

Employment and Skills Consultation

FINAL REPORT

Prepared for:

Yorke Region Employment and Skills Formation Network

Prepared by:

Yorke Local Community Partnership Inc



An Australian Government Initiative



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Executive Summary

Gaining an insight into current and future employment and skills needs in the Yorke region is vital for planning future employment and training programs.

Anecdotal data suggested that there is a significant lack of skilled labour in the region and the Employment and Skills consultation was produced to provide statistical evidence. The consultation also provided the opportunity to discuss issues facing young people and encouraging businesses to be involved in developing the region's youth.

A survey was developed and distributed to businesses all major and many smaller towns in the Yorke region were included in the survey. A combination of face to face, electronic and postal methods was used.

The results confirmed the lack of skilled labour in the Yorke region. The lack of training and education providers was also raised. Difficulties in recruiting were highlighted by businesses and these difficulties were not confined to the skilled trade area. Losing apprentices once they are trained was a recurrent complaint. Not surprisingly the mining boom currently experienced in South Australia, is cited as having a big impact on retention of skilled staff.

The analysis included responses from nearly 60 businesses, 70% of them locally owned. They are spread over nine industry areas with a third from the retail sector. Occupations were a combination of managers, skilled workers, tradespersons and professionals. Employment is expected to grow strongly in the region across all occupation areas.

Part-time and full-time employment was identified with full-time being 60% of the total work force. It is encouraging to note that full-time employment growth is expected to be nearly 10% in 2009. The accommodation and food services sector had the lowest percentage of full-time employment, most likely due to the high use of casual and part-time staff to cater for peaks in customer demand.

Employment by age matched the 2006 census figures for this region, showing most employees in the 25-54 age bracket. It is surprising to note the higher rate of 15-24 age bracket than the 2006 census indicates for Yorke Region. Further breakdowns are illustrated among the industry groups. Manufacturing and retail had a higher proportion of employees in the 15-24 age group brackets.

Seasonal workers remain important to businesses of Yorke Region although the number in 2009 is predicted to decrease slightly. The bulk of them are employed as general labourers to assist with the annual grain harvest.

Approximately one third of businesses indicated having a vacancy for employment. While many are for skilled tradespersons and workers, a number were in the grain handling industry reflecting the close proximity to the annual harvest when data was collected.

Recruitment of employees appears to be a significant problem for businesses with nearly 60% noting this difficulty. Both manufacturing and health sectors recorded experiencing high difficulties in staff recruitment. The health industry sites a severe lack of registered nurses, and manufacturing appears to be feeling the effects of lack of skilled tradespersons available.

Many businesses sited specific training needed to address recruitment difficulties as apprenticeships and more government assistance for employers to achieve this. Enticements to move to the country were also suggested.

A high percentage of businesses provide training – either internal or external - to their employees. One third cited issues with existing training options, the most common concern a lack of local providers.

Employment of apprentices and trainees is on the low side – only one third employed any in 2006. Lack of suitable positions was sited as the main reason for not employing apprentices and/or trainees. Many employers feel discouraged by what they see as a lack of loyalty from an apprentice who often leaves as soon as the training is complete. Some respondents suggested a two year period that was mandatory after training. Future encouragement of apprentices could address skill shortages.

The majority of businesses claimed to have succession planning for future staff losses with multi skilling between employees the main method used.

The final section of the survey concerned young people and work experience and/or work placement. Encouraging numbers of businesses are happy to participate and gave positive feedback. However there is scope to further increase these figures. Improving the connection between schools and employers will be vital to ensure work experience and/or work placements continue to assist both students and businesses in the future. This will also be vital in addressing both the current skills shortages and the drain of young people from Yorke region to metropolitan areas.

It can be seen from this research that businesses in the Yorke region would welcome future initiatives to help overcome these problems.

1.1 Introduction

The Employment and Skills Consultation allowed the Yorke Region ESF Network to partner with the Yorke LCP to consult with key stakeholders and gain up-to-date information on current and future employment and training needs.

The project involved a survey which contained three key areas:

- Organisations Details– numbers of people in employment
- Recruitment and Skills Requirements– types of training and skills in use and those needed
- Working with Young People – work experience.

A variety of industry sectors were identified for surveys to enable the research results to be a general cross section of the Yorke region.

1.2 Yorke Local Community Partnership

The Yorke Local Community Partnership (LCP) Inc. is an incorporated, not-for-profit, community based and locally operated organisation. The Yorke LCP is contracted by the Department of Education, Science and Training to provide a strategic approach to implementing three LCP career and transition programs - Structured Workplace Learning, Career and Transition Support and Adopt a School.

The Yorke LCP partners with industry and employer groups, schools, professional's, career advisers, community organisations, parents, young people, youth service providers and other government and community organisations. Their objective is to assist all young people aged 13-19 years to gain the skills, experience and professional guidance to help them achieve a successful transition through school, and from school to further education, training and employment.

The Yorke LCP Inc. identified in their business plan the need to access reliable and relevant information from employers about the skills needs and training needs of current and new employees. Their aim is to develop a detailed employer database that contains information about industry areas preferred structured workplace learning placement and recruitment needs with the goal to develop strong industry links that encourage accurate feedback and maximize opportunities for accredited training.

1.3 Yorke Region Employment and Skills Formation Network

The Yorke Region Employment and Skills Formation (ESF) Network support the Yorke Regional Development Board to plan, implement, monitor and evaluate the South Australia Works in the Regions program.

The vision of the Yorke Region Employment and Skills Formation Network is to improve work and learning opportunities that supports the economy and communities within the Yorke Region and to ensure our activities promote understanding and respect for individual needs and community differences.

The following are goals of the Network:

- Ensure Yorke Region maintains a skilled workforce in response to industry expansion and economic growth
- Continually improve the availability of flexible training to assist skills development and career pathways
- Develop innovative partnerships with schools, community, industry and government to meet employment and training needs
- Develop better regional data and planning systems to support the regions planning and decision making.

Yorke Regional Development Board website – www.yorkeregion.com.au 2007

1.4 Key Aims of the Project

The Employee and Skills Consultation were undertaken by the Yorke LCP to gain statistical data and other information on the future needs of employers in the Yorke district.

The data will be used to

- Assess and evaluate the types of skills/training required in the region
- Identify and assess current training providers for the region for each industry area
- Identify gaps for training within the region
- Determine future employer and industry labour force demands.

1.5 Methodology

The survey was based on a study undertaken by Wendy Davidson Enterprises in 2004/05 to assist with planning employment and training programs that reflect regional needs.

Since this report has been completed the region has experienced changes that have impacted both positively and negatively on the economy. Therefore the Yorke ESF Network and Yorke LCP consulted with local organisations to gain up-to-date employment and training information to assist future planning.

The Yorke LCP employed a project officer to conduct the consultation. A total of 83 businesses were approached and consultation was conducted through face-to-face interview, electronic and postal surveys.

Yorke regions major industries – Agriculture, Forestry and Fishing; Hospitality; Tourism and Retail; Health and Community Services; Building and Construction; along with each District Council, were consulted.

Businesses in all major towns within the three Council areas across a cross section of industries business sizes were surveyed. Businesses across a total of 21 towns across Yorke Region were involved in the project. 57 surveys were completed across the following industry areas:

- Agriculture, Forestry and Fishing – distributed 11 received 8 surveys
- Manufacturing – (including Food Manufacturing) – distributed 5 received 5 surveys
- Construction – distributed 5 received 2 surveys
- Retail Trade – distributed 31 received 18 surveys
- Accommodation and Food Services –distributed 14 received 7 surveys
- Transport, Postal and Warehousing –distributed 4 received 4 surveys
- Public Administration and Safety – distributed 5 received 5 surveys
- Health Care and Social Assistance – distributed 6 received 6 surveys
- Other – distributed 2 received 2 surveys.

As Kadina is the major business district in the Yorke region, most surveys were received from this town. Towns which had a low rate of participation included Edithburgh, Yorketown and Stansbury.

2.1 Profile of the Yorke Region

Encompassing an area of approximately 12,676 square kilometres, the Yorke Region is centred around several agricultural business centres including Balaklava, Kadina, Maitland, Minlaton, Yorketown, Port Broughton, Blyth, Snowtown, Mallala, Two Wells and Lewiston.

The Yorke region encompasses Yorke Peninsula and the northern Adelaide Plains, stretching from the Innes National Park and Cape Spencer on the southernmost tip of Yorke Peninsula to Bute and Port Broughton in the north, around Gulf St Vincent's western coastline to the Samphire Coast and Port Wakefield, and across the plains.

The Yorke Region has an estimated resident population of approximately 40,734 (2006), with strong growth being recorded in coastal areas. Between 2004 & 2005 the Yorke Region experienced a 0.9% growth in population compared with the States increase of 0.5%.

Compared with the aged distribution of the State as a whole, the Yorke Region has a higher than average concentration of people aged 0 - 14 and 65 years and over.

Although the ABS projects a population decrease from 2000 to 2010 (Regional Profile, 2000), recent figures show that the District Councils of Mallala and Barunga West have had significant population increases since 1996. Furthermore, anecdotal evidence indicates that the opening up of employment opportunities by major agribusiness developments at Bowmans and Port Wakefield, the expansion of economic activity in Clare, and the spread of metropolitan Adelaide north have combined to reverse downward population trends in the Wakefield Regional Council area.

In economic development terms, the Yorke region represents a great place to visit, live and do business. It is a sea change destination with:

- a reliable climate
- a stable population
- an abundance of inexpensive land
- excellent transport networks and
- a strong base of established primary industries, with outstanding business opportunities in value-added agribusiness, aquaculture, tourism and aged care.



2.2

Figure 1

The Yorke Region encompassed in the study

Reference for map www.yorkeregion.com.au

3.1 Background of Respondents

Respondents - Organisations Structure

A total of 58 surveys were received for the final analysis. Table 1 summarises the structure of respondent's businesses. Private companies were the most common with partnerships placed second. The Other section was generally not for profit organisations.

Table 1
Respondents by Structure of Their Organisation

STRUCTURE	PER CENT
Sole trader	1.75%
Partnership	15.79%
Trust	10.53%
Company – Private	42.11%
Company – Public	10.53%
Public sector organisation	8.77%
Other	10.53%
TOTAL	100.00%

Approximately 70% of the respondents indicated that their business was locally owned, while 28% were not locally owned. The other businesses were interstate owned.

Respondents - Year Established

The year in which respondent's organisations were established in the Yorke region are summarised in Table 2. There is a fairly even split between the years 1980 to 2000, with approximately 70% of the businesses being established in those decades. It is interesting to note that significant proportions (over 14%) were established prior to 1950. These businesses, along with a small number established prior to 1900, tended to be agricultural based organisations.

Table 2
Respondents by When Business Established

YEAR	PER CENT
Before 1900	1.75%
1900 to 1949	14.04%
1950 to 1959	3.51%
1960 to 1969	0.00%
1970 to 1979	5.26%
1980 to 1989	22.81%
1990 to 1999	24.56%
2000 to 2007	22.81%
Not stated	5.26%
Total	100.00%

Respondents by Industry

Respondents were asked to describe the primary activity of their business. This information was used to allocate each respondent to a broad industry sector according to the ABS's Australian and New Zealand Standard Industrial Classification (ANZSIC). The purpose of this was to enable analysis on an industry basis to determine significant differences between industries in terms of employment outcomes and recruitment and training difficulties.

Table 3 shows a percentage breakdown of respondents by the industry sector they were classified to.

Retail trade was the most common industry sector with 31.58% of respondents allocated to this sector. Agriculture is the next most common industry. Of that only a small percentage made up the fishing industry. Accommodation and Food Services made up the next highest industry represented with 12.28%. There is a lack of representation from the Construction industry sector. This can be explained by the inability to gain many responses from this industry.

Table 3
Respondents by Industry – 2007

INDUSTRY	PER CENT
AGRICULTURE, FORESTRY & FISHING	14.04%
MANUFACTURING	8.77%
CONSTRUCTION	3.51%
RETAIL TRADE	31.58%
ACCOMODATION & FOOD SERVICES	12.28%
TRANSPORT, POSTAL & WAREHOUSING	7.02%
PUBLIC ADMINISTRATION & SAFETY	8.77%
HEALTH CARE & SOCIAL ASSISTANCE	10.53%
OTHER	3.51%
TOTAL	100.00%

3.2 Employment

3.2.1 Employment by Occupation

Expectations about growth in employment by occupation for survey respondents between end December 2006 and end December 2008 are reported in Table 4. Some employers were not able to provide employment estimates for 2008. In these instances employment for these businesses was assumed to be the same for both periods.

Total employment for survey respondents was 2,313 at the end of December 2006. This represents just over 25% of the current total work force in the Yorke region, showing that the data is reliable and valid as there is a large sample. Total employment for respondents is expected to rise by 263 persons or over 11% between end 2006 and 2008. This shows a strong employment growth expectation for the Yorke region.

Table 4
Employment by Occupation for Survey Respondents (end 2006 and end 2008)
Yorke Region

OCCUPATION	Number		Change	
	2006	2008	Number	Per cent
Managers & Administrators	187	204	17	9.09%
Professionals & Associate Professionals	281	314	33	11.74%
Tradespersons & Related Workers	267	319	52	19.48%
Skilled Clerical, Sales & Service Workers	346	380	34	9.83%
Production & Transport Workers, & Machine Operators	289	309	20	6.92%
Basic Clerical, Sales & Service Workers	507	548	41	8.09%
Labourers & Related Workers	436	502	66	15.14%
TOTAL	2313	2576	263	11.37%

As can be seen from the above table employment is expected to grow strongly across all occupation areas. Tradespersons and related workers expect the biggest growth (almost 20%). However further analysis of the data received revealed that there could be significant difficulty in achieving this growth, due to the lack of skilled labour available.

Professionals and associate professionals, along with labourers and related workers are the other categories that expect strong growth (over 11% and 15% respectively). According to the latest Census figures unemployment is currently at 7% for the Yorke region. Finding suitable people to fill the expected growth in employment is going to present a considerable challenge for businesses.

3.2.2 Employment by Part-time and Full-time Status

Table 5 illustrates a breakdown of employment by respondents by full-time and part-time status. As can be seen there is a substantial expectation in growth of employment, particularly in the full-time numbers. This may be attributed to the overall growth throughout the region in population numbers.

Table 5.**Employment by Full-time and Part-time Status (at end December) Yorke Region**

	Number		Per cent		Growth	
	2006	2008	2006	2008	Number	Per cent
Full-time	1382	1562	59.75%	61.54%	180	7.78%
Part-time	931	1014	40.25%	39.36%	83	3.59%
TOTAL	2313	2576	100.00%	100.00%	263	11.37%

Table 6**Employment by Full-time and Part-time Status by Selected Industries (end December) Yorke Region.**

Occupation	2006		2008	
	Full-time	Part-time	Full-time	Part-time
Agriculture, Forestry & Fishing	78.57%	21.43%	79.34%	20.66%
Manufacturing	90.56%	9.44%	87.77%	12.23%
Construction	68.18%	31.82%	78.79%	21.21%
Retail Trade	40.90%	59.10%	40.74%	59.26%
Accommodation & Food Services	26.55%	73.45%	29.13%	70.87%
Transport, Postal & Warehousing	81.13%	18.87%	79.31%	20.69%
Public Administration & Safety	80.46%	19.54%	81.16%	18.84%
Health Care & Social Assistance	29.09%	70.91%	37.08%	62.92%
Other	46.15%	53.85%	46.15%	53.85%
TOTAL	59.75%	40.25%	62.11%	37.89%

As is illustrated in the above table at the end of December 2006, there was almost a 60/40 split between full-time and part-time employment. In the future the respondents indicated that full-time employment will become slightly higher as an overall percentage. Among the industries that exhibited high percentages of full-time employees were the Public Administration and Safety, the Transport, Postal and Warehousing, and the Manufacturing. The Accommodation and Food Services sector showed the lowest percentage of full-time employees, owing to the high use of casual and part-time labour in this industry to match peaks in customer demand which occur daily or indeed seasonally.

3.2.3 Employment by Age

Employers were asked to report a breakdown of their workforce by age group. The largest groups of employees of the respondents were in the 25 – 54 age groups. This is also reflected in the 2006 census results which list this age as the largest group of employees. However the respondents reflected a larger number of employees in the 15 – 24 year age group than the census indicates for the Yorke region. A lower prevalence of young people (aged 15-24) almost certainly reflects that younger people in regional areas move to metropolitan areas to further pursue education and career prospects.

Table 7
Employment by Age Group Yorke Region

AGE GROUP	END DECEMBER 2006	2006 Census
15 to 24 Years	24.30%	6.25%
25 to 54 Years	65.41%	72.70%
55 to 64 Years	8.95%	16.35%
65 Years & Over	0.91%	4.70%
Not stated	0.43%	0.00%
TOTAL	100.00%	100.00%

Industry Employment by Age

Table 8 shows a breakdown of the age structure of employment in each industry sector based on the survey results. The Building and Construction industry had the most employees in the 65 and over bracket. However it can be the sectors of Agriculture, Public Administration and Accommodation and Food Services had equally high rates for the ages 55 and over. With the exception of the Manufacturing industry the bulk of all employees across all sectors fell into the 25 to 54 age range. In Manufacturing it was almost the same percentage across 15 to 24 and across 25 to 54.

Table 8
Age Structure of Employment in Each Industry (Per Cent)

Industry	15 to 24	25 to 54	55 to 64	65 & over	Not stated
Agriculture, Forestry & Fishing	10.88%	75.51%	13.61%	0.00%	0.00%
Manufacturing	48.71%	48.28%	3.00%	0.00%	0.00%
Construction	18.18%	72.73%	4.55%	4.55%	0.00%
Retail Trade	37.34%	54.22%	8.07%	0.38%	0.00%
Accommodation & Food Services	29.20%	58.41%	11.50%	0.88%	0.00%
Transport, Postal & Warehousing	3.77%	86.79%	7.55%	1.89%	0.00%
Public Administration & Safety	8.05%	77.59%	12.36%	2.01%	0.00%
Health Care & Social Assistance	7.64%	80.04%	10.40%	1.91%	0.00%
Other	7.69%	15.38%	0.00%	0.00%	76.92%
TOTAL	24.30%	65.41%	8.95%	0.91%	0.43%

3.3 Seasonal Workers

Employment of Seasonal Workers

Due to the importance of agricultural activities in the Yorke Region as revealed by survey results, many respondents reported having employed seasonal workers during 2006. 12 businesses answered yes to the question "Did your organisation employ any seasonal workers during 2006?" 44 answered no, and 2 did not respond.

Survey respondents employed a total of 164 seasonal workers in 2006. This figure falls to 158 for future projections in 2008. Table 9 summarises the data for the 2006 seasonal employees.

Table 9
Employment of Seasonal Workers in Yorke Region by Occupation.

Occupation	2006		2008
	Number Employed	Average Months Employed	Number Employed
Supermarket Assistant	4	2	6
Truck driver	1	5	
Grain Handlers	4	2	
Classifiers - grain	4	2	
Weigh Bridge operators	2	2	
Administration	2	3	2
Data entry	20	3	20
General labourers	100	3	100
Hay receiver (forklift)	1	1	
Field inspectors	4	2	4
Labourers/ Deckhands	4	3	4
Sales assistants	4	1	4
Kitchen hands	3	2	6
Bar assistants	4	2	5
Crab Processing	4	6	4
Sales assistants	2	3	2
Farm Hand	1	1	1
Total	164	3.83	158

Based on estimates provided by respondents, it is estimated that 9.09% of seasonal workers reside outside the Yorke Region.

3.4 Vacancies and Recruitment Difficulties

3.4.1 Vacancies

One third of businesses reported that they had a vacancy for a position at their organisation at the time of the survey. A total of 57 vacant positions were reported. The average time vacant for positions was 3-4 months. Table 10 summarises the number of vacancies reported by occupation.

The largest vacancies reported were for grain handling positions, reflecting the time the survey data was collected, just prior to the 2007 harvest. All other occupations listed have a relatively even number of vacancies. The length of time for registered nurses (8 months), mechanics (18 months), electrician (12 months) and metal fabrication (12 months), was consistent with feedback received during consultations, which indicated that there is a significant shortage of skilled people available, particularly in regional areas.

**Table 10
Vacancies by Occupation - Number and length of time vacant, Yorke Region**

Occupation	Number	Months
Supermarket IT Manager	1	Yet to advertise
Experienced Supermarket Assistants	2	Yet to advertise
Truck driver	2	2
Motor Mechanic	1	2
Shed Erector	1	3
Grain Handling	12	2
Grain classifiers	9	2
Weigh bridge operators	4	2
Kitchen hand	1	4
Dental assistant	1	4
Apprentice fitter	1	1
Registered nurses	2	8
Store Assistants	2	1
Store Assistants	3	2
Chef	1	2
Spray Painter	1	5
Welder	1	1
Welder - 2nd class	2	1
Nursing	2	2
Supermarket - night fill	1	1
Mechanics	1	18
Administration Officer	1	New position
Electricians	2	12
Metal fabrication	2	12
Project Co-coordinator	1	New position
Total	57	

3.4.2 Employing People with a Disability or Indigenous People

Of the respondents surveyed, 35% indicated that they had employed people who were either Indigenous and/or had a disability. 28% answered no to this question, and the remainder did not answer the question.

Respondents who answered yes were also asked to describe their experience. Employer comments are included in *Appendices One*.

3.4.3 Recruitment Difficulties

58% of respondents indicated that they had experienced difficulty in recruiting staff over the past year. Table 11 summarises the proportion of respondents by industry sector who reported experiencing recruitment difficulty.

Table 11
Recruitment Difficulties Experienced By Industry (Per Cent)

Industry	Per cent
Agriculture, Forestry & Fishing	63%
Manufacturing	80%
Construction	0%
Retail Trade	50%
Accommodation & Food Services	57%
Transport, Postal & Warehousing	75%
Public Administration & Safety	60%
Health Care & Social Assistance	83%
Other	0%
Total	58%

Both the health care and manufacturing reported high levels of difficulty in recruiting staff, (83% and 80% respectively). As has been identified, nurses appear to be in short supply in regional areas. In the manufacturing sector, respondents sited lack of skilled trade workers, along with the loss of employees to the mining industry as having an impact.

Table 12 illustrates the occupations that respondents reported having recruitment difficulties with over the past year, and includes the number of positions that remain vacant. Occupations cover a range of areas with skilled and unskilled jobs vacant.

Table 12
Occupations Respondents Experienced Recruitment Difficulties With Over Past Year and the Vacancies Remaining.

Occupation	Vacancies
Supermarket IT Manager	1
Experienced Supermarket Assistants	2
Truck driver	2
Motor Mechanic	1
Shed Erector	1
Grain Handling	12
Grain classifiers	9
Weigh bridge operators	4
Kitchen hand	1
Dental assistant	1
Apprentice fitter	1
Registered nurses	2
Store Assistants	2
Store Assistants	3
Chef	1
Spray Painter	1
Welder	1
Welder - 2nd class	2
Nursing	2
Supermarket - night fill	1
Mechanics	1
Administration Officer	1
Electricians	2
Metal fabrication	2
Project Co-coordinator	1
Total	57

Also featured in the above table are specifically skilled trade such as mechanics, welders, metal fabrication, nurses and chefs. Most respondents felt this reflected the current trend away from young people gaining a trade and preferring to go to university. Once again they also indicated that the current mining boom was depleting this regional area of skilled labour.

3.4.4 Specific Training Needed to Address Recruitment Difficulties

The opportunity to identify any specific training the respondents thought would help to address the recruitment difficulties they had experienced was given. Many businesses did not identify a specific training need in relation to the occupation, but gave general comments. Table 13 summarises the comments made.

Table 13
Specific Training Needed to Address Recruitment Difficulties by Occupation

Occupation	Comments
Butcher/Slaughter man	More apprenticeships.
Mechanic	Technical secondary education should offer various vocations in last 3 years of 14/15 year olds.
Shed Erector	Elevated work platform license (on job training provided)
Grain Handling industry	Recruit & train own apprentices.
Registered nurses	Aged care scholarship has helped, has moved EN's to RN's within work place. Encourage this more.
Nurses	Flexibility & joint employment e.g.: with private sector
Boner, butcher, slaughter man	Pre voc courses in meat industry would be of great benefit. School based traineeships could also help. Short term, we need to bring people in from overseas, who already have the skills required.
Mechanical & electrical trades	More of a focus on government assistance to employers (particularly in the early years of apprenticeship). Most companies are fully aware that they are just training people up for the mining industry, as they are not able to compete with the big dollars being paid. There either needs to be a further time commitment from the apprentice built into the 4 years of training contract (i.e. guarantee of another 2 years of work for same employer after apprenticeship has finished?) or some other form of \$value to compensate for the loss of the worker after so much time has been put into them.
Trades	Apprenticeships
Finance	Higher education
Registered Nurses	Enticement to go to the country.
Driving Heavy Vehicles	Gaining experience driving heavy vehicles
Loading/unloading heavy vehicles	Gaining experience loading/unloading heavy vehicles
Planners	University degree
Butcher	Innovation of ideas that meet customer needs (new ideas)
Abattoir labourers & slaughter men	Meat industry workers training
Electrical labourers	Hand & power tools use/safety; hardware fixings use - screws toggle bolts etc.
Operators	On site training
Skilled tradespersons	Trade is loosing attraction - needs higher wages.
Welders	Specific training - mig welding.
Agronomist	More young people choosing agriculture as a career.
Welder	Specific training for welding.
Nursing & Allied Health	More promotion on the benefits in working & living in a country environment.
Planner	Tertiary qualification
Technical Officer	Tertiary qualification
Weeds Spray Office	Chemical license

3.4.5 Other Suggestions for Addressing Recruitment Difficulties

Approximately 65% of the respondents who reported recruitment difficulty gave other suggestions about how those difficulties could be addressed. Some of the suggestions given were very general in nature; therefore linking these suggestions to particular occupations would be fruitless. *Appendices Two* is a list of comments made by businesses.

3.5 Training and Education

3.5.1 Internal and External Training

Table 14 provides a summary of the proportion of respondents in each industry that provided in-house education, training or up-skilling for their employees, and also the proportion that sent employees to external training and education courses.

As can be seen a high percentage (over 73%) provide internal training in some form. Generally respondents indicated training was in areas such as occupational, health and safety, and other skills training applicable to their industry. A lower percentage, just over 63% enable employees to participate in external training.

Table 14
Proportion of Respondents Providing Internal & External Training

Industry	Internal	External
Agriculture, Forestry & Fishing	75.00%	87.50%
Manufacturing	80.00%	20.00%
Building & Construction	100.00%	50.00%
Retail Trade	77.78%	66.67%
Accommodation & Food Services	71.43%	71.43%
Transport, Postal & Warehousing	50.00%	50.00%
Public Administration & Safety	60.00%	60.00%
Health Care & Social Assistance	66.67%	66.67%
Other	100.00%	50.00%
Total	73.68%	63.16%

Building and construction and other industry sectors were the only industries to provide full internal training to employees. However as stated earlier in the report the results from these industries may not be indicative of the industry overall as only two surveys were able to be received from each.

Industries who noted quite high rates of external training provided included agriculture and the accommodation and food services industries.

Appendices Three and *Appendices Four* provides a breakdown of the most common forms of internal and external training respectively.

3.5.2 Issues with Existing Training: Views of Respondents

Approximately 33% of all respondents indicated that they had concerns or problems with existing education and training programs. There was an even split between Retail, Accommodation and Food Services, Health, Manufacturing and Public Administration in regards to concerns. Agriculture, Transport and Other had low levels of concerns (less than 10%).

The main concerns raised were the lack of local providers which resulted in greater cost to businesses to send employees to Adelaide for training. Also raised was the lack of programs available locally and the quality of the actual training. Some respondents felt the content was not to industry standards and therefore at times unsuitable for their business. A list of comments is included in *Appendices Five*.

3.5.3 Staff Development

Respondents that did not send employees to external training and education courses were asked to indicate from a predetermined list of responses what would help them to provide “in-house or external up-skilling, training or personal development opportunities” for their employees. The results are summarised in Table 16.

Table 16
What Can Be Provided To Organisations to Help Them Provide In-house or External Up-skilling, Training or Personal Development (Per cent)

Response	Per cent
Nothing, our organisation does not require or is not interested in this	22.22%
Advice on providing in-house training	22.22%
Information on appropriate training available for our industry	44.44%
External training that is more tailored to our organisation's needs	55.56%
Other (please specify)	11.11%
Nothing, our organisation does not require or is not interested in this	22.22%

Percentages are expressed as a proportion of respondents that did not send their employees on external education and training courses

3.5.4 Apprentices and Trainees

Approximately 33% of all respondents employed a trainee and/or apprentice at end of December 2006. Table 17 summarises by percentage which industry sector employed trainees and/or apprentices.

Table 17
Number of respondents who employed a trainee and/or apprentice during 2006

Industry	Yes	No	Not stated
Agriculture, Forestry & Fishing	12.50%	87.50%	0.00%
Manufacturing	40.00%	40.00%	20.00%
Building & Construction	100.00%	0.00%	0.00%
Retail Trade	55.56%	38.89%	5.56%
Accommodation & Food Services	42.86%	57.14%	0.00%
Transport, Postal & Warehousing	25.00%	75.00%	0.00%
Public Administration & Safety	40.00%	60.00%	0.00%
Health Care & Social Assistance	83.33%	16.67%	0.00%
Other	0.00%	100.00%	0.00%

Table 18 summarises the various types of apprentices by occupation that were employed by respondents at end of December 2006.

Table 18
Apprentices by Occupation

Occupation	Number
Butcher	3
Boilermaker	1
Carpenter	1
Personal Carers	5
Gardener	1
Electrical	2
Mechanical Fitting	3
Welding	1
Motor mechanic	1
Heavy diesel mechanic	3
Fitter	1
Electrician	1
Metal Fabrication	3
Total	27

Table 19 summarises the number and occupation area of trainees employed at the end of December 2006.

Table 19
Number & Occupation Area Of Trainees Employed At End Of December 2006.

Occupation	Number
License	5
EN Cadet	1
Meat Processing (either boning or slaughtering)	160
Administration	3
Rendering Plant	2
Warehousing	25
Cert 3 Aged Care	2
Clerical	1
Retail Management	3
Trainee manager	1
Cooking & food preparation	2
Personal carers	5
Stocking labourer	1
Boat fisher	1
Mechanic	1
Clerical	1
Retail Cert 3	1
Bakehouse	1
Produce Service	1
Horticulture	2
Clerical Processing	3
IT	4
Tourism	1
Lab Technician	1
Total	228

Trainees appear to be an important source of meeting skill needs in many industries, but particularly manufacturing where trainees numbers employed were 160.

The overwhelming majority of businesses (over 63%) who did not employ apprentices and/or trainees in 2006, stated that the reason for this was a lack of suitable positions available. Over 13% indicated that it was due to being cost prohibitive.

Table 20
Reasons Given Why Apprentices and Trainees Were Not Employed In 2006. (per cent)

Reason	Per cent
No suitable positions available for a trainee or apprentice	63.33%
Cost prohibitive	13.33%
Time prohibitive	6.67%
No suitable persons available	3.33%
Do not know enough about it	6.67%
Other	30.00%

3.5.5 Information on Apprenticeship and Traineeship Schemes

Respondents were given the opportunity to elaborate on if there have sufficient information about apprenticeship and traineeship schemes available. Generally most respondents indicated that they had sufficient information on the various schemes available. The proportion who answered no was on average approximately 16%, while another low percentage answered that it was not applicable to their business.

The following table summarises the percentage of businesses that believe they have sufficient information on the schemes available.

Table 21
Businesses who believe they have enough information on schemes available

Apprenticeship and trainee schemes	Yes	No	Not applicable	Not Stated
Direct employment of Apprentices	64.91%	10.53%	19.30%	5.26%
School Based New Apprenticeships	59.65%	19.30%	17.54%	3.51%
Traineeships	59.65%	21.05%	14.04%	5.26%
Engagement of apprentices and trainees through Group Training Organisations	57.89%	15.79%	19.30%	7.02%

3.6 Employment Loss and Succession Planning

3.6.1 Employment Loss

Respondents reported that they expect approximately 242 employees will leave their organisation during 2008. Of these 9 percent were expected to retire.

Table 22 summarises for each industry sector the number of employees that are expected to leave in 2008 as a proportion of total employment at end of December 2006.

Overall the manufacturing (over 17%) and the accommodation and food services industries (12.39%), along with retail trade (almost 12%), have the highest percentage of employees expected to leave in 2008.

Table 22
Employment Loss Expected For 2008 by Industry

Industry	Employment at end December 2006	Employees expected to leave in 2008 as a per cent of total employment at end December 2006	Proportion of employees that leave that are expected to retire (per cent)
Agriculture, Forestry & Fishing	294	11.56%	0.68%
Manufacturing	466	17.60%	1.07%
Building & Construction	22	0.00%	0.00%
Retail Trade	533	11.82%	0.38%
Accommodation & Food Services	113	12.39%	2.65%
Transport, Postal & Warehousing	53	5.66%	0.00%
Public Administration & Safety	348	3.45%	0.29%
Health Care & Social Assistance	471	2.97%	0.85%
Other	13	0.00%	0.00%
Total	2313	9.60%	0.73%

All industry sectors indicated a low level of retirements expected in 2008.

3.6.2 Succession Planning

Respondents were asked to indicate if their organisation was “taking any steps to ensure that skills will not be lost from your workplace when older workers retire?” The results are summarised in Table 23, by industry of the respondent.

Table 23

Whether Respondents Are Taking Steps To Ensure That Skills Will Not Be Lost From Work Place When Older Workers Retire (Per Cent)

Industry	Yes	No	Not stated
Agriculture, Forestry & Fishing	87.50%	12.50%	0.00%
Manufacturing	60.00%	40.00%	0.00%
Building & Construction	100.00%	0.00%	0.00%
Retail Trade	83.33%	11.11%	5.56%
Accommodation & Food Services	85.71%	14.29%	0.00%
Transport, Postal & Warehousing	50.00%	50.00%	0.00%
Public Administration & Safety	80.00%	20.00%	0.00%
Health Care & Social Assistance	83.33%	16.67%	0.00%
Other	50.00%	0.00%	50.00%
Total	87.50%	12.50%	0.00%

Those organisations that indicated they were taking steps to ensure that skills would not be lost when older workers retired were asked to describe what steps they were taking. Generally succession planning is of concern to businesses, and they are taking steps to ensure successful transitions. *Appendices Six* contains a list of strategies that respondents are using for succession planning.

3.7 Working With Young People

The last section of the survey related to working with young people. Respondents were asked if they “currently host work placements and/or work experience students?” Sixty eight per cent answered yes to hosting students. Table 24 summarises by industry the percentage of work experience and/or work placement hosting.

**Table 24
Respondents Who Currently Host Work Placements and/or Work Experience Students (Per Cent)**

Industry	Yes	No
Agriculture, Forestry & Fishing	62.50%	37.50%
Manufacturing	60.00%	40.00%
Building & Construction	100.00%	0.00%
Retail Trade	77.78%	22.22%
Accommodation & Food Services	57.14%	42.86%
Transport, Postal & Warehousing	0.00%	100.00%
Public Administration & Safety	80.00%	40.00%
Health Care & Social Assistance	83.33%	0.00%
Other	50.00%	50.00%
Total	66.67%	33.33%

The transport industry was a resounding no to hosting students, no doubt due to the nature of the business. There is scope for most industry areas to improve their hosting rates so as to attract future employees from today’s young people.

Of the remaining 32% who answered no, they were asked from a series of choices why they didn’t. The following table summarises the reasons given as a percentage of the no answers.

**Table 25
Reasons for Not Hosting Work Experience and/or Work Placement Students**

Reason for not hosting work experience and/or work placement students	Answers
Negative experience in the past	3
Cost Prohibitive	2
Time Prohibitive	3
Business not suitable	10
Do not know enough about it	2
Other	6

Some of the reasons given for the other were as follows

- Have had problems with confidentiality (health sector)
- Poorly dressed, don't show up, have belly buttons on show when they do
- No room in office for clerical & no requests for outside work (local government)
- No requests
- Due to high risk industry.

Respondents were then asked if they would consider hosting further work placement and/or work experience students. The following table summarises by industry sector their responses.

Industry	Yes	No	Possibly
Agriculture, Forestry & Fishing	62.50%	37.50%	0.00%
Manufacturing	60.00%	40.00%	0.00%
Building & Construction	100.00%	0.00%	0.00%
Retail Trade	83.33%	16.67%	0.00%
Accommodation & Food Services	71.43%	28.57%	0.00%
Transport, Postal & Warehousing	0.00%	75.00%	25.00%
Public Administration & Safety	100.00%	0.00%	0.00%
Health Care & Social Assistance	83.33%	0.00%	16.67%
Other	50.00%	50.00%	0.00%
Total	71.93%	24.56%	100.00%

Respondents were also asked to describe their experience with hosting students. Most respondents had positive experiences; however some issues included lack of motivation and supervision difficulties. A list of comments is included in *Appendices Seven*.

Respondents were asked “what skills would you expect a young person to have prior to commencing work placement and/or work experience with your organisation? Are these similar to when employing young people?” Answers varied from low expectation apart from a willingness to learn and keenness for the job, to businesses expecting some basic occupational health and safety knowledge. Some respondents stated that previous skills and training would be advantageous. *Appendices Eight* provides a list of responses.

Finally respondents were asked to make suggestions on how schools can better prepare students for work placements and/or work experience and transitions into work.

Many respondents were satisfied how schools are preparing students, however some suggestions made included:

- Improved presentation skills
- Improve communication, numeracy and literacy skills
- Provide industry-based training.

A list of respondent comments is included in *Appendices Nine*.

Conclusion

There are many positives that may be drawn from this report. The expected increase in full-time workers is encouraging. An increase in young employees will aid in abating the drain that has historically occurred in rural regions when the opportunities were all in metropolitan areas.

Business willingness to participate in schools work education programs is pleasing, particularly when the requirements of operating a business are already so taxing. This should be fostered at all times as this is where the future work force will emerge from,

Negatives that were found included the severe lack of nurses, mechanics and other skilled trades such as electricians. Many businesses felt the mining boom is to blame for this. Perhaps a bigger commitment to apprentices in the future will be a part solution. Anecdotal information suggests that some people attracted to the mining industry do return to the region as the conditions do not suit their lifestyle. Therefore, employers could look at flexible working arrangement and provide “leave without pay” options to staff pursuing short term mining positions.

Lack of local training providers is a recurring complaint. The costs of sending employees to Adelaide for training impacts in both time and money values.

There is sufficient statistical data from this report to back all anecdotal data about the skills shortages and training issues. With the forecast growth in this region, significant solutions will need to be developed to solve these problems.

Industry involvement in planning and developing responses to employment and training issues is important. *South Australia Works* and the Yorke LCP need to strengthen these partnerships. Involving industry to assist young people and job seekers to make career choices would be a positive step towards relieving skill shortages.

The Yorke ESF and Yorke LCP have indicated future projects will be a leader’s forum and community speaker’s project. These initiatives will create further community awareness of some of the issues indicated within this report.

Appendices

Appendices One

Experience Employing People with Disabilities and Indigenous People

- Currently employ staff member with physical disability no major problems positive experience.
- In past have participated in work placement for someone with physical and mental disability - positive experience.
- Disastrous & disappointing.
- OK
- Despite a lot of encouragement from the company, the contract was only short term. The person stopped turning up for work.
- Indigenous - still employed as a manager.
- Indigenous - still employed
- Indigenous - hard worker but unreliable (high absenteeism) resigned when left area.
- 2 wheelchair people- no problems at all, made modifications to cater for them.
- Indigenous - still employed, positive, no problems. Disability - overall a positive. Depends on the level, sometimes not so obvious.
- Unsure of site outcomes - not opposed to it in principle.
- 2 indigenous workers now - positive experience; disability worker started doing work placement, now a permanent staffer, very good.
- Unsure
- Indigenous - fine no problems, only recently left for personal reasons.
- Short-term part-time with a disabled person - lack of funding inhibited offering further employment. Indigenous apprentice mechanic -
- Parted company after attaining qualification.
- Good - one employed, one did work experience - no problems.
- Positive experience - workcover re-entry person.
- Disabled - no problems, deaf person who didn't have any problems with their job (manufacturing)
- No problem.

Appendices Two

Comments regarding recruitment difficulties

- Early & dominant advertising, flyers, cards, running a pilot training scheme "training vouchers" Certificate 2 storage & handling.
- Looking to mainly employ people with a university qualification in agriculture & preferably some previous experience.
- Pay rates increased.
- Improve pay rate (dental assistant) and create a better career path.
- Government grants, better skills practice, all staff now Certificate 3 trained & qualified; local RTO (TAFE) doesn't provide enough positions in Certificate 3 aged care.
- More benefits/money enticements to go to the country.
- Extra effort on prevocational & work experience needs to be developed. Many school leavers still seem to have no concept of time management & reasonable expectations that an employer may have of them once they hit the workplace. Local government needs to make sure the area maintains its TAFE facilities & assist in continuing to work on new initiatives for training in the local area.
- "Tech" needs to be redeveloped in schools - this is already being addressed, but it needs to be fast tracked. Many of our young people have been streamed into university areas, thinking they will be "rocket scientists". There is no one left to do the hands on type work, yet these are the jobs our school leavers will be able to earn the big dollars from over the next 50 years.
- More housing for the area is starting to be developed. This needs to continue, as the short term answer for most company's recruitment problems is to bring in outsiders (not necessarily from overseas).
- To not offer blocks of welding training, but have a system where they do a bit of training & back to job and so on.
- Actively encourage people to consider cooking as a trade/career. It's quite difficult for young people to get apprenticeships in this field.
- Encourage school based apprentices.
- We find that it is difficult to entice chefs to leave the city.
- Vocations should be offered at high school level.
- Teachers want students to go to university – need more focus on skills training.
- Encourage people to work & educate themselves. Government incentives to not rely on benefits and get jobs.
- Offer different types of education in the jobs we require - not always appropriate to have the training in a block - maybe more a trade school situation.
- In house training via cadetships etc.
- Improved marketing of local government career opportunities, especially to high schools.
- Free prevocational courses for eligible persons before recruitment

Appendices Three

Types of Internal Training Provided

- Mostly on job training supplemented with industry training off site.
- All staff attend various in-house & out of house training via programmes arranged by our vehicle franchise group.
- On going - job related - hands on.
- Off & on site - relate to mechanics and sales.
- OHWS; skills training in new equipment; but an expectation they will know the basics when they start.
- Job specific - encourage to do any training that staff want. OHWS.
- Induction, on job training specific to job. All staff do monthly training, DVD's, manager talks etc.
- Hands on - OHWS - product schools.
- Management & recruitment training, on job training & induction in store.
- Managers training the staff all the time - all training specific to the store business.
- Traineeships - every day training in OHSW
- Own RTO visits one day each month to run training as required.
- Sales, computer operations, service & technology training.
- Upgrading certificates regarding quality assurance; customer service & questioning what customer wants. Best practice.
- On going training - cooking; service of meals; service of alcohol & products.
- Up skilled in regards to waitressing food preparation, responsible service of alcohol, gambling service & responsible gambling, cleaning.
- Safety, OH & S, general operations, licenses, TAFE - diplomas in various areas.
- Load shifting equipment, frontline management, OHWS, manual handling, quality training.
- OHSW; admin; frontline management; mobile equipment; plant & equipment training; classification training.
- OHSW; machine operating' out of hours study - study leave.
- New packaging techniques, OHWS, computer skills, new equipment skills, food safety rules & food movement.
- Safety induction training for all staff.
- Mandatory manual handling, OHSW, infection control, fire & emergency, food handling, life support basic & advanced, peer shadowing Royal Adelaide Hospital, with nursing staff.
- Courses relevant to the industry, that occurs in the local area.
- OHSW manual handling, fire & safety, infection control, 28 education seminars scheduled in next 12 months.
- Certificate 4 Train the Trainer done on site.
- Mandatory training: fire & other emergency; manual handling; infection control; chemical handling.
- Support Certificate 3 as a minimum, have two Certificate 4 Training Assessors on staff, can do lots of training in-house.
- Meat processing training in association with national certificates. All employees work through a training module system which gives them the necessary skills required for the plant. This training module system is closely aligned to the MINTRAC national certificates 2 or 3, but concentrates on site specific
- Only specific to the farm operations - i.e. basic seamanship- knots etc, safety, machinery use (specialised).
- Train unskilled workers to be labourers & slaughter men/women.
- On job training - customer service in future.
- Under the guidelines of our truck safe accreditation.
- OHWS; first aid; front line manager course.
- Bringing trainers over & arranging for them to train or by fellow employees assisting.
- Clerical (payroll, rate, debtors/creditors) ; road traffic management; "I " train; OHSW
- Financial payment of external training & education (the latter associated with employment commitment). Use of LG training & education programs.

Appendices Four

Types of External Training Provided

Admin & nursing - best practice updates
Administration traineeships
Any relevant training required
Apprentice carpenter
Apprentice training
Building, health & planning officer's education courses.
Butchery
Cardiac care, dementia care
Cert 3 & 4 enrolled nurse
Cert 3, 4 aged care, leisure & lifestyle, mental health.
Cert 4 - business, logistics admin
Certificates in Listeria training & microbiology testing.
Chemcert accreditation, facilitation training
Computer operations, service, upgrades
Conferences, state events
Coxswain/Aquaculture
Diploma & Cert 4 in management
Dogging & rigging
Electrical & mechanical
First Aid
Food handling courses
Forklift licensing & height awareness training.
Forklift operations, front end loader, scaffold & fall arrest, confined space certification
Frontline management
Gaming, responsible service
Gas fitting courses
Job specific, i.e. excel training.
Journalism & photography
Management training
Management training
Meat safety
Mechanics, claims processing
Mechanics, claims processing
Middle management, business management
Motor mechanics apprenticeships
OHS, beverage dispensing, responsible serving.
OHSW & front line management
OHSW & front line management
OHSW, health & safety rep, first aid, HR training
OHSW; HR
OHSW; work choice
On the job & local seminars
On the job & local seminars
Public speaking, sales
Record, rates & asset management.
Records management
Responsible service of alcohol & gaming machines
Retail skills
Retail traineeship
Sales & small amount of mechanics
Sales Service - technical
Senior first aid; OHWS at sea & on land
Traineeship training - retail, responsible service of alcohol.
Traineeships conf mgmt team building, palliative care
Upgrading of vessel tickets
Various
Workplace assessors, logistics, business, science/lab.

Aged care Association
TAFE
SARTA
Statewide Training
MTAA
University/TAFE
TAFE
Kath Hamball - Govt & Public Health Ass, DGP
TAFE
TAFE
TAFE
Dept Primary Industries
Various RTO - not listed
REYNOLDS
YP Alkaline Soils Group
TAFE
Business SA
CITB
TAFE
St Johns
Primary Industries
Transport Training Centre
Adelaide Forklift Training Centre

TAFE
TAFE
IMCO
TAFE
Country Press
Target own RTO's
Cheap As Chips
TAFE (ext)
Holden College
Hyundai College
A.I.M
TAFE
Australian Hotels Association
Business SA
Transport Training Centre
Business SA - Adelaide Training Centre
Business SA
AHA
Western Pacific
Civil Train
Banking RTO's outsourced
LGA
State Records
TAFE
IGA
TAFE
Toyota, Ford, Nissan
MMAL
St Johns
Woolworths State Office
TAFE
Academy of Maritime Training
LGA
TIME P/L

Appendices Five

Difficulties with existing training system

- Whilst it's been a couple of years since we had a trainee, I found some of the course work to be irrelevant to the workplace
- Lack of programs and local providers. Not flexible enough - would be better if training not done in weekly blocks, but as a day a week
- Once an apprentice is trained he is open to market. Apprentices should have to pay back (time period) to protect employer against loss
- Need more apprenticeships for butchery
- Don't come to smaller regional areas, only the larger cities near you, this causes problems for rostering staff as most times they have to stay overnight
- Although more of the courses could be provided locally.(i.e.: responsible service of alcohol & gaming machines)
- Not enough locally, very costly to attend in Adelaide.
- Not enough locally at cert 3 level (health sector)
- TAFE trained Cert 3 - not enough skills when they finish - all general clinical care
- If local training organisations could offer the same kinds of training it would be much easier for the company. Many of the above RTO's are used
- With an industry slant to their training, in order to make it more relevant, therefore workers get more out of it
- Not enough skilled educators.
- Some bit lacking in own knowledge, yet supposed to be the experts
- Lack of programs and local providers. Would be good to have a skills centre in area that could bring in RTO's on an as need basis
- Being able to afford the training at our cost & have replacement staff available for our operation to run smoothly in the absence of a driver
- Not advertised & promoted well enough; not enough diversity in training programs; not enough research (like this) to establish needs
- Lack of degree courses in SA universities for unqualified building & health officers
- Lack of regional training - have to go to Adelaide
- Lack of local providers & subsequent lengthy traveling
- Expense - course costs, travel & accommodation. Time spent away due to lack of local providers
- Availability & suitability of courses
- Location of courses - traveling a problem. Lack of programs
- Experience with Work Placement and/or Work Experience

Appendices Six

Strategies to maintain skills when older workers retire

- Apprenticeship offered, probably in 2008
- Keep training all workers - manager's multi and up skill
- Up skilling -managers can fill into each others roles. Forward planning
- Multi skilling between workers
- Multi tasking - new employees need to have specific skills and appropriate qualifications
- Putting on apprentices - every second or third year put on another set of apprentices
- Shared management between four managers. Shop floor staff multi skilled
- Succession planning - multi and up skilling
- Job rotation in workplace so all have same skills
- Training existing staff
- Sending staff to any appropriate training. Having the younger staff work with the senior staff to experience the assistance of the senior staff member
- Try to up skill - but loose them to better pay. Use a casual to fill in
- Education
- Training staff in all facets involved in the hotel
- Peer shadowing of staff and mentoring
- Traineeships, opportunity to develop own career - only employ suitable ones.
- Succession planning exists to systematically train sufficient numbers of employees to move into roles & functions that are left behind when
- YES - Multi & up skilling; NO - however skilled trades knowledge not replaced (same organisation)
- Cross training, education (after hours)
- Multi skilling is important in this business & therefore all employees know to all jobs required. Older employees are always talking & training younger
- Employing younger staff to learn from those more experienced
- Creating new position to mirror the co-ordination role currently employed
- Succession planning & multi skilling are two initiatives that we use
- Ongoing training & development opportunities for employees
- Job rotation
- Analysing existing skills base & potential for replacement.
- Employing apprentices
- Maintaining our internal training systems which includes "buddy type" training
- Procedure manuals/instruction guides; multiple people learning the one job
- On site training of the younger employees
- One on one training with experienced staff

Appendices Seven

Describe your experience hosting work placement and/or work experience students

- Some of our hosting has led to further employment. Sometimes difficult to find suitable interesting work.
- Generally good
- No problems - happy to do as instructed; on time; punctual; dress well.
- Beneficial - opportunity to have a look at them - with a view to offer employment.
- Great - bring in new ideas
- Positive - ensure that they get hands on experience - happy with the quality of students.
- Positive feedback
- Negative.
- Generally good - most are willing to learn and most leave having learnt skills.
- Couple of positives, on negative who wouldn't adhere to company policy, late to start & early to leave. We interview work exp applicants before we accept.
- Some have attitude of week off school; question their motivation & reason for doing work exp. Have had some good students - led to working here.
- Ability to give hands on experience a positive.
- Not motivated.
- 12 years experience.
- Difficult to supervise in extremely busy environment.
- Unsatisfactory
- Problematic - privacy in acute situations an issue, immaturity in such cases not good for public (health sector)
- Very positive
- Good - mostly enthusiastic, placed in lifestyle focus area (health sector)
- Experience has been good through VET program & work experience for Yrs 10 & 12
- Positive bring fresh ideas - promotes aged care as a nice industry.
- It is rewarding to observe young people taking an interest in what happens in a Health Service & then ultimately see them choose health as a career path.
- Positive experience for students, good help to the community.
- Takes time, however it is important for school students to have a little experience in the field of occupation they may be considering.
- Quite positive we have had a number go on to do part time or full time work. There have also been a number who need to "get back to school" though
- Good generally
- We make the effort to host at least 2 people per year. Good experience for student and good for us.
- Good - students that want to be here.
- Very positive with one student working in a casual position for some time after completing their training. Have 2 school & often a university student per year. Happy to take them on.
- Basic computing skills.
- Positive
- Hard to find adequate work for short period of time.
- Satisfactory.
- Good - apart from a couple of duds. Usually show good initiative & interest.
- Various experiences, negative & positive depending on the individual.

Appendices Eight

Skills expected prior to Work Placement and/or Work Experience

- Communication skills, basic 'work safe' knowledge.
- Common sense, have desire to be a mechanic, salesperson, clerk etc.
- Work ethic.
- People skills; be polite; follow instructions; able to work alone; common sense.
- Good people skills - pleasant nature - other training provided on site.
- Good manners, respect to management.
- Good English, basic numeric skills, good personality, bright cheerful & polite. Know their position.
- Keen to look at what working in the field would be like, basic presentation of themselves.
- General understanding of tasks - not specific skills though such as welding. Willingness to accept failure & apply themselves. A thick skin.
- Punctuality. Basic organisational skills. Oral communication & listening skills.
- Keen & enthusiastic - the rest can be taught.
- Need to have formal interview - willing to adhere to policy. No obvious piercing, business like dress, get on well with people in team environment.
- Able to take directions & do as instructed.
- Basic knowledge relevant to specific job. Motivation to work. No obvious piercing of body.
- Basic math's & communication skills - people skills.
- Personal presentation and attitude. Math's & English skills essential.
- Good presentation - not much else, would be taught on the job.
- Basic computer skills bit of initiative, communication skills, team player.
- Must be covered by liability insurance, PC knowledge, basic 3R's, physical ability of handling
- Secretary type/admin - good phone skills, communication with the public, common sense, turn up on time.
- Prefer students with a genuine interest in agriculture. Farming background an advantage but not essential.
- Elements of ship board safety (epirb use, life raft use, fire extinguisher use, flare & radio use); knowledge of fish & sea life. Fishing experience.
- Experienced in safe lifting & work practices. Good work ethic, enthusiastic.
- Basic office, phone & computer skills.
- Punctuality, common sense, discretion, manners, maturity, desire to be at work experience, not just there because school says you have to.
- Basic communication, ability to interact, not to be too young and act immaturely.
- Some knowledge of OHSW & customer service & confidentiality. Also responsibilities of employee e.g.: if sick ring in etc.
- Expectation of jobs - good communication, good presentation, respect for elderly clients.
- We will probably hire more experienced older workers with existing skills.
- Good manners, reliable, honest, cleanliness.
- General understanding of what may be required. Willing to work and apply themselves.
- Basic school skills.
- Any training in the hospitality field would assist.
- No particular skills - enthusiasm & willing to learn. If employing would want them to have done TAFE pre-voc in butchering at Regency.
- From nil to having some knowledge.
- Commitment & interested to learn, reliability.
- Common sense, basic understanding of admin, some computer skills, presentation skills.
- Sound computer knowledge; personal grooming & presentation; understanding of work ethics.
- Some business related skills ie: typing - depending on position.
- Literacy, communication, interpersonal, numeracy.
- Good communication, friendly & approachable manner - yes these are similar to employing young people.
- Good personality & communication skills. Willingness to learn.
- Listen, watch & learn.
- Hand/power tools, OHWS awareness, keen math's mind.

Appendices Nine

How can schools better prepare students for work placements, work experience and transitions into work

- Provide introduction to above mentioned skills prior to placement (e.g. communication skills, work safe knowledge)
- Offer technical vocations during secondary education.
- Try & steer them into wanting to work. Educate them on different areas of work & where it could lead them.
- Teach them to listen; expect to start at the bottom.
- Happy with the present students.
- Educate with good English and basic numeric skills.
- Make students aware of presentation importance - i.e.: impact that body piercing may have on prospective employers.
- Be aware of how body image can affect employer's perceptions, better training in life skills & people skills. Expectation to work their way up.
- Lots more 'life' speakers - for example people in jobs to speak at assembly & talk about pathways and their experience. Emphasise the importance of
- Physical image & appearance.
- Teach them to have respect; continue to promote School Based Apprenticeships; understanding of industry being placed in.
- Vet students so they can help them know what they want to do, resist placing students in situations they don't want to be in just because they have to be placed somewhere.
- Dress suitably - no body piercing uncovered, no skimpy dressing.
- Doing a good job now.
- Educate the parents to assist in training students with interpersonal skills, basic presentation, communication etc.
- Develop partnerships with business & industry; ask business what they want.
- Basic computer, office & phone skills.
- Schools doing a good job now.
- Work ethic, what employers expect of employees.
- My experience is that schools are doing their best already.
- Do work experience more than once a year. Encourage it to be done during holidays as study does make it hard to do during term.
- Teach them to be polite & listen & work as directed - expect to not wear earrings etc for quality service.
- Teach them good work ethic, appearance & honesty.
- Don't know.
- Hygiene training course - personal care a big problem with many young people.
- Better training in life & people skills. Expect to start at the bottom.
- Basic machinery training.
- I think they generally do quite well.
- Encourage & facilitate employers speaking to school classes on expectations.
- Resume training, present themselves well.
- Assist in developing literacy, numeracy, communication skills - offer career development/transition training.
- They can't - experience is the best method!
- Develop enhance communication skills. Basic knowledge of OHSW.
- Provide technical studies on a large scale.

References

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