ms Jenny Lambert

“We need a system that rewards success, wherever it is found, in helping long-term job seekers into sustainable work by incorporating into the framework innovative programs that connect employers with job seekers.”

Jenny Lambert is the Director of Employment, Education and Training at the Australian Chamber of Commerce and Industry. Ms Lambert has been serving the business community for over 30 years as a senior manager in industry associations, including 17 years as a chief executive officer of associations largely in the services sector, such as the Restaurant and Catering Industry Association, Meetings and Events Australia, Nursery and Garden Industry Australia and the National Tourism Alliance. At the Australian Chamber, Ms Lambert is responsible for representing business views on all education sectors as well as employment, tourism and migration policy.



Mr Allan McCallum

“The diversity within job seekers, employers and regional differences cannot be dealt with or serviced by a ‘one size fits all’ model.”

Allan McCallum is Chair of Tassal Group and Cann Group. He is also a Director of Medical Developments International Limited and a member of the Rabobank Advisory Board.

He is a former Chair of Vicgrain Limited and CRF Group Limited, Deputy Chair of Graincorp Limited and a Non-Executive Director of Incitec Pivot Limited.



Associate Professor Susan Neuhaus CSC

“There are so many barriers and pain points in the process. It's so confusing to navigate the system and over time that becomes demoralising.”

Susan Neuhaus is President and Board Chair of Minda, the largest non-government disability support organisation in South Australia. Dr Neuhaus is a Fellow of the Australian Institute of Company Directors and the Royal Australasian College of Surgeons (FRACS). Dr Neuhaus also works in private surgical practice and holds an academic position in the Department of Surgery, University of Adelaide. She is appointed to the Royal Australasian College of Surgeons Court of Examiners.

Dr Neuhaus is a non-executive Director on a number of not-for-profit organisations. She has also completed an Army career spanning over 20 years that was recognised with the award of the Conspicuous Service Cross. She was a South Australian finalist for the Australian of the Year.



Mr Matthew O'Sullivan

“Job seekers and employers are looking for a flexible employment services system that better connects job seekers with the support and upskilling opportunities required to meet the demands of a competitive labour market.”

Matthew O'Sullivan is an employment and workforce development specialist. Previously, Mr O'Sullivan was the long-serving Chief Operating Officer of GenerationOne, where along with his team he developed a national employment program that has seen thousands of Indigenous job seekers achieve sustainable employment outcomes. Prior to his role with GenerationOne, Mr O'Sullivan worked in the community services sector as a youth worker and manager of several youth programs across Australia.



Mr Robert Pennicott

“Many find it difficult to secure a job in a regional area when there are limited opportunities available. Particularly if they are seeking work in their hometown, so they can be near their friends and family.”

Robert Pennicott has been the Managing Director of Pennicott Wilderness Journeys since its establishment in 1999. Pennicott Wilderness Journeys is a family-run business that has won state, national and international awards including 12 Australian Tourism Awards and 25 Tasmanian Tourism Awards. Mr Pennicott is an entrepreneur, environmentalist, adventurer and philanthropist. For this work, Mr Pennicott was named as Tasmania's 2012 Australian of the Year. The Pennicott family also established The Pennicott Foundation in 2011. Through this fund, he contributes to nature conservation and other philanthropic projects. The first was involvement in the Rotary International's END POLIO NOW project, a global fund-raising effort in conjunction with the Bill & Melinda Gates Foundation. Mr Pennicott is also a Board Member of Brand Tasmania Council, The Friends School and Tourism Industry Council Tasmania.



Ms Karen Sheldon AM

“Positive and powerful transition is achievable when programs are designed around individual capacity to engage.”

Karen Sheldon is a Northern Territory entrepreneur and the Managing Director at the Karen Sheldon Group, providing catering, training and employment services in the Northern Territory for many years. She is a Non-Executive Director of the Northern Territory Chamber of Commerce, as well as a Director of Prospect NT Pty Ltd with Julalikari Council Aboriginal Corporation, and a Director of Saltbush Social Enterprises Limited.

Ms Sheldon has been appointed a Member of the Order of Australia, and was the winner of the 2016 Northern Territory Telstra Business Woman of the Year Award in the entrepreneur category.

All aspects of her business involvement focus on practical Closing the Gap on Indigenous employment initiatives, small and micro Indigenous business development and working towards Aboriginal employment parity opportunities in the Northern Territory.

Ms Sally Sinclair



“All job seekers deserve quality assistance to find and benefit from decent work and inclusion. The long-term unemployed and other highly disadvantaged job seekers require more individualised and intensive assistance.”

Sally Sinclair is the chief executive officer of the National Employment Services Association, the peak body for the Australian employment services sector. Ms Sinclair has over three decades of domestic and international expertise in the design, development and delivery of employment and related services. Her experience spans the not-for-profit and for profit sectors, as well as numerous government appointments and industry expert groups. Among her expert roles, Ms Sinclair is a member of the Minister's National Disability and Carers Advisory Council (NDCAC), and is Chair of the NDCAC Employment Reform Working Group. She was previously a member of the Australian Government's Welfare Reform Reference Group and the G20 Civil Society 20 (C20) Steering Committee, and chaired the C20 Inclusive Growth and Employment Working Group.

Ms Sinclair has been instrumental in informing key domestic and international stakeholders on addressing employment and inclusion challenges. This has included strategies to strengthen the integration of employment, education and training, and increasing employment of disadvantaged job seekers including Indigenous job seekers, people with disability, and long-term unemployed, young and mature-age job seekers. Ms Sinclair is a board member of the OECD LEED programme's Forum on Local Development Practitioners, Entrepreneurs, and Social Innovators and is an expert advisor to the OECD LEED programme's Employment and Skills Strategies in Southeast Asia initiative. Ms Sinclair holds a BSc (Hons) from the University of Melbourne, majoring in neuropsychology.

Mr Walter Tallis



“Support services need to be coordinated in a way that is tailored to the needs and capabilities of the job seeker, the employer and the provider. This is a three-way relationship that needs to be coordinated and should be considered on a case by case basis.”

Walter (Wally) Tallis is the Deputy Chief Executive Officer, Indigenous Business Australia. Mr Tallis is of South Sea and Torres Strait Islander descent. Mr Tallis joined Indigenous Business Australia in 2015 with 20 years in Aboriginal and Torres Strait Islander Affairs in roles delivering social and economic programs in remote, rural and urban settings. As a senior executive in the Queensland Government, he led an innovative economic initiative to increase employment, and to encourage growth in Indigenous businesses. As deputy chief executive officer, he supports the chief executive officer with strategic work and government relations, as well as has a specific focus to enhance customer and stakeholder engagement.

Appendix B

TERMS OF REFERENCE

PURPOSE

- 1.1 The Australian Government is exploring what the future of Government funded employment service should look like after the current model expires on 30 June 2020.
- 1.2 As part of this process, an Expert Advisory Panel (the panel) is being established to inform the design of future employment services.

RESPONSIBILITIES AND DELIVERABLES

- 2.1 The panel will report to the Department of Employment (now Department of Jobs and Small Business) by no later than 15 October 2018 on the development of options for the reform of employment services that consider how digital technology could be used to deliver services and how enhanced services can be delivered for more vulnerable job seekers.
- 2.2 Any reform options developed by the panel should reflect the following principles.

That the option(s):

- a. Encourage self-sufficiency and personal responsibility
- b. Maximise job seeker outcomes, and help job seekers find and maintain employment and successfully address their employment barriers
- c. Respond to a flexible labour market and the changing nature of work
- d. Consider the perspective of job seekers, employers, services sector and the public
- e. Ensure efficiency and value for money in policy design and service delivery by
 - i. Targeting publicly funded assistance to those who need it most
 - ii. Tailoring service delivery to the needs of individuals

- iii. Encouraging innovative approaches to service delivery

- f. Ensure effective activation by
 - i. Enhancing services offered to vulnerable job seekers, including stronger connections to pre-employment support services
 - ii. Effectively tailoring mutual obligation and compliance strategies
- g. Deliver effective system design to maximise job seeker and employer engagement by
 - i. Enhancing job seeker and employer engagement and addressing emerging needs
 - ii. Reducing the cost of unsuitable and unsolicited applications
- h. Promote fairness and equity of Australia's employment system by
 - i. Ensuring consideration of equality of opportunity, equity of treatment for people in similar circumstances and enhance social mobility
 - ii. Pursuing strategies to help regional Australia access high quality, localised employment services, tailored to the needs of local businesses and communities

- 2.3 The panel will assist the Department of Employment (now Department of Jobs and Small Business) to engage effectively with stakeholders on reform options. This will include providing input on a public discussion paper on the future of labour market assistance and advising how to incorporate appropriate stakeholder suggestions into the design of a new employment services system.

OUT OF SCOPE

Reform of the welfare system, including income support arrangements, is outside the scope of the work the panel has been commissioned to perform.

Appendix C

Detailed system design

Support is targeted to job seeker needs

- 1.1 Cascading three stage assessment: pre-screen, comprehensive up-front assessment, follow-on assessment.
- 1.2 Assessment will be more comprehensive than just barriers and cover job seeker strengths and digital and career literacy.

- 1.3 Better, broader data linking supports accuracy and efficiency of needs assessment.
- 1.4 Reassessments over time and when job seeker circumstances change.
- 1.5 Job seekers referred to enhanced services can make an informed choice of provider based on provider expertise and performance.

Personalised pathway to employment

- 2.1 More job seeker input into their pathway to employment. Job plan is tailored to the individual job seeker's needs and their local labour market.
- 2.2 Enhanced services will be offered in two tiers to best support job seekers.
- 2.3 Dynamic, personalised 'menus' of recommended activities, influenced by job seeker's unique circumstances and goals.

- 2.4 Locally-tailored job plan: both digital services and enhanced services providers connect job seekers to local and specialised support. **R**
- 2.5 Flexible activation framework and points-based mutual obligations developed with job seeker input. Job search remains a core requirement.
- 2.6 Compliance framework combines rewards and penalties.
- 2.7 Tools and education to support job transition, including entrepreneurial support.
- 2.8 Regular review of job plan, with agreed triggers for out-of-cycle review.

Valuable services to employers

- 3.1 Employer access to the full pool of job seekers via the employer's preferred channels.
- 3.2 Greater support for employers to trial job seekers through work experience, wage subsidies and post-placement support.

- 3.3 Better information on different employer needs and skills in demand, to help providers identify and meet employer needs.
- 3.4 Coordinated, strategic outreach to employers and focus on building trusting relationships.
- 3.5 Place based approach: regional governance arrangements (e.g. local boards/ structures) and facilitators to support links with employers and other stakeholders in local areas. **R**

Employment services provider market design

- 4.1 Increased competition through provider licensing and increased job seeker choice. Licensing managed according to regional needs. **R**
- 4.2 Improved payment model that balances higher upfront payments with outcome payments linked to performance; payments adjusted for regional/ local variation. **R**

- 4.3 Moderately high benchmarks for employment outcomes (reflecting regional variation), and service quality. Exit of poor performers. **R**
- 4.4 Innovation and learning supported through collaboration.
- 4.5 Further industry-led professionalisation of provider staff to improve service quality and outcomes.

Digital and data ecosystem

- 5.1 Integration with partners to provide links to job search, skills matching, service providers, online training, career advice and other support.
- 5.2 Match job seekers to suitable vacancies; employers, using their preferred channels, are able to search for suitable candidates and receive shortlists of suitable candidates.
- 5.3 Personalised assessment and activation, supporting job seekers with tailored job plans.

- 5.4 Digital toolkit, using machine learning to recommend best options and interventions to job seekers and providers.
- 5.5 Use data better, connecting cross-government data matching and data linking with other government services.
- 5.6 Greater use of labour market insights by providing simplified and dynamic information on growth industries, trends and employer needs. **R**

Detailed system design

1. Support is targeted to job seeker needs

2. Personalised pathway to employment

3. Valuable services to employers

4. Employment services provider market design

5. Digital and data ecosystem

1.1 Cascading three stage assessment: pre-screen, comprehensive up-front assessment, follow-on assessment.

- First stage: assessment to see if a job seeker is job-ready and can self-service online. If so, job seeker enters digital first and moves to the third stage of assessment.
- Second stage: comprehensive assessment to decide the most appropriate level of services. Job seeker enters digital first, digital plus or enhanced services.
- Third stage: in-depth assessment of skills, capabilities and needs, to personalise services they will receive while in the system.

1.2 Assessment will be more comprehensive than just barriers and cover job seeker strengths and digital and career literacy.

- Assessment identifies job seekers who may need help to use digital services, and connects them with training.
- Comprehensive picture of job seeker used to inform a job plan that includes goals and aspirations.

1.3 Better, broader data linking supports accuracy and efficiency of needs assessment.

- If the job seeker gives consent, information they have given to other government programs can be used to answer some questions. This will not target sensitive data (e.g. health information).
- Data linking means no need to repeat information, and makes sure job seekers are referred to the right services.

1.4 Reassessments over time and when job seeker circumstances change.

- Up-to-date information makes sure job seekers are getting the support they need.
- More opportunities to share information that a job seeker might have felt uncomfortable sharing earlier.

1.5 Job seekers referred to enhanced services can make an informed choice based on provider expertise and performance.

- Job seekers can choose and change their provider.
- A simple 'report card' gives job seekers detailed information about each provider. This report card could include feedback from other job seekers or employers.

Current state	New feature	Rationale and supporting evidence
1.1 Job seekers are assessed when they enter jobactive. This is a single stage process for most people.	Cascading three stage assessment: pre-screen, comprehensive up-front assessment follow-on assessment.	Evidence from the Organisation for Economic Co-operation and Development (OECD) shows that segmenting job seekers based on need is international best practice. ¹⁶ It will deliver enhanced services to those who need it most, whilst allowing limited resources to be allocated efficiently. User-centred design research and stakeholder feedback has stressed the importance of job seekers being accurately assessed.
1.2 Job seeker assessments are primarily focused on their relative disadvantage and barriers to work. They do not cover strengths, work-readiness or digital literacy.	Assessment will be more comprehensive than just barriers and cover job seeker strengths and digital and career literacy.	A comprehensive assessment of more factors will better determine the servicing a job seeker needs to find work. More accurate assessment is needed for all other elements of the model to work efficiently. Assessing digital literacy will confirm that job seekers have the skills to use the digital system, ensuring no one is disadvantaged. Comprehensive assessment processes are currently being used in other countries considered to be best practice i.e. the Netherlands and Belgium. According to the OECD, accurate assessments of job seekers enable a thorough understanding of their needs and abilities, allowing for the design and implementation of well-targeted interventions. ¹⁷
1.3 The use of information currently held by government to inform job seeker assessments is limited.	Better, broader data linking supports accuracy and efficiency of needs assessment.	Removing the need to provide basic information to each service organisation (Centrelink, employment services, training etc.) a job seeker interacts with is expected to reduce red tape considerably. It will also improve the accuracy of assessment. Feedback obtained during recent consultations and user-centred design workshops highlighted the frustration job seekers experienced when dealing with multiple government agencies and repeatedly providing the same information.
1.4 Job seekers are generally assessed only when they apply for income support.	Reassessments over time and when job seeker circumstances change.	Job seekers' capacity to find and engage in work changes with their personal circumstances. Reassessment captures this information and ensures job seekers are continually receiving services that suit their needs. Consistent feedback from job seekers and providers during recent consultations highlighted the need for regular reassessment.
1.5 Job seekers can select between jobactive providers upon commencement. Requests to transfer to a new provider must be approved by government.	Job seekers referred to enhanced services can make an informed choice based on provider expertise and performance.	Processes for informed choice will involve greater scrutiny of provider performance by job seekers, encouraging improved performance among providers. User choice was supported by the Productivity Commission in their Review of Human Services as it enables people to make decisions that best meet their needs and generates incentives for providers to be more responsive to users. ¹⁸

Detailed system design

1. Support is targeted to job seeker needs

2. Personalised pathway to employment

3. Valuable services to employers

4. Employment services provider market design

5. Digital and data ecosystem

2.1 More job seeker input into their pathway to employment. Job plan is tailored to the individual job seeker's needs and their local labour market.

- Job seekers take an active role in developing the job plan, supported by digital tools and enhanced services consultants.

2.2 Enhanced services will be offered in two tiers to best support job seekers.

- Tier one: for job seekers who are not job-ready and require additional support (particularly vocational support) to move into work.
- Tier two: for job seekers who are distant from the labour market and face multiple or complex barriers to finding sustainable work (particularly non-vocational barriers).
- Job seekers will receive personalised case management support which responds to changing needs.

2.3 Dynamic, personalised 'menus' of recommended interventions, influenced by a job seeker's unique circumstances and goals.

- Recommendations to job seekers and providers on suitable activities. These are informed by job seeker assessment, evidence on most effective interventions, and labour market data.

2.4 Locally-tailored job plan: both digital services and enhanced services providers connect job seekers to local and specialised support.

- Better integration with programs delivered by government and non-government organisations.
- Digital tools and notifications to include local projects and programs.

2.5 Flexible activation framework and points-based mutual obligations developed with job seeker input. Job search remains a core requirement.

- Mutual obligations – what a job seeker will do in return for income support – can be met in different ways. Job seekers are allocated a number of points to reach per month, based on what they can do.
- Job seekers can meet points through a choice of activities such as job search and training, with more points for intensive activities.
- Job seekers will need to look for work, but the focus will be on the quality of applications rather than quantity.

2.6 Compliance framework combines rewards and penalties.

- After a set period (e.g. 12 months) in employment services, job seekers will have increased activity requirements.

2.7 Tools and education to support job transition, including entrepreneurial support.

- Job seekers can access online skills transferability tool, career profiler, labour market information and advice.
- Digital services to promote self-employment and entrepreneurship (including the New Enterprise Incentive Scheme).

2.8 Regular review of job plan, with agreed triggers for out-of-cycle review.

- Target milestones, goals and activities reviewed to check job seekers are making progress.

Current state	New feature	Rationale and supporting evidence
2.1 Providers create a job plan for the job seeker during their initial interview. Job seeker input can be limited.	More job seeker input into their pathway to employment. Job plan is tailored to the individual job seeker's needs and their local labour market.	Feedback received during consultations showed that many job seekers were dissatisfied with the current job plan process and would benefit from having a greater say in what activities went into their own job plan. Transition to Work currently uses a flexible, individualised and intensive approach to activities. It has a strong focus on goal setting, as well as built-in flexibility to allow providers time to build rapport and improve a young person's confidence. The flexibility includes allowing a mix of self-directed activities as well as organised individual or group activities. ¹⁹
2.2 Job seekers are allocated between three streams of jobactive assistance.	Enhanced services will be offered in two tiers to best support job seekers.	Segmenting the job seeker population allows limited resources to be allocated efficiently, and will provide the highest level of support to those job seekers who need it most. OECD evidence shows that segmenting job seekers based on need is international best practice. ²⁰
2.3 Information available to assist employment services consultants can be limited.	Dynamic, personalised 'menus' of recommended interventions, influenced by job seeker's unique circumstance and goals.	This approach has been adopted in a number of employment services programs delivered by our international counterparts. For example, the German 4-Phase Model includes an online product directory that provides employment counsellors with recommendations for the most suitable measures and strategies for each job seeker. This directory is complemented by local activation strategies. ²¹
2.4 Referrals to other relevant services is often complicated and requires provider input.	Locally-tailored job plan: both digital services and enhanced services providers connect job seekers to local and specialised support.	Better integration with federal, state and local governments, as well as non-government programs and projects will help reduce duplication and assist job seekers to connect with more jobs and training opportunities. Feedback from community organisations and state governments showed that many groups were supportive of better integration of different employment-related and specialist support services.
2.5 Mutual obligations requirements can be inflexible – usually requiring job seekers to search for 20 jobs each month.	Flexible activation framework and points-based mutual obligations developed with job seeker input. Job search remains a core requirement.	A points-based system will give job seekers greater ownership of their pathway to work, which will encourage compliance with mutual obligations. Job search is a core requirement of the model. An international meta-analysis found that job search assistance has a positive effect on employment outcomes and greatly benefits disadvantaged job seekers. ²²
2.6 Job seekers face penalties if they do not meet their mutual obligations requirements without a valid excuse.	Compliance framework combines rewards and penalties.	Job seekers will be incentivised to remain actively engaged throughout their journey towards employment. Penalties will be imposed on those who are wilfully non-compliant. Department of Jobs and Small Business data indicates that very few job seekers in jobactive are wilfully and persistently non-compliant, with the vast majority actively engaged. Providing appropriate incentives will encourage job seekers to remain engaged.
2.7 Limited online career advice for job seekers. New Enterprise Incentive Scheme for those who wish to start a business.	Tools and education to support job transition, including entrepreneurial support.	More comprehensive online tools will help retrenched workers and other job seekers to more easily identify occupations and career paths that make use of their skillset and experience. The OECD describes intervening early as perhaps the most cost effective way to provide support to displaced workers or those at risk. ²³ Future trends, including technology change, are expected to result in more people needing to reskill more often. ²⁴
2.8 Providers update a job seeker's job plan when their circumstances change or when they commence an activity.	Regular review of job plan, with agreed triggers for out-of-cycle review.	Target milestones, goals and activities will be reviewed to check job seekers are making progress. This will make sure activities are aligned with a person's current circumstances. Stakeholder feedback received at recent consultations emphasised the value of job seeker activities and servicing being flexible and responsive.

Detailed system design

1. Support is targeted to job seeker needs

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5. Digital and data ecosystem

3.1 Employer access to the full pool of job seekers via the employer's preferred channels.

- Employers are provided with candidate shortlists via the digital and data ecosystem.
- Employers have a reduced volume of unsuitable and low quality applications.
- Providers offer local face-to-face recruitment services to employers.

3.2 Greater support for employers to trial job seekers through work experience, wage subsidies and post-placement support.

- To improve employee retention, employment services consultants offer support to both employers and new employees.

3.3 Better information on different employer needs and skills in demand, to help providers identify and meet employer needs.

- Employment services consultants can access and use a wide range of data and information on the labour market and employer trends.

3.4 Coordinated, strategic outreach to employers and focus on building trusting relationships.

- Focused engagement with employers that are likely to offer suitable vacancies.
- Proactive outreach to expand the number of employers using employment services.
- Single point of contact for employers.
- Brand consistency to improve employer awareness of employment services and incentives.
- Robust mechanisms for employer feedback on provider service in real time (e.g. net promoter score).

3.5 Place based approach: regional governance arrangements (e.g. local boards/ structures) and facilitators support links with employers and other stakeholders in local areas.

- Communities supported to develop local solutions to local employment priorities.
- A funding pool made available to selected areas for job-focused projects.

Current state	New feature	Rationale and supporting evidence
3.1 Employers can have difficulty accessing all local job seekers, and often receive large numbers of applications, many of which are unsuitable.	Employer access to the full pool of job seekers via the employer's preferred channels.	<p>During recent consultations employer groups highlighted the importance of high quality matching of candidates to job vacancies. The digital ecosystem will help more businesses hire well-matched job seekers from a larger pool of candidates.</p> <p>The OECD reports that matching skills to employment opportunities can assist job seekers to participate in the labour market and connect to higher paid jobs.²⁵</p>
3.2 Some employers report that current incentives to hire or trial job seekers come with too much red tape.	Greater support for employers to trial job seekers through work experience, wage subsidies and post-placement support.	<p>Incentives and support will help offset the costs and time involved in taking on a new employee. Having access to support will allay concerns about risks.</p> <p>Unpaid work experience has been shown to be an effective intervention for disadvantaged job seekers under jobactive and previous employment services contracts. Work experience gives employers an opportunity to trial potential new employees, which both parties benefit from.</p> <p>Wage subsidies and training have been shown to be effective interventions for highly disadvantaged job seekers under previous employment services contracts.²⁶</p>
3.3 The ways research on labour market trends are published do not always meet user needs.	Better information on different employer needs and skills in demand, to help providers identify and meet employer needs.	<p>Feedback from several job seekers during recent user-centred design work was that some providers did not have a good understanding of the job opportunities in their area that were aligned to the job seeker's skills and experience. Having better information at providers' fingertips will help address this issue.</p>
3.4 Employers report not having clear points of contact in the employment services system.	Coordinated, strategic outreach to employers and focus on building trusting relationships.	<p>A more targeted approach to promotion will mean more employers will be connected to the digital services and list their vacancies online. Local-level engagement, supported by providers, will be better received by employers.</p> <p>Currently, only four per cent of employers use government employment services when they recruit.²⁷ Recent strategies to promote jobactive were not seen to be effective by employer groups, who instead have suggested a local-level approach to employer engagement, as well as targeted online advertising.²⁸</p>
3.5 Employment facilitators are in place in several regions. The Regional Employment Trials program will test new approaches.	Place based approach: regional governance arrangements (e.g. local boards/ structures) and facilitators support links with employers and other stakeholders in local areas.	<p>There is great benefit in identifying places where job seekers (particularly in regional areas) are unable to access support services and job opportunities, and a different approach is required. The more employers that are engaged to use employment services in regional areas, the better.</p> <p>OECD evidence shows that the most successful government programs are those that are flexible and adaptable to local conditions, allowing communities to create local solutions to their own needs and maximising employment opportunities.²⁹</p>

Detailed system design

1. Support is targeted to job seeker needs

2. Personalised pathway to employment

3. Valuable services to employers

4. Employment services provider market design

5. Digital and data ecosystem

4.1 Increased competition through provider licensing and increased job seeker choice. Licensing managed according to regional needs.

- Simpler process to become a provider. Reduced cost in applying and reduced disruption to users.
- Limited number of licences given out in a region. Providers can have specialist licences (e.g. specialist service for Indigenous job seekers) where there is need for it.
- Licences issued for at least five years. Strong-performing providers can have their licence automatically renewed.

4.2 Improved payment model that balances higher upfront payments with outcome payments linked to performance. Payments adjusted for regional/local variation.

- Higher up-front payments for immediate investment in supporting enhanced services job seekers.
- Payments made for each 'employment outcome' - when a job seeker gets and keeps a job.
- Higher payments for job seekers in tier two enhanced services and in challenging labour markets.

4.3 Appropriate benchmarks for employment outcomes (reflecting regional variation), and service quality. Exit of poor performers.

- Benchmarks reflect local labour market conditions. Providers are compared to the benchmark, not to each other.
- Providers must meet benchmarks to keep their licence. Providers that consistently fail to meet performance targets or quality standards will lose their licence.

4.4 Innovation and learning supported through collaboration.

- Collaboration with other employment services providers, social services and local initiatives strongly encouraged. Local facilitators to foster collaboration in some regions.
- Innovation encouraged, including through sharing best practice.

4.5 Further industry-led professionalisation of provider staff to improve service quality and outcomes.

- Provider staff will be supporting job seekers with more complex needs who are more difficult to place. Continuing professional development will help them deliver consistently high quality services.

Current state	New feature	Rationale and supporting evidence
<p>4.1 Employment services purchasing arrangements require all providers to submit complex tender bids. It can be difficult for new organisations to enter the market or for successful providers to expand.</p>	<p>Increased competition through provider licensing and increased job seeker choice. Licensing managed according to regional needs.</p>	<p>Allowing specialist licences where there is a need for it allows for greater responsiveness to regional differences e.g. a high proportion of Indigenous job seekers.</p> <p>The Productivity Commission’s 2017 review into ‘Introducing Competition and Informed User Choice into Human Services’ found that competition and contestability can improve the effectiveness of service provision in many areas of human services.³⁰ In their review of Job Network, the Productivity Commission recommended transitioning to a licensing system to reduce the costs and complexity associated with tender processes for government and providers.³¹</p>
<p>4.2 Primarily outcome-based payment model and sliding outcome payments to incentivise placing more disadvantaged job seekers into sustainable work. A 25 per cent loading is applied to payments to providers in regional locations.</p>	<p>Improved payment model that balances higher up-front payments with outcome payments linked to performance; payments adjusted for regional/local variation.</p>	<p>Higher up-front payments will mean providers can immediately invest more in job seekers, leading to better outcomes. Higher up-front payments are used in the Transition to Work program and are considered to be a key reason for the program’s success.</p> <p>Adjusting payments on the basis of regional factors will make sure providers are appropriately resourced to deliver high quality services to job seekers, regardless of their location. The OECD has emphasised that boosting job creation, productivity and inclusion will not be achieved without taking into account local and regional characteristics.³²</p>
<p>4.3 Performance monitoring focused on the relative comparison of provider performance, with the lowest performers potentially facing loss of market share.</p>	<p>Appropriate benchmarks for employment outcomes (reflecting regional variation), and service quality. Exit of poor performers.</p>	<p>Performance benchmarks give providers confidence about what they are expected to achieve, and non-relative performance monitoring allows all providers to succeed if they exceed their benchmarks. Performance benchmarks are used in the Transition to Work program and this approach was supported in user-centred design workshops.</p>
<p>4.4 Incentives for providers to collaborate with one another are limited.</p>	<p>Innovation and learning supported through collaboration.</p>	<p>In recent consultations, stakeholders were very supportive of reforms to improve collaboration and sharing of best practice. It was noted that collaboration allows providers to pool resources to better assist job seekers and employers.</p>
<p>4.5 Individual providers are responsible for their own staff development, with limited industry-wide initiatives to support this.</p>	<p>Further industry-led professionalisation of provider staff to improve service quality and outcomes.</p>	<p>Research shows that staff turnover within the employment services industry was at an all-time high in 2016, at approximately 42 per cent of staff. This compares to 34.5 per cent in 2014 and less than 30 per cent in six previous biennial surveys.³³</p> <p>The proposed model would seek to improve retention of provider staff and thereby improve the quality of service to job seekers and employers. During consultations, provider representatives have stressed the importance of the industry leading efforts to further improve employment services consultant skills to ensure that they are relevant to the sector’s needs.</p>

Detailed system design

1. Support is targeted to job seeker needs

2. Personalised pathway to employment

3. Valuable services to employers

4. Employment services provider market design

5. Digital and data ecosystem

5.1 Integration with partners to provide links to job search, skills matching, service providers, online training, career advice and other support.

- Government service will not duplicate the existing employment systems (e.g. job boards).
- Service identifies options and opportunities for users based on their preferences and characteristics.
- It will evolve and improve over time.

5.2 Match job seekers to suitable vacancies; employers, using their preferred channels, are able to search for suitable candidates and receive shortlists of suitable candidates.

- Support job seekers to find vacancies and connect with employers who are looking for staff.
- Provide employers with shortlists of job seekers with the skills and experience to fill their vacancies.
- Service will reflect how employers work.

5.3 Personalised assessment and activation, supporting job seekers with tailored job plans.

- Use job seeker strengths and barriers to tailor activities using data and artificial intelligence.
- Guide job seekers and recommend appropriate services to assist them in their efforts to find work.

5.4 Digital toolkit, using machine learning to recommend the best options and interventions to job seekers and providers.

- User-friendly digital services that respond to users' needs over time, with minimal red tape.
- Customised toolkit for job seekers and providers, supported by insights from machine learning and artificial intelligence.

5.5 Use data better, connecting cross-government data matching and data linking with other government services.

- Make it easier for job seekers to access services and meet requirements through the use of data and data analysis.
- Secure use of data, with privacy protections and consent, following industry best practice.
- Continually improve the data linking and sharing with industry partners.

5.6 Greater use of labour market insights by providing simplified and dynamic information on growth industries, trends and employer needs.

- Equip job seekers with information that will help them make decisions and prepare for their next job.
- Assist employers and providers to better plan and adapt their workforce strategies.

Current state	New feature	Rationale and supporting evidence
5.1 The jobactive website collates vacancies from several private sector jobs boards. It also offers simple forms of assistance with job search.	Integration with partners to provide links to job search, skills matching, service providers, online training, career advice and other support.	<p>Online employment platforms are reshaping the labour market. The most recent Australian Bureau of Statistics data shows that around 90 per cent of job seekers have looked for jobs online.³⁴</p> <p>In Belgium, the Flemish public employment agency has developed a digital services platform through partnerships with labour market players and better information sharing. Tools and apps are available to both job seekers and service providers, including training courses created with partner organisations (Flex-iTraining). Completion rates for these courses exceed 80 per cent, despite their voluntary nature.³⁵</p>
5.2 The jobactive website provides employers with relatively basic functionality to advertise and fill jobs.	Match job seekers to suitable vacancies; employers, using their preferred channels, are able to search for suitable candidates and receive shortlists of suitable candidates.	<p>Matching skills and jobs is a high priority policy concern worldwide. The World Economic Forum notes that both high-skill and low-skill mismatches inhibit potential economic growth.³⁶</p> <p>The digital ecosystem will provide an efficient way for employers to access the entire job seeker population, helping them to find the best candidates for their vacancies.</p> <p>Transformative online technologies enable the delivery of skills matching and personalised job recommendations, thereby providing a more personalised service to job seekers. This is underpinned in digital platforms which include artificial intelligence, machine learning, data sharing, integration of digital tools and soft skills testing. This approach has been widely used in the private sector and by governments abroad, such as Belgium.³⁷</p>
5.3 Job seekers report that their job plans are often not well tailored to their strengths and needs.	Personalised assessment and activation, supporting job seekers with tailored job plans.	<p>Data and artificial intelligence will be used to tailor the activities job seekers participate in. Job seekers will receive recommendations for appropriate services to assist them in their efforts to find work.</p> <p>International online platforms, such as those developed in Sweden, Belgium, Netherlands, Sweden and Canada, tailor the digital experience to the needs of job seekers and employers to engage them better.</p>
5.4 The digital services available to job seekers are not individually tailored.	Digital toolkit, using machine learning to recommend the best options and interventions to job seekers and providers.	<p>Digital tools, such as virtual assistants, web chats, training videos, interview practice tools and targeted resume assistance, will improve the support provided to job seekers. Better use of data, artificial intelligence and machine learning will save recruitment time, lower costs and improve job matching.</p> <p>The McKinsey Global Institute evidence suggests that focused interventions through efficient digital platforms can save up to nine per cent in public spending on public labour market programs, including unemployment benefits as well as training and subsidy programs.³⁸</p>
5.5 Data matching and linking across government is limited.	Use data better, connecting cross-government data matching and data linking with other government services.	Smarter use of data across government will streamline processes and make it easier for job seekers to access services, and meet requirements. The privacy of job seekers will be respected through informed consent, secure handling of data and safeguards in line with best practice. User-centred design research and the consultation process indicates that this will address a current pain point for both job seekers and providers.
5.6 The ways in which labour market insights are published do not always meet user needs.	Greater use of labour market insights by providing simplified and dynamic information on growth industries, trends and employer needs.	The digital service will provide labour market information in ways users can access and understand. The OECD recommends providing information on expected labour market trends to workers and job seekers as part of strategies to help them prepare for these changes. ³⁹

Appendix D

THE PANEL'S WORK

THE EMPLOYMENT SERVICES EXPERT ADVISORY PANEL

To shape the design of future employment services, the then Minister for Jobs and Innovation, Senator the Hon Michaelia Cash, appointed an Expert Advisory Panel ('the panel') on 22 January 2018. The panel was independently chaired by Mrs Sandra McPhee AM. Its Terms of Reference are in Appendix B.

The chair was supported by 15 panel members from a range of fields with broad experiences and expertise. The panel included employer, provider and welfare groups' representatives, as well as a labour market economist and an expert in business transformation (see Appendix A).

The panel was driven to develop a future model that was transformative in nature, delivering to users an employment services system significantly different to what they have today.

The panel ensured its work was grounded in evidence, drawing heavily on:

- extensive user-centred design fieldwork
- domestic and international evidence
- extensive existing program review
- public consultations and stakeholder feedback
- a range of administrative data on the existing government program.

The panel completed the most extensive consultation process that has ever been undertaken to develop a new employment services system. Consultation with users — job seekers, employers and employment services providers, — started early and occurred continuously throughout the process. Users told the panel what they needed, how they needed it, then provided feedback on recommendations. This allowed the future system to be designed with users, for users. The panel has worked collaboratively with the Department of Jobs and Small Business and the Boston Consulting Group, using them to 'stress-test' the panel's thinking with data and analytics. This has helped to ensure that the panel's recommendations have been informed by the evidence of what works for who.

LISTENING TO USERS

The panel considered it was fundamental that the design of future employment services should be centred on users. With this focus, the panel heard from around 1,400 unique users across a range of different methods from face-to-face consultations, a public discussion paper and user-centred design research. In addition to this, the chair made herself available for additional meetings with key stakeholders, peak bodies and community organisations.

User-centred design

In collaboration with consultancy firm ThinkPlace, users were engaged to prototype and test policy options. Through this process, the panel heard from around 550 users of employment services including job seekers, employers and employment services consultants. Through this process, the panel developed a strong understanding of users' current experiences and pain points. User research was conducted across six metropolitan and regional locations with panel members attending sessions to engage with users firsthand.

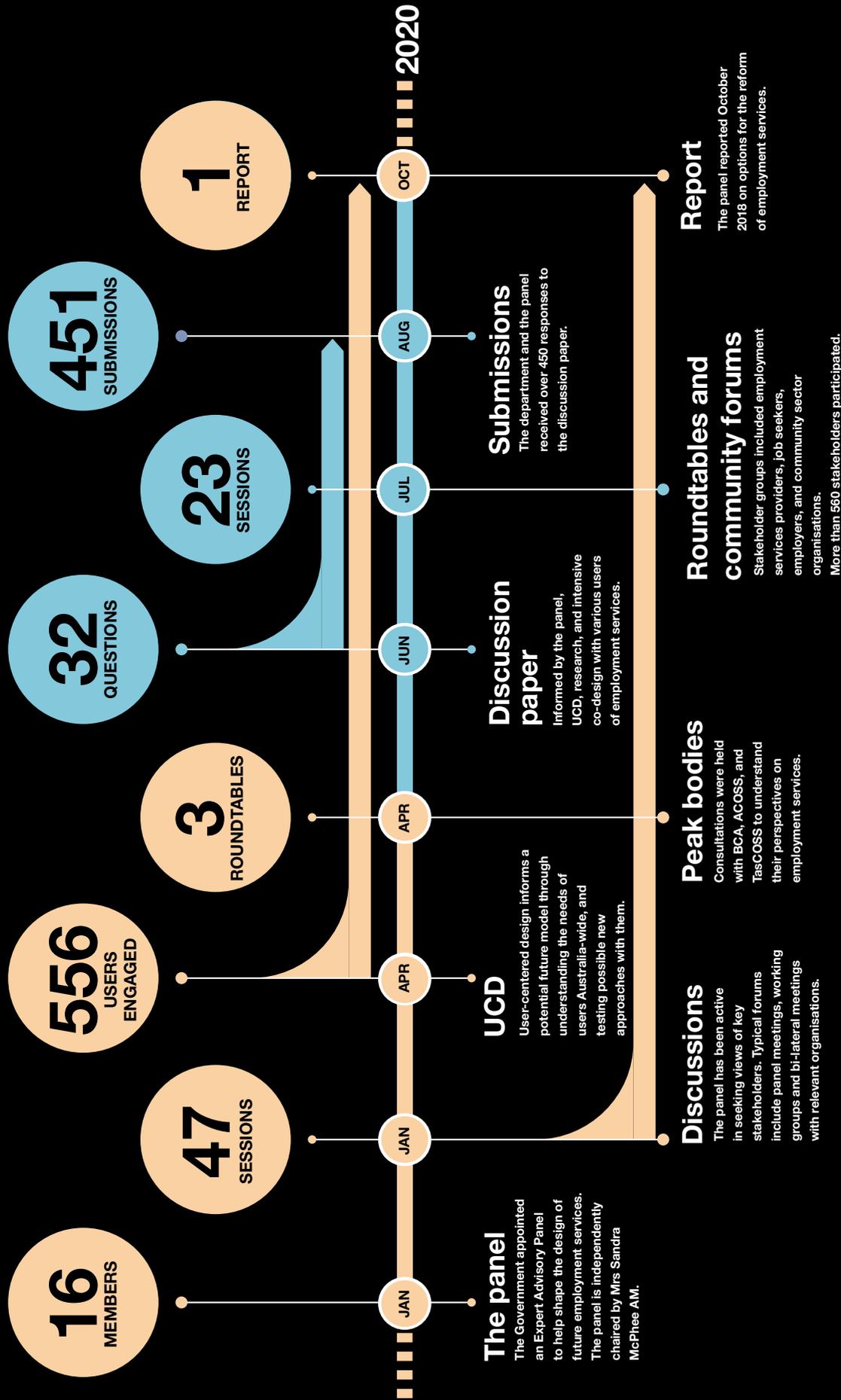
Responses to the department's discussion paper

The department received 451 unique written submissions to 'The Next Generation of Employment Services: Discussion Paper'. From the submissions received, 328 responses were from individuals, with 167 respondents identifying as job seekers.

Discussion paper consultations

Following the publication of the department's discussion paper, there was an extensive consultation process across Australia in all capital cities and selected regional centres. The consultation process had two components — roundtables and community forums — which were attended by panel members. Almost 1,400 people were invited to participate in the consultations, with around 560 people taking advantage of this opportunity.

Employment services — consultation



Discussion paper consultations - stakeholder group by attendance

Stakeholder group	Attended
Community sector	92
Employers	94
Government	19
Health services	10
Housing services	10
Local/state government	39
Providers	173
Technology service providers	7
Think tanks/academia	7
Training providers	70
Unions	8
Welfare providers including job seekers	30
Total	560

THE PANEL PROCESS

The panel set up five working groups to concentrate efforts on five priority areas.

- **Providers and Enhanced Services**
Chair: Professor Jeff Borland
- **Regional and Local Approaches**
Chair: Mr Allan McCallum
- **Employer Engagement**
Chair: Ms Kate Carnell AO
- **Digital Services**
Chair: Mr Chris Blake
- **Job Seeker Activation and Assessment**
Chair: Mr Matthew O'Sullivan

Individual working groups met regularly to explore the challenges of their priority areas and proposed recommendations on how to deliver a new model. The panel and its working groups convened 28 times over nine months.

ALL STAKEHOLDERS WHOSE VIEWS HAVE CONTRIBUTED TO THE PANEL'S THINKING

(Excluding individuals who provided contributions through user-centred design or submissions.)

#

- 2Connect Youth & Community

A

- Ability Options
- ABS Institute of Management
- Access Australia Group
- Access Community Services
- Accommodation Association of Australia
- AccorHotels
- ACT Community Services Directorate
- Activ
- Adecco
- Adelaide Business Hub
- Adelaide Training and Employment Centre Inc.
- Adult Migrant English Service Australia
- Advanced Personnel Management (APM)
- AGA Apprenticeships Plus
- AGL Energy
- Ai Group
- AlburyCity Council
- Amity Community Services
- Anglicare
- Apprentice Employment Network - National
- Apprentice Employment Network - SA
- Apprenticeships R US
- Atwork Australia
- Austcyber
- Australian Chamber of Commerce and Industry (ACCI)
- Australian Child Care Career Options (ACCCO)
- Australian Council of Social Service (ACOSS)
- Australian Federation of Disability Organisations
- Australian Human Resources Institute
- Australian Migrant Resource Centre
- Australian National University
- Australian Red Cross
- Australian Retailers Association
- Australian Small Business and Family Enterprise Ombudsman
- Australian Unemployed Workers' Union (AUWU)
- Australian Unity
- Australian Youth Affairs Coalition
- Avidity Training and Development

B

- Back2Work
- Banyan House
- Barang Regional Alliance
- Beacon Foundation
- Bedford
- Bendigo Health
- Bendigo TAFE
- BEST Employment
- BHP
- Black Swan Health
- Boral
- Bowhill Engineering
- Box Hill Institute
- Brace Education Training and Employment
- Bridging the Gap
- Brisbane Youth Service
- Broadspectrum
- Brotherhood of St Laurence
- Business Advisory South West and Peel
- Business Council of Australia
- Business Foundations
- Business SA
- BUSY At Work

C

- Campbell Page
- Canberra Business Chamber
- Canberra Institute of Technology (CIT)
- Canterbury Bankstown Multicultural Interagency
- Capital Recruit
- Career Development Association of Australia (CDAА)
- Careerlink
- Carers Australia
- Catalyst Foundation
- CatholicCare
- Centacare
- Centre for Multicultural Youth
- Centre for Policy Development
- Challenge Employment and Training
- Chamber of Commerce and Industry of Western Australia (CCIWA)
- Chandler MacLeod
- Charles Darwin University
- Charles Sturt University
- Children and Young People with Disability Australia
- Chisholm TAFE
- CIMIC Group
- Civil Contractors Federation - Victoria
- Cliffetech
- CoAct
- Colony 47
- Commonwealth Bank of Australia
- Communicare

- Community and Public Sector Union (CPSU)
- Community Centres SA
- Community Corporate
- Community Mental Health Australia
- Community Restorative Centre
- Competitive Foods
- Council of Single Mothers and their Children
- Council on Economic Participation for Refugees
- Council on the Ageing
- CVGT Australia

D

- Data61 - Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Department for Education - SA
- Department of Aboriginal and Torres Strait Islander Partnerships - QLD
- Department of Child Safety, Youth and Women - QLD
- Department of Economic Development, Jobs, Transport and Resources - VIC
- Department of Education - QLD
- Department of Education - WA
- Department of Finance - Federal
- Department of Human Services - Federal
- Department of Human Services - SA
- Department of Industry and Skills - SA
- Department of Industry, Innovation and Science - Federal
- Department of Justice - Corrective Services Division - WA
- Department of State Development - SA
- Department of State Growth - TAS
- Department of the Chief Minister - Indigenous Affairs - NT
- Department of the Premier and Cabinet - TAS
- Department of the Prime Minister and Cabinet - Federal
- Department of Trade, Business and Innovation - NT
- Department of Training and Workforce Development - WA
- Department Primary Industries and Regional Development - WA
- Desert Knowledge Australia
- Designer Life
- Direct Recruitment
- Disability Advocacy Service
- Disability Employment Australia
- Djerriwarrh Community & Education Services
- Dress for Success

E

- economic Security4Women
- Edmund Rice Centre WA
- E-focus
- Employ Me
- Employment Options
- Employment Services Group (ESG)
- Energy Skills Queensland
- Enterprise and Training Company
- Enterprise Management Group

- Equality Rights Alliance
- Ethnic Communities' Council of Victoria
- Eworks Employment Solutions

F

- Fairfield City Council
- Federation of Ethnic Communities' Councils of Australia (FECCA)
- Focus on Growth

G

- GenerationOne
- Gforce Employment Solutions
- Ginniderry
- Give Where You Live Foundation
- Global Sisters
- Global Skills
- Great Lakes Community
- Growcom

H

- Hands Across Canberra
- Harmony Alliance: Migrant and Refugee Women for Change
- Headspace Youth Mental Health Foundation
- Health and Community Services Workforce Council
- Help Employment and Training
- Helping Hands Mission
- Hessel Group
- Hivetec
- Homelessness Australia
- Homelessness NSW
- Hospitality Industry Training and Employment - SA (HITsa Industry Training)
- Hospitality NT
- Hume City Council
- Hungry Jack's Australia
- Hutchinson Builders
- Hutt St Centre

I

- Ibis Styles Eagle Hawk
- Illawarra Aboriginal Corporation
- Indeed.com
- Indigenous Workstars
- Industry Skills Advisory Council - NT
- Inner Melbourne VET Cluster
- Innovation and Business Skills Australia
- Inpex
- IntoWork Australia

J

- Jesuit Social Services
- Job Prospects
- Jobfind Centre Australia
- Joblink Plus
- Jobs Australia
- Jobs Statewide
- JobTrainWA

K

- Karen Sheldon Catering
- KIK Coffee
- Konekt Employment
- KV Interactive

L

- Labour Hire Canberra
- Lasseters Hotel Casino
- Learning Guide
- Lebanese Muslim Association
- Lendlease
- LinkedIn
- Linkforce Engineering
- Lisa Lawson
- LobbyCo
- Local Council of Mandurah - WA
- Local Council of Murray - WA
- Local Council Townsville - QLD

M

- MADEC
- Mai-Wel Group
- Mandalay Resources
- Mandurah Wine Tours and Charters
- Many Rivers
- Marist180
- MAS National
- MatchWorks
- MAX Employment
- MAX Solutions
- Maxima
- MBC Employment Services
- McAuley Community Services for Women
- MDC Camper Trailers and Offroad Caravans
- Meat Processors Group
- Med Tech and Pharma Growth Centre Connect (MTPConnect)
- MEGT
- Melbourne City Mission
- Mental Health Foundation - ACT
- Metro Assist
- Metropolitan Migrant Resource Centre
- METS Ignited
- MiCare
- Migrant Refugee Settlement Services - ACT

- Migration Council Australia
- Minda Australia
- Mission Australia
- Monash Sustainable Development Institute
- Motor Trades Association of Australia (MTAA)
- MPA Skills Training and Apprentice Employment
- MTC Australia
- Multicultural Development Australia
- Multicultural Youth Advocacy Network Australia
- MultiLink Community Services
- Murdi Paaki Regional Assembly
- My Pathway

N

- National Apprentice Employment Network
- National Australia Bank
- National Australian Apprenticeships Association
- National Council of Single Mothers and their Children
- National Disability and Carers Advisory Council
- National Disability Insurance Scheme (NDIS)
- National Disability Services (NDS)
- National Employment Services Association (NESA)
- National Ethnic Disability Alliance
- National New Enterprise Incentive Scheme Association
- National Social Security Rights Network
- NEATO Employment Services
- Neighbourhood Houses Tasmania
- Netgain
- Nurrumbuk Aboriginal Corporation
- NORTEC Employment and Training
- North Metropolitan TAFE
- Northern Community Church of Christ
- Northern Settlement Services
- NQ Employment
- NSW Aboriginal Land Council
- NSW Business Chamber
- NSW Department of Education
- NSW Department of Industry
- NSW Ministry of Health

O

- Ogden Power
- Ohana for Youth/Gen Z Employment
- OnRoadOffRoad Training
- Orygen, The National Centre of Excellence in Youth Mental Health
- OSMAC Apprenticeships
- Ostara Australia
- Outcare

P

- Passages Peel
- Pathways to Resilience
- Peel Chamber of Commerce and Industry
- Peel Development Commission

- Peel Volunteer Resource Centre
- Peel Youth Services
- People Solutions
- People with Disability Australia
- Per Capita
- Peregrine Corporation
- Perth Employment and Enterprise Development Aboriginal Corporation
- Programmed
- Project Youth

Q

- Queensland Youth Services Inc.
- Quality Training and Hospitality College
- Queensland Health

R

- Real Futures
- Recruitment and Consulting Services Association
- Refugee Council of Australia
- Regional Australia Institute
- Regional Development Australia, South Australia - Far North, Murray Lands and Riverland
- Resthaven
- RMIT University
- Rural Skills Australia

S

- SA Housing Authority
- Sarina Russo Job Access
- SEEK
- SERCO
- Settlement Council of Australia
- Settlement Services International
- Shelter SA
- Show Your Colours Limited
- Skill Hire
- Social Traders
- Social Ventures Australia
- Sodexo
- South Metropolitan TAFE
- South Metropolitan Youth Link
- Southern Migrant and Refugee Centre
- St Vincent De Paul - WA
- Status
- Suited to Success
- Sureway Employment and Training
- Swinburne University of Technology
- Sydney Business Chamber
- Sydney Multicultural Community Service

T

- TAFE Directors Australia
- TAFE NSW
- TAFE QLD

- TAFE SA
- TAFE WA
- TasTAFE
- Tasmanian Aboriginal Centre
- Tasmanian Chamber of Commerce and Industry
- Tasmanian Council of Social Service (TasCOSS)
- Tasmanian Hospitality Association
- Telstra
- The Australian Centre for Social Innovation
- The Bendigo Cleaning Company
- The International Data Corporation (The IDC)
- The Job Shop
- The Oasis
- The Policy Lab, University of Melbourne
- The Prime Minister's Indigenous Advisory Council
- The Salvation Army Australia
- The Salvation Army Employment Plus
- The Smith Family
- The Star Entertainment Group
- The Van Diemen Project
- The Victorian Foundation for Survivors of Torture
- Thomas Foods International
- Time Education and Training
- TORGAS Apprentices and Trainees
- Townsville Multicultural Support Group
- Training Alliance Group
- Transition to Work Community of Practice
- Transport Industry and Skills Centre - Canberra
- Tursa Employment and Training

U

- UnitingCare Australia
- UnitingCare SA
- University of Melbourne
- University of Newcastle
- University of Western Australia Business School

V

- Vanguard Laundry Services
- VERTO Skill to Transform
- VIC TAFE
- Victoria University Polytechnic
- Victorian Foundation for Survivors of Torture
- Victorian TAFE Association
- Volunteering and Contact ACT
- Volunteering Australia

W

- WA Association for Mental Health
- Weave Youth and Community Services
- Wesfarmers
- Wesley Mission
- WestAus Crisis and Welfare Services
- Western District Employment Access Works
- Western Sydney University
- Westvic Staffing Solutions Inc.
- Whitelion
- Wirrpanda Foundation
- WISE Employment
- Women's Health and Family Services
- Women's Health Tasmania
- WorkFocus Australia
- Workforce Plus
- Workskil Australia
- Workskills Incorporated
- Workways Australia

Y

- Yfoundations
- Yilli Housing
- Young Women's Christian Association (YWCA) Canberra
- yourtown
- Youth Affairs Council of South Australia
- Youth Express
- Youth Foundations
- Youth Network of Tasmania
- Youth Projects
- YouthWorX

END NOTES

1. Department of Jobs and Small Business administrative data as at 31 August 2018
2. In 1997, 47 per cent of employed workers held post school qualifications. This has increased to 67 per cent in 2017. (Source: ABS, Survey of Education and Work, various issues, original data for persons aged 15 to 64 years) See also: A. Anlezark 2011, Young people in an economic downturn, Longitudinal Surveys of Australian Youth Briefing Paper no. 23, National Centre for Vocational Education Research, Adelaide
3. In August 1998, 25.7 per cent of workers were part-time. This has increased to 31.7 per cent in August 2018. (Source: ABS, Labour Force, Australia, August 2018, seasonally adjusted data)
4. Only one in every 12 new jobs created over the last two decades have been low skilled jobs (as measured by skill level 5). In August 1998, 21.2 per cent of jobs were low skilled. This has fallen to 16.9 per cent of all jobs in August 2018. (Source: ABS, Labour Force, Australia, Detailed, Quarterly, August 2018. Department of Jobs and Small Business trend)
5. As at 31 August 2018, 64.9 per cent of job seekers have been on the caseload for at least 12 months, and 19.6 per cent for at least five years. (Source: Department of Jobs and Small Business administrative data as at 31 August 2018)
6. Department of Jobs and Small Business, Survey of Employers' Recruitment Experiences, 2007 and 2017; ABS, Participation, Job Search and Mobility, Australia, February 2018, refers to unemployed people, activities taken to look for work; Department of Jobs and Small Business administrative data as at 31 August 2018
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9. Department of Jobs and Small Business administrative data as at 31 August 2018
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25. OECD (2013) OECD Skills Outlook 2013: First Results from the Survey of Adult Skills
26. Department of Employment (2007) Active Participation Model Evaluation July 2003 – June 2006
27. Department of Jobs and Small Business, Survey of Employers' Recruitment Experiences 2017
28. Feedback obtained during public consultations in July – August 2018.
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31. Productivity Commission (2002) Independent Review of the Job Network
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