



Strategic Plan 2024-2027



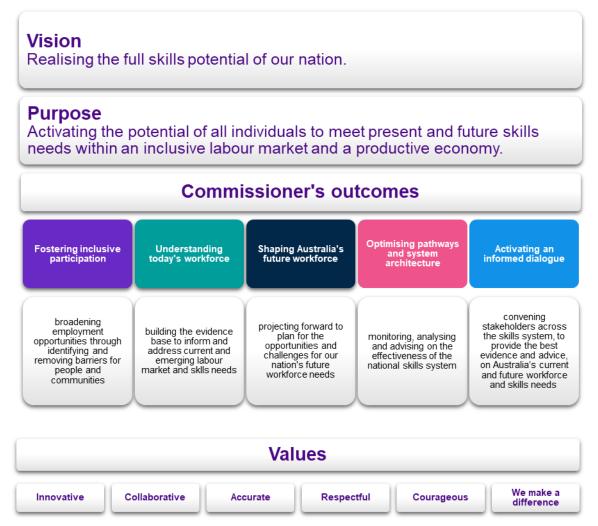


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Overview

Jobs and Skills Australia (JSA) is an independent body established in November 2022. It has a key role in helping to boost Australia's productivity and economic health, by leading research and analysis, harnessing insights from industry, undertaking workforce forecasting and preparing capacity studies for emerging and growing industries, and identifying labour market imbalances and opportunities to improve economic and social outcomes for individuals and communities. These provide a greater understanding of current, emerging, and future Australian workforce skills needs to inform Australia's policy and program settings across a range of areas, including vocational education and training, higher education, and skilled migration.



Our vision and purpose

JSA's vision is to realise the full skills potential of our nation.

Our purpose is to activate the potential of all individuals to meet present and future skills needs within an inclusive labour market and productive economy.

Our Commissioner's outcomes

At JSA our work covers a broad and diverse range of functions as outlined in the *Jobs and Skills Australia Act 2022*. Informed by consultation with our stakeholders, we are pursuing five strategic Commissioner's outcomes across our work program to deliver on our vision, mission and legislative remit.



These five Commissioner's outcomes will guide our broad work agenda across 2024-27, and importantly also help us with developing a multi-year forward outlook for JSA which is responsive to the policy and reform priorities across government and supports industry needs.

Our strategic plan also highlights the broader environment, across our Commissioner's outcomes, where we contribute strategic advice and an informed evidence base to advance key national priorities and reforms. We have a focus on supporting national agendas aimed at enabling people who have traditionally faced barriers, to participate more fully in the labour market, including contributing to the national Closing the Gap targets and outcomes, supporting women's economic equality and safety, and increasing accessibility for people with disability.

Our operating environment

In recent years, Australia has experienced a strong labour market, with historic low levels of unemployment and high participation rates. As the 2023 Employment White Paper noted, this positions Australia well in the face of immediate challenges of slowing economic growth and continuing global uncertainty, but more needs to be done to shape the future direction of our labour market and put the benefit of employment within reach of more of our people and contributed to stronger productivity and wages growth.

Australia's economy is changing. Our population is ageing with rising demand for quality care and support services. Use of digital and advanced technologies is expanding. The transformation of our economy to net zero is underway. As these dynamics unfold impacting the composition of industries, workforce and skills needs and the nature of work itself, it is critical to have access to evidence-based research, analysis and advice to help Australia make the most of these opportunities and advance our national prosperity.

To achieve the greatest benefit for Australia's economy and society, the labour market needs to match demand and supply well with minimal costs and it needs to provide opportunity and inclusion for the widest range of people. This will contribute to better productivity and participation. JSA's work focuses on understanding how well the labour market is matching and the barriers to better inclusion of all groups in society.

JSA sits at the intersection of Australia's workforce, education and training, and skilled migration architecture. Our work is responsive to emerging policy initiatives and economic and social drivers. However, a number of key Australian Government priorities will drive much of our work over the next three years:

Working Futures - Employment White Paper

The Employment White Paper identifies key drivers for Australia's labour market and paves a roadmap towards addressing them. These include an aging population, rising demand for quality care and support services, expanded use of digital and advanced technologies, climate change and the net zero transformation, and geopolitical risk and fragmentation. The Employment White Paper highlights JSA's crucial role in identifying workforce needs and skills priorities across policy areas. By legislation, JSA is tasked with examining trends in the labour market and will carry forward the themes from Employment White Paper to ensure the contributions made by JSA are relevant and impactful to the discussion on Australia's Skills System.

National Skills Agreement

The National Skills Agreement is a five-year agreement that came into effect 1st January 2024 between Commonwealth and state and territory governments. The Agreement aims to ensure that the national vocational education and training (VET) system provides high-quality, responsive and accessible education and training to boost productivity, deliver national priorities, and support Australians to obtain the skills and capabilities they need to obtain well-paid, secure jobs. JSA analysis and reports will provide critical evidence on skills system and labour market performance to enable the Commonwealth and states and territories to facilitate an agile and adaptive VET system underpinned by this Agreement. We will work closely and collaboratively with the Commonwealth and states and territories to monitor the progress of the National Skills Agreement and inform governments on their stewardship role in the management of the agreement.

Universities Accord

The Universities Accord sets out an ambitious plan to transform higher education over the next decade and beyond. The Accord recommends actions to drive better educational outcomes across a more cohesive system where all parts of Australia's education and training system work together to support students to access tertiary education and enter the workforce. In its mandate to advise on strengthening pathways and connections across the national skills system, JSA will have a significant role in working to assist with the Accord implementation measures. For example, JSA will work with the (proposed) Australian Tertiary Education Commission regarding the areas of national skills needs to inform target setting and national priorities in education (including the ambitious at least 80% tertiary attainment by 2050 target) and measuring outcomes from the tertiary education system.

Australia's Migration Strategy

The Migration Strategy outlines a new vision for Australia's migration system. It establishes a formal role for JSA in defining Australia's skills needs using labour market evidence and advice from tripartite mechanisms. In the first instance, JSA has been asked to advise on skills shortages as inputs into the design and delivery of a targeted temporary skilled migration system. JSA will also provide advice to help the Government take forward other components of the Migration Strategy.

A Future Made in Australia

A Future Made in Australia initiative aims to maximise the economic and industrial benefits of the move to net zero by building a stronger, more diversified and more resilient economy powered by clean energy and secure Australia's place in a changing global economic and strategic landscape. As part of this agenda, the Government is taking steps to attract and facilitate investment, including establishing a new front door to facilitate private investment. One of the core objectives of the initiative is investing in the people, communities and services that will drive our national success. JSA will leverage its data and analytic insights to support Government measures that have a focus on skills and workforce requirements to meet the full potential of this Future Made in Australia objective.

Establishment of Jobs and Skills Councils

Ten Jobs and Skills Councils (JSCs) with deep understanding of the VET sector and industry needs have been established to support workforce development and to assist the VET sector in meeting industries' needs. Establishing and maintaining a deep understanding of the cross-cutting pressures and challenges across their sectors, for example, on the need for digital skills, will be a strength of this new system. JSA will continue to work deeply and collaboratively with the JSCs to develop greater workforce development capability, data insights and actions.

The Australian Government's Closing the Gap targets

The Australian Closing the Gap targets were first developed in 2008 to improve the livelihoods of First Nations communities with the ambition of meeting all 19 outcomes by 2031.

Outcome 8 – Strong economic participation and development of people and their communities – is of particular interest to JSA. JSA is well positioned to assist in achieving this target to increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent by 2031, through expert research and analysis to inform optimal policy design.

With our focus on uplifting all Australians to participate in an inclusive labour market, JSA will continue to provide analysis and information to aid conversations and inform policy design which supports First Nations people to participate and thrive in Australia's workforce.

The Australian Government's Working for Women: A Strategy for Gender Equality: March 2024

The Working for Women: A Strategy for Gender Equality report outlines where the Australian Government will focus its efforts over the next decade to achieve a better, gender equal Australia for everyone. Policy solutions and steps towards a gender balanced labour market and women's economic equality are part of the key focuses of this Strategy. As part of the strategy, women's participation in the workforce has been a key theme to be addressed as part of Priority area 3: Economic equality and security. "[G]ender gaps are driven by patterns of work and care; women's over-representation in part-time, low-paid, and insecure jobs; and barriers to career advancement. Australia's industry and occupational segregation also contributes to gender pay gaps."

JSA is poised to provide informative and data-driven reports and recommendations on women's participation in the skills system to better assist in the implementation of the Working for Women's Strategy. As legislated, JSA will continue to provide evidence informed, industry supported advice to the Government on opportunities to remove barriers to achieving gender equality in the provision of training and in the labour market, and opportunities to improve gender equality outcomes.

Australia's Disability Strategy 2021-2031

Australia's Disability Strategy 2021-2031 sets out a policy framework and plan to continue improving the lives of people with disability in Australia. JSA's work focuses on two of the Strategy's Outcome Areas, 'Employment and Financial Security,' and 'Education and Learning.' The Strategy is complimented with an Outcomes Framework that annually tracks the progress being made to targeted policy priorities. These priorities include participation in tertiary education, participation in informal education, economic participation, and transition to employment. JSA is ideally positioned to provide expert analysis against these Outcome Areas and policy priorities to understand how the Australian skills system is tracking against their vision for a more inclusive Australian society for people with disability.

Our Commissioner's outcomes

Outcome 1 | Fostering inclusive participation

broadening employment opportunities through identifying and removing barriers for people and communities

Our goal is to assist all people to reach their individual and collective potential in an inclusive labour market. We want to support communities to thrive by delivering evidence informed solutions to removing barriers that inhibit participation and by encouraging broader opportunities.

We know opportunities in Australia's economy are not always shared equally and that structural and systemic disadvantage, unemployment and underemployment disproportionately affects key cohorts in our society. That is why a key focus across our work, including specific studies and ongoing analysis, will explore and identify both the opportunities and the barriers which exist across the labour market, national skills system and workplace arrangements and the solutions needed to improve individuals' education and employment outcomes.

Ultimate impact

All people are empowered to reach their individual and collective potential in an inclusive labour market. Communities will be enabled to thrive, through the systematic identification and removal of barriers that impede participation and encouraging broadening opportunities.

To achieve our ultimate impact under this Commissioner's outcome, we need to provide a robust evidence base to inform advice on barriers and recommendations to increase inclusive participation.

We need governments to adopt our analysis and recommendations to inform policy and programs to best support cohorts to more fully participate in the labour market.

Long-term priorities

JSA strives to include an assessment of as wide a range of cohorts, including their intersectionality, as possible in all its analysis. As a priority, JSA is committed to embedding a gender lens across our research and data analysis to contribute to economic gender equity outcomes.

We work with our key partners and stakeholders to identify and scope cohort studies to consider the barriers and mechanisms to support inclusion for different groups of people who have historically experienced labour market disadvantage and exclusion. This could include considering participation opportunities and barriers focused on analysis of people with a disability, First Nations people and gender equality.

Additionally, recognising the unique experience and perspectives of those outside our major metropolitan areas, our national, economy-wide outlook will be complemented by a focus on the workforce and skills needs of regional, rural and remote Australia.

We actively seek out and include diverse perspectives in our work, including with First Nations people, people with disability, culturally and linguistically diverse groups and others who have historically experienced labour market disadvantage and/ or exclusion.

Outcome 2 | Understanding today's workforce

building the evidence base to inform and address current and emerging labour market and skills needs

A contemporary skilled workforce is critical for delivering for Australia today, and for our future tomorrow. We provide solid and broad evidence and advice to better understand the current workforce. This contributes to addressing current skills and labour market needs.

We know that skills shortages exist in many occupations and some shortages are persistent, constraining economic and productivity growth. We also know that occupations with a strong gender imbalance are more likely to be in shortage.

JSA has an important role in assessing current workforce skills needs and providing advice to inform how the domestic skills system can work with targeted migration pathways to address present skills needs across industries. Sound evidence and advice helps provide clarity and a better understanding of the dynamics and shifts in society and the role of employment within the household. Our analysis, informed by industry insights, provides robust intelligence on skills imbalances to ensure the system is aligned to address present and evolving skills needs.

Foundational to understanding the changing nature of the economy is a regular cadence of analysis of Australia's current labour market. Here, JSA is committed to an ongoing program of work that provides valuable insights on current and emerging trends in our labour market, and advice about the implications of this for policy development and program delivery.

Ultimate impact

Sound evidence and influential advice helps to provide a clear understanding of Australia's workforce. This empowers industry and governments to better address current and emerging skills and labour market needs.

To achieve our ultimate impact under this Commissioner's outcome, our analysis of the economy, including skills shortages, needs to be accurate and comprehensive to enable us to better understand drivers within and across different regions, industries or occupations.

Our analysis contributes to broader government assessments of the economy and can be used across governments and training and education providers to inform and target their policy and program development.

Long term priorities

We will continue to undertake comprehensive and cross-cutting labour market data and analysis to provide insights into how the labour market is performing.

We will continue to deliver a range of publications (including monthly and quarterly updates) to support stakeholders across industry, education and training, and policy settings to understand and address relevant labour market skills and workforce needs.

Our data and analysis will inform skilled migration measures as we continue to support the implementation of outcomes from the Government's Migration Strategy.

We will strive to understand and advise on regional, rural and remote Australia's human capital needs and opportunities, labour market drivers and the adequacy of the skills system including by establishing robust long term trend analysis to respond to regional, rural and remote labour market and skills challenges.

Outcome 3 | Shaping Australia's future workforce

projecting forward to plan for the opportunities and challenges ahead for our nation's future workforce needs

Our labour market is dynamic. A skilled and adaptable workforce is needed to prepare for and maximise the opportunities from economic adjustments. We provide evidence and advice to shape policy and programs to ensure an adequately skilled and productive workforce into the future.

Forecasting where our skilled workforce will be needed is a critical input to investing our skills pipelines and pathways, so we can make the most of the opportunities arising from industry and workforce changes. Understanding the emerging skills needs are essential in being able to equip workers to fill expected workforce demands and participate more fully in the labour market.

This is especially relevant as we investigate and analyse economy wide implications of a transforming economy – such as the transition to net zero, expanding use of artificial intelligence, the growth in the care and support economy and an increasingly older workforce.

Ultimate impact

A skilled and adaptable workforce is needed to prepare for and maximise the opportunities from economic adjustments. Evidence and rigorous advice will shape policy and programs to ensure an adequately skilled workforce into the future.

To achieve our ultimate impact under this Commissioner's outcome, we need to use appropriate data sources and sound methodology to predict future economic and skills needs and trends.

Our analysis and modelling will be used and adopted across governments and education and training providers to inform policy direction, interventions and workforce planning.

Long term priorities

JSA will produce projections of future employment growth on an annual basis, supplemented by scenario analysis to explore alternative possible futures and assess the implications of significant risks to the outlook for the labour market.

We will undertake a range of longer-term cohort and capacity studies projects to contribute to our understanding of the likely future labour market. Our advice will support understanding how jobs and skills need to evolve to help the national skills system respond to, and deliver, the required skills pipeline. We will provide advice to the Government in relation to Australia's emerging and future skills and training needs and priorities.

We will leverage our analytic insights to support national priorities including initiatives relating to the Employment White Paper, Future Made in Australia, Homes for Australia Plan, care and support economy, clean energy and net zero transformation, digital transformation and defence industry.

Our capacity studies will provide critical evidence, insights, and recommendations to support workforce planning activities, policy development and program design for the relevant industries and sectors.

Outcome 4 | Optimising pathways and system architecture

monitoring, analysing and advising on the effectiveness of the national skills system

A well-functioning national skills system is fundamental for a delivering the skills Australia needs today and into the future. We aim to provide analysis and advice on a more cohesive education and training system that is well defined, universally accessible, equitable, easy for students to navigate and responsive to meet the current and emerging needs of industry and society. We also aim to ensure that Australia's migration system works in conjunction with the domestic skills system to best meet our labour market needs and boost productivity.

Strengthening pathways and connections across the national skills system to allow for more effective ways for learners, workers and industry to acquire the skills they need, is a worthwhile investment.

Uplifting outcomes for all people requires our skills pipelines to be working effectively and efficiently together to deliver what industry needs today and into the future. Here, JSA will play a strong advisory role into the implementation of the National Skills Agreement, Universities Accord and Australia's Migration Strategy and the connectivity and alignment between them.

Ultimate impact

A well-functioning national skills system is fundamental for delivering the skills Australia needs today and into the future. A more cohesive education and training system that is well defined, universally accessible, equitable, easy for students to navigate and meets the current and emerging needs of industry, the economy and society. The national skills system should work in conjunction with Australia's migration system to best meet our labour market needs.

To achieve our ultimate impact under this Commissioner's outcome, our products should be evidence based and provide better understanding of linkages and options for harmonisation across the education, training and migration systems.

Our analysis and recommendations will be used by governments and education and training providers to inform policy, approaches and programs for improving harmonisation and performance across the national skills system.

Long term priorities

We will continue to provide analysis and advice on a more coherent education and training sector and support the delivery of reforms to the national skills architecture. We will assist the Commonwealth and jurisdictions with developing and reporting against an outcome framework for the National Skills Agreement.

Our long-term priorities will include providing advice to support implementation of Australia's Migration Strategy and International Education and Skills Strategic Framework, and tertiary education harmonisation initiatives. We will also provide analysis, advice and insights to support the consideration of employment services reform.

Further, JSA is uniquely placed to consider joined-up data systems and explore and advise on the pathways people take into our labour market, how they transition through it, and how pathways are changing to meet the skills needs of individuals, employers and the economy.

Outcome 5 | Activating an informed dialogue

convening stakeholders across the skills system, to provide the best evidence and advice, on Australia's current and future workforce and skills needs

Government, industry, business, unions and individuals all have a role in developing and delivering a skilled workforce. JSA is placed to guide an informed conversation about current and future workforce and skills needs and opportunities. Facilitating a well- informed, evidenced-based, dialogue is essential, across tripartite partners and broader stakeholders, to help influence change through effective decision making by policy makers, business leaders, workers and unions, education providers and learners.

JSA is uniquely placed as a convenor across the national skills system, equipped with compelling analysis and advice that supports an informed dialogue across government, industry and individuals about Australia's workforce needs.

Our deep engagement and close collaboration with our partners and stakeholders are key to undertaking workforce forecasting, assessing workforce skills requirements and undertaking cross-industry workforce analysis. Through a collaborative approach we listen across the expertise to provide a strong evidence base to inform current and future workforce planning, and better prepare governments and industry to steward the economy through change and capitalise on emerging opportunities.

Supporting an informed dialogue is JSA's commitment to clear and compelling communications, including a fit for purpose digital presence providing data and insights in an accessible and meaningful way to meet users' information needs.

Ultimate impact

Government, industry, business, unions and individuals all have a role in developing a skilled workforce. Leading and contributing to an informed, evidenced-based, dialogue is essential, across tripartite partners and broader stakeholders. Policy makers, business leaders, employers, workers and unions, education providers and learners are empowered to have dialogue to drive effective decisions supported by accurate and accessible evidence and advice.

To achieve our ultimate impact under this Commissioner's outcome, our work needs to be informed by genuine, broad consultation with our key partners and stakeholders. Our work will be widely shared and promoted so that it can be fully utilised across a range of data users, analysts and policy makers.

Governments, industry and education and training providers will access and use our informed recommendations and evidence in developing their own priorities, advice and outcomes.

Long term priorities

We will continue conversation with our key partners and stakeholders on workforce and skills issues through our formal engagement mechanisms and other appropriate channels. We will develop and publish a yearly Jobs and Skills Report, an assessment of the national skills system and Australia's current, emerging, and future skills needs.

JSA will maintain standing engagement mechanisms to inform the work we undertake, the way we do it and the conclusions of the analysis. These include our Ministerial Advisory Board, Jobs and Skills Councils, state and territory governments and Commonwealth departments and agencies. Further, we will establish time limited steering committee to advise on key projects, with tripartite representations as well as deep subject matter expertise.

We will publish and communicate our insights and analysis so they can inform research, policy, programs and initiatives and improve decision making. By actively participating in public forums and stakeholder events we will share and promote our analysis, publications and products.

We will also continue to share our work at an international level and learn from best practice analysis and methodologies from others across the globe. We aim to understand how global trends will impact outcomes in Australia and ensure our advice and evidence appropriately considers the broader global economic environment.

Our work priorities

Deep engagement with our tripartite partners and key stakeholders guide us in developing our key focus areas and projects to advance our longer-term priorities and impact.

In shaping our priorities and determining our major studies, research, analysis and other projects for the focus of each year's work plan, we consider the following factors and criteria:

Alignment	with Jobs and Skills Australia's legislated functions and government priorities.					
Impact	refers to the cross-cutting importance of the focus area in terms of the contribution to the economy and workforce, as well as the socioeconomic impact on industries, regions and cohorts, particularly disadvantaged cohorts. It also refers to the relevance across stakeholders and partners.					
Future focus	- whether it can be used to shed significant light on Australia's emerging and future skills and training needs and therefore help plan for our nation's future.					
Coverage	including considering whether there are gaps where we can add value compared with other institutions or existing work across governments and industry. It will be important to identify if there is a lack of existing evidence or where new evidence is required.					
Scope	 the envisaged scope of the topic / project / focus. Factors such as breadth and technical complexity of the work impact the resources that would be involved. 					
Estimated time	required to deliver outcomes against a focus topic is critical to consider to ensure we can inform and respond to Government priorities in a timely manner. We also will consider the estimated timeframes compared with the value and benefit considerations in undertaking any piece of work.					
Feasibility	is the ability of existing data assets, or data we could develop or acquire in the short-term, to undertake required analysis; and the capacity (including the resources available) and capability within Jobs and Skills Australia and other institutions that can be leveraged to undertake the study.					
Cost	is the resourcing impacts of any proposed work and the resources available to us.					

Measuring our impact

JSA provides data, analysis, research and advice on Australia's current, emerging and future skills needs and how well the national skills system is set up to meet those needs. JSA does not fund projects or programs, nor does it regulate activities. We cannot directly control our ultimate objective of realising the full skills potential of our nation resulting in improved workforce participation, productivity, wages and equity. We can only influence others to take actions towards this outcome.

Our program logic model illustrates the change and impact we hope to see as a result of our activities. It is based on a theory of change that our analysis and advice is accessed and understood, that it influences decision makers and society (governments, businesses, workers and unions, education and training providers, students etc) to take actions and through these actions, the national skills system changes resulting in improved labour market outcomes for Australians.

In order for our work to have the intended impact, it needs to be underpinned by the following principles:

- 1. We seek to be influential we provide relevant, high-quality information, data and advice on Australia's current, emerging and future skills needs.
- 2. We are accessible we clearly communicate our finding so they can be easily digested and applied.
- 3. We are broad-based our analysis includes the widest possible range of evidence from the widest possible range of sources.
- 4. We are connected we facilitate opportunities for others in the skills system to connect, in order to catalyse change.

JSA Draft Program Logic

	ACTIVITIES		CHARACTERISTICS OF ACTIVITIES TO ACHIEVE OUTCOMES		INTERMEDIATE OUTCOMES		ULTIMATE IMPACT
Fostering inclusive participation	Copacity studies Literacy and numeracy surveys and data Analysis of Insecure work Regional labour market analysis	>	Identification of barriers to inclusive participation and recommendations to increase inclusion Data provides robust baseline understanding to inform government policy interventions interventions Analysis focuses on groups marginally attached to the labour market Analysis increases understanding of groups most at risk of insecurity and the associated reasons.	→	Governments adopt our analysis and recommendations to inform policy Analysis is used by Employment Services providers to assist with matching disadvantaged job seekers to jobs.	-	All people are empowered to reach their individual and collective potential in an inclusive labour market. Communities will be enabled to thrive, through the systematic identification and removal of barriers that impede participation and encouraging broadering opportunities.
Understanding todays workforce	Capacity studies Ft Skills shortage drivers CSOL Regular surveys and data products Regional tabour market analysis	-	Identification of barriers to effectively matching labour demand and supply Accurately describing the current state of skills shortages Analysis accurately identifies likely causes of current skills shortages Accurately identifying occupations that would most benefit from temporary skilled migration Survey and data products provide a comprehensive picture of developments in the labour market, that complements the Government's official view of the macroeconomy Analysis coherently describes the key differences across regional labour markets.	→	Analysis informs Government's official assessment of the macroeconomy. Analysis is used by the Commonwealth to inform apprenticeship subsidies, VET student toans eligibility and other supports. Analysis is used to inform job search requirements in the Points Based Activation Scheme in Worldorce Australia. Analysis is used to inform Commonwealth industry structural adjustment policy. Analysis is used by state and territory government to inform VET subsidies and other workforce policies. Analysis is used by ducation and training providers to taitor and target their products. Government adopts JSA's advice on CSOL occupations in making Ministerial Determinations for the Skills in Demand visa.	→	Sound evidence and influential advice helps to provide a clear understanding of Australia's workforce. This empowers industry and governments to better address current and emerging skills and labour market needs.
Shaping Australia's future workforce	Capacity studies Employment projections Analysis of future supply Regional labour market analysis	→	Identification of likely future developments and issues that would prevent the delivery of the economy's future skills needs Employment projections are based on a sound methodology, consistent with the Government's official forecasts and well informed by stakeholder views Analysis of future supply is methodologically sound and takes account of all potential sources of supply.	→	Recommendations from capacity studies are adopted by governments, industry and education and training providers. Employment projections are used by the Commonwealth to determine territary attainment targets Analysis is used by the Commonwealth to influence migration program and higher education funding allocation. Employment projections are used by state and territory governments to inform VET funding and workforce policy interventions. Caseers advisors and individuals make decisions about education and training based on our assessment of future growth areas. Regional tabour market analysis is used by Local lobs Employment Facilitators to assist with regional workforce planning.	→	A skilled and adaptable workforce is needed to prepare for and maximise the opportunities from economic adjustments. Evidence and rigorous advice will shape policy and programs to ensure an adequately skilled workforce into the tuture.
Optimising pathways and system architecture	Capacity studies National skills taxonomy Analysis of outcomes from education and training Analysis of the performance of the VET system Advice on migration strategy Advice on tertiary harmonisation Advice on pathways between VET and HE and the labour market	→	Effectively analyse the supply pathways and make actionable recommendations to improve them A national skills taxonomy is developed that facilitates better descriptions of the skills needed within jobs to facilitate linkages between employers, employees/job seekers/students and education and training providers. Analysis of outcomes from education and training system is analytically sound and delivers actionable insights Analysis of the performance of the VET system is comprehensive and based on solid empirical evidence. Anxice on migration strategy considers both the domestic labour market need and domestic supply pipetine Actice on tertiary harmonisation informs the differences and similarities between elements of the tertiary system and highlights opportunities for harmonisation. Advice on pathways between VET and the and the labour market provides evidence on the theoretical and actual pathways through the labour market.	→	Recommendations from capacity studies are adopted by governments, inclustry and education and training providers Analysis is used by Commonwealth and state governments to inform subsisty allocation in VIT and higher education Analysis is used by Commonwealth and State governments to track the performance of the National Salits Agreement Analysis influences Commonwealth Government policy decisions on temporary and permanent migration policy settings Governments and education and training providers adopt changes to system elements based on ISA advice on tertiary harmonisation Advice is used by careers advisors and individuals to make course setections in VET and HE.	→	A well-functioning national skilts system is fundamental for celivering the skilts. Australia needs today and into the future. A more cohesive education and training system that is well defined, universally accessible, equitable, easy for students to navigate and meets the current and emerging needs of industry, the economy and society. The national skilts system should work in conjunction with Australia's migration system to best meet our labour market needs.
Activating an informed dialogue	Capacity studies Jobs and Skilts Report Annual workplan Data sharing with ISOs and states and territories Ministeriol Advisory Board Publishing reports Delivering speeches and presentations Engaging in media Engagement and outreach activities	→	Our workplan and products are informed by extensive and broad stakeholder engagement Our activities involve opportunities for stakeholders to connect with each other and learn from each other's experiences Our products are published and widely communicated Our products are easily accessible and easily translated into actionable insights.	-	Recommendations from capacity studies are adopted by governments, industry and education and training providers Annual workplan is developed with extensive input from a wide range of stakeholders The MAB provides insightful guidance on both our workplans and products Key stakeholders regularly access our products The majority of our work is published and communicated through various channets including speeches, traditional and social media.	•	Overnment, industry, business, unions and individuals all have a role in developing a skilled workforce. Leading and contributing to an informed, evidenced- based, dialogue is essential, across tripartite partners and broader stakeholders. Policy makers, business leaders, employers, workers and unions, education providers and learners are emprovered to have dialogue to drive effective decisions supported by accurate and accessible evidence and advice.

Our values

At JSA, we demonstrate our values in the way that we work.

We are **collaborative** and understand that the best advice considers a range of evidence and perspectives to reach a more holistic understanding of the issues, as well as better solutions. This means we identify important connections between the work we do and the work of others, and how working together can improve outcomes and drive better results.

We are **respectful** in how we work with each other and with others – we value the unique experiences, opinions, skills, and qualities of others, and how these can enrich both our work and our workplace.

We are **innovative** – we try new ideas, methods, and solutions to deliver impactful and meaningful work.

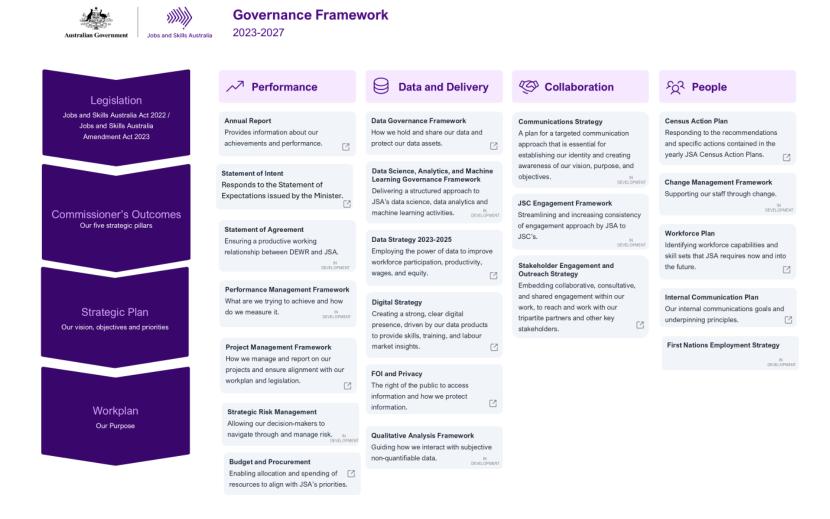
We are **courageous** and not afraid to take risks as this leads to learning and growth.

We are **accurate** and consider the full suite of available evidence to formulate the best advice.

Importantly, we **make a difference** – we consider how our outputs, products and advice will have meaningful impact and build this into project design. We ensure that our work has the intended impact and reach by extensive communication, collaboration and consultation to optimise stakeholder and user interactions with our products and advice.

Governance

Since JSA was established, we have developed a governance framework that provides a mechanism for oversight, transparency and collaboration in decision-making while supporting us to meet our objectives. The framework focuses on providing the Executive Leadership Team with oversight of organisational stewardship. It is viewed through the lens of our legislative responsibilities, strategic plan and workplan. It is formed under the pillars of performance, data and delivery, collaboration and our people.



Appendix: JSA 2024-25 work plan at a glance

2024-25 Work Plan: At a glance





Key

1. Fostering inclusive participation

Broadening employment opportunities through identifying and removing barriers for people and communities

2. Understanding today's workforce

Building the evidence base to inform and address current and emerging labour market and skills needs

3. Shaping Australia's future workforce

Projecting forward to plan for the opportunities and challenges for our nation's future workforce needs

4. Optimising pathways and system architecture

Monitoring, analysing and advising on the effectiveness of the national skills system

5. Activating an informed dialogue

Convening stakeholders across the skills system, to provide the best evidence and advice, on Australia's current and future workforce and skills needs

Improving our understanding of the literacy, numeracy, and digital skills of adults, including:

- undertaking a population level survey of adult literacy and numeracy
- preparing for the Program for International Assessment of Adult Competencies (PIAAC)
- report on the literacy levels of people who have undertaken VET pre-enrolment assessments and/or VET foundation skills units
- Murtu Yayngiliyn (Walking Together) to identify best practice ways of measuring literacy, numeracy, and digital skills in First Nations communities

Understanding labour market pressures and drivers:

- developing the Core Skills Occupations List for temporary skilled migration (annual)
- producing the Occupation Shortage List (annual)
- publishing insights about skills shortage drivers, including new longitudinal data asset to better understand training gap and retention gap drivers

Developing a forward outlook of workforce and skills needs:

- projecting employment levels into the future, including 5-yearly and 10-yearly employment projections
- building a national skills supply and demand framework to assess the supply of skills across the economy over time and identify future supply
- examining progress toward post-school attainment targets against skill needs

Driving a connected skills system and supporting delivery of reforms to the national skills architecture:

- consulting on the approach to develop a national skills taxonomy
- assisting with developing and reporting against an outcomes framework for the National Skills Agreement^a

Improving our understanding of student outcomes:

- publishing new insights on VET student outcomes, including for cohorts and by registered training organisations using new typology
- publishing insights on higher education student outcomes

Leading the conversation on workforce and skills issues:

- publishing the 2024 Jobs and Skills Report
- engaging with tripartite and other stakeholders through our annual work plan development process

Collaborating for impact and workforce capability development:

- sharing data and insights with Jobs and Skills Councils and partnering on national priorities and relevant projects
- working with states and territories on new data tools and relevant projects

Capacity and Sohort Studies

Deeply interrogating our skills and workforce challenges through capacity and cohort studies, underpinned by extensive data analysis, tripartite leadership and stakeholder collaboration: undertaking a capacity study of the implications and opportunities of generative artificial intelligence for the labour market and education and training systems

Spotlighting regional Australia

Develop and publish a regional, rural and

remote jobs and skills roadmap

- commencing work on how the labour market and education and training system can better contribute to women's economic equality and safety
- undertaking scoping work on future cohort studies on the participation of Australians with disability in the workforce, focusing on improving data adequacy, currency and usage, and scoping future First Nations studies to support the National Agreement on Closing the Gap
- completing the Food Supply Chain Capacity Study, the International Student Outcomes and Pathways Study and VET Workforce Study and First Nations Research Paper
- continuing to support the uptake of recommendations from the Clean Energy Workforce and Early Childhood Education and Care Workforce capacity studies, and VET workforce study

Providing regular insights on regional labour markets including:

- continuing the Regional Labour Market Indicator (RLMI) framework
- producing Employment Regions dashboards and profiles

Exploring the impacts of insecure work:

 continuing insecure work research, including research factsheet series

Examining current and emerging labour market conditions through regular releases:

- Survey of Employers who Recently Advertised (SERA)
- The Occupation Shortage Report
- Recruitment Experiences and Outlook Survey (REOS)
- · Recruitment Insights Report
- . Internet Vacancy Index (IVI)
- Nowcast of Employment by Region and Occupation (NERO)
- · Small Area Labour Markets
- Australian Labour Market for Migrants
- · Quarterly Labour Market Update
- · International Labour Market Update
- Jobs and Skills Atlas

Advising on the workforce and skills implications of national priorities:

 leveraging our analytic insights to support initiatives relating to: the Employment White Paper, Future Made in Australia, Homes for Australia Plan, care and support economy, clean energy and net zero transformation, digital transformation and defence industry, the VET Workforce Blueprint, the National Agreement on Closing the Gap, the Australian Disability Strategy, and the Working for Women National Gender Strategy

Enabling responsive pathways and labour market transitions:

- providing advice to support implementation of Australia's Migration Strategy and International Education and Skills Strategic Framework
- providing advice on tertiary harmonisation
- producing datasets to map VET and higher education pathways into occupations
- integrating data assets across VET and higher education to identify crosssector activity
- insights to support consideration of employment services reform

Convening stakeholders to pursue workforce and skills opportunities, including through:

- · Ministerial Advisory Board
- other JSA engagement forums
- · project-specific forums

Communicating value-adding information and advice:

- publishing and communicating our insights and analysis
- actively participating in public forums and stakeholder events