



**JOBS**   
TASMANIA



# Jobs Tasmania Strategic Plan 2025-2028

## Our vision

Leading practical systems reform in policy and place to create employment opportunities and outcomes for all Tasmanian jobseekers, industry and employers.

## Our purpose

To work with and across governments, community, and business to increase employment and labour force participation for all Tasmanians.

We connect people with jobs where they live and support employers to attract and retain employees to meet their workforce needs.

## Our values

We have the courage to make a difference through:

- Teamwork – our team is diverse, caring and productive.
- Respect – we are fair, trusting and appreciative of each other.
- Excellence – we take pride in our work and encourage innovation and quality.
- Integrity – we are ethical and accountable in all we do.

## The way we work

Jobs Tasmania will be:

- Solutions focused – we start with the outcome we want and work back to find a way to deliver the results.
- Evidenced – we use data and local knowledge.
- Patient – we listen, we relate, and we build capacity.

- Transparent – we are honest, clear and fair.
- Informed – we know, or we know who knows, or we will find out.
- Connected – we join the dots, share the knowledge and networks.
- Collaborative – we work with stakeholders to understand, to improve practice and co-design solutions.
- Curious – we explore issues and challenges to understand how and who can help.

## Operating context

### State of the economy and the labour market

- Tasmania’s strong economy has seen record low unemployment, but not all Tasmanians have the opportunity to equally participate.
- Tasmania has the lowest labour force participation rate of any State or Territory, and the labour market entry to exit (LMEE) projections, show that Tasmania has consistently seen and will continue to experience a shrinking workforce.
- The economic opportunities for the State are significant across all key employing sectors – Jobs Tasmania will play a critical role in stewarding the State Government effort to support labour force participation and productivity to help realise the State’s economic potential.

### Creating opportunities for particular population cohorts

- Not all Tasmanians have had the opportunity to engage in Tasmania’s economic opportunities.
- Women, people with disability, migrants, Aboriginal Tasmanians, young people, and older Tasmanians all face a range of unique barriers to economic participation which is reflected in labour market data.
- Jobs Tasmania works towards addressing these issues, and other Government policies, for example the Child and Youth Wellbeing Strategy, interface with Jobs Tasmania’s objectives.

### Regional Tasmania, Regional Jobs Hubs

- On almost all labour market indicators, regional Tasmania is not performing to the same level as metro areas.
- The Regional Jobs Hubs have demonstrated that place-based interventions, supported with the right expertise and appropriate policy and programmatic responses, can begin to address some of these barriers.

- The Regional Jobs Hub Evaluation Report, sets the context and evaluation methodologies for this nation-leading model, including key enabling features and outcomes.

### Youth Jobs Strategy 2024-27

- Released in September 2024, the Strategy outlines ambitious measures of success for various groups, to strive for by 2030:
  - Increase the level of young people aged 20 to 24 who are fully engaged in employment, education, and training to at least the national average.
  - Increase the proportion of young people aged 20 to 24 with a successful year 12 completion or certificate III or above to at least the national average.
  - Reduce the proportion of young people aged 15 to 24 who are not in Employment, Education or Training (NEET) to, or below, the national average.
  - Increase the mental health and wellbeing of young people (Personal Wellbeing Index) to at least the national average.
  - Increase the ratio of entry level roles to available candidates to the national average.

### Australian Government Employment Services System

- The Australian Government is ultimately responsible for the Employment Services System.
- The Australian Government's White Paper – Working Future, and The Hill Report have a focus on place-based activities driving outcomes for communities, submissions into these reports outline business and community stakeholders have all expressed concern at the performance of the system over recent years.
- A new employment services system was implemented on 1 July 2022 – systems level concerns continue to be prominent as found in PESRAC and the later released reviews and reports.

### Tasmanian education and training system

- Education and training are key levers for increasing labour market outcomes and productivity.
- The Review of Education System is exploring how compulsory years education can contribute to the State's productivity by supporting a highly skilled local workforce to assist local businesses and industry to grow and compete.
- The Vocational Education and Training system, pathways from compulsory education, The Tasmanian Skills Plan, Universities Accord and Industry Skills Compacts interface directly with Jobs Tasmania's work program and objectives.

## Our strategic priorities

WHAT WE WILL DELIVER	HOW WE WILL DELIVER
Systems Reform Policies and Initiatives	<ul style="list-style-type: none"> <li>• We will work with stakeholders to build capacity, share knowledge and continuously improve the Regional Jobs Hub model.</li> <li>• We will continue to leverage the Jobs Tasmania Employment Framework – Supply, Bridging, Demand.</li> <li>• We will connect with local communities ensure their issues are reflected in design and delivery, and we leverage what is already working.</li> <li>• We will ensure that Jobs Hubs are representative of their communities.</li> <li>• We will provide practical support through information sharing, data, systems and communications expertise.</li> <li>• We will listen and support problem solving in and across Jobs Hubs.</li> <li>• We will facilitate the connection of local communities and service providers into and across the broader work of the Tasmanian Government and Department of State Growth.</li> <li>• We will work with stakeholders to continue to support regional employment outcomes and improved labour force participation.</li> </ul>
Program Responses	<ul style="list-style-type: none"> <li>• Programs will be designed to deliver public value and target market or government failure/gaps.</li> <li>• Opportunities to leverage and/or integrate with other Australian or State Government programs will be a feature of implementation.</li> <li>• Jobs Tasmania brand awareness will be built through our programs and communications about other supports available will be clear, targeted and accessible.</li> </ul>

	<ul style="list-style-type: none"> <li>• We will connect people to the right services and supports.</li> <li>• We will monitor, review, evaluate and redesign programs based on evidence.</li> <li>• We will be innovative in our thinking and always focussed on outcomes and impact.</li> <li>• We will be administratively simple, helpful and transparent in decision making.</li> </ul>
Advocacy, Research, and Evaluation	<ul style="list-style-type: none"> <li>• We will support the Minister for Skills and Jobs to advocate for changes to Australian Government policies and program design that is in the best interest of Tasmania.</li> <li>• We will work with Jobs Hubs, stakeholder groups and service providers, we will identify systems failures and try to broker solutions.</li> <li>• We will be viewed by stakeholders as the authoritative point of contact in the Tasmanian Government on all things employment and participation.</li> <li>• We will use evidence and evaluation to assess impact.</li> </ul>

## Measuring success

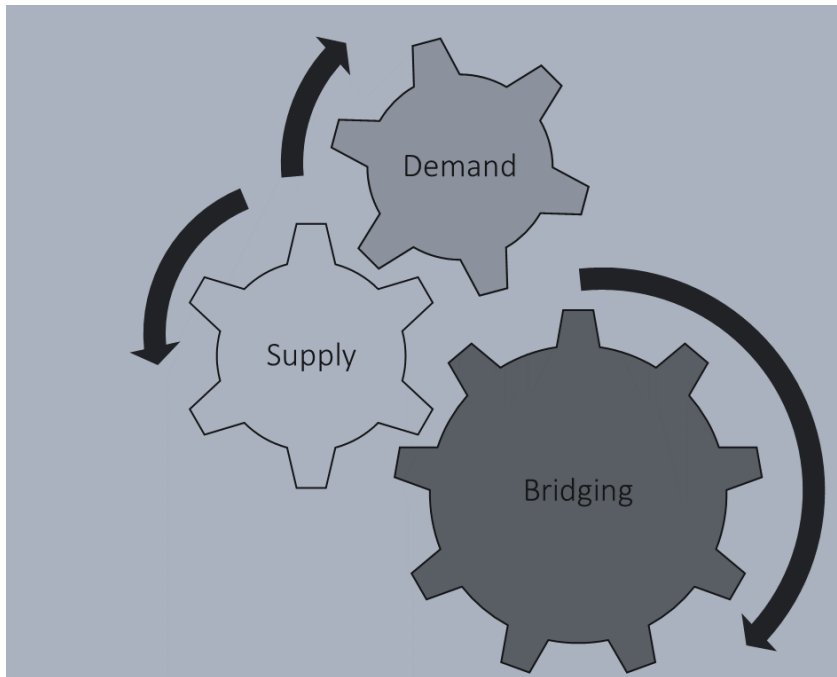
Jobs Tasmania will be successful when:

- We are recognised as the authoritative point of engagement on employment and workforce participation in Tasmania and have increased brand awareness across governments, community and business.
- More Tasmanians have access to meaningful and ongoing work opportunities.
- Tasmanian businesses are connected to a workforce that can help their business grow.
- All Tasmanians feel supported and know where and how to engage with the labour market or formal education and training at different stages of their life/career.
- There are improved employment opportunities and outcomes in regional Tasmania.
- Services and supports relating to employment and/or education or training are understood, integrated, and aligned.

We measure ourselves and our stakeholders' impact to inform us on what we keep doing, stop doing, start doing or do better.

## Jobs Tasmania Employment Framework

In fulfilling Jobs Tasmania's purpose, a common language and approach to aligning effort across stakeholders is critical. The following Employment Framework will provide the foundation for our engagement with the Employment, Education and Training system.



- **Supply-side interventions** build the capacity (skills, confidence, knowledge) of job seekers to enter and move around, succeed and advance in the labour market;
- **Demand-side interventions** support or incentivise industries and employers to develop employment opportunities that meet skilled, semi-skilled and entry level workforce needs; and
- **Bridging interventions** that link, match and support job seekers (supply) with employers to respond to appropriate work opportunities (demand) and skilled workforce needs.



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