

**A PROJECT TO DEVELOP ALLIANCES WITH EMPLOYERS WITHIN
THE AGRICULTURE, LOCAL GOVERNMENT,
INFRASTRUCTURE AND RESOURCE SECTORS**

NATIONAL PROJECT PARTNERS'

PILOT PROJECT PROPOSAL REPORT:

COLLABORATION IN THE FACE OF COMPETITION

NOVEMBER 2007



Australian Government

Department of Education, Science and Training

Local Government Managers Australia

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The Project Partners are:

**Cement, Concrete and Aggregates
Australia (CCAA)**

Cement Industry Federation (CIF)

**Chamber of Minerals and Energy of
Western Australia (CMEWA)**

Civil Contractors Federation (CCF)

**The Department of Education, Science
and Training (DEST)**

**Local Government Managers Australia
(LGMA)**

Minerals Council of Australia (MCA)

National Farmers Federation (NFF)

1. INTRODUCTION

This report sets out proposals for pilot projects for implementation in 2008. The project proposals have been developed after consideration of comments and expressed interest of the regional stakeholders in four regions: Central Highlands Queensland, Upper Hunter New South Wales, Launceston Northern Tasmania and South West Western Australia.

It is a requirement of the Regional Employers Alliance Project (REAP) funding that the project proposals consider skills and competencies of the occupations common to REAP sectors by involving:

1. A number of the REAP sector and industry employers working collaboratively; and
2. Recommending strategies for the region that will:
 - Support and sustain cross-sector careers;
 - Attract and retain workers in the REAP sectors; and/or
 - Train and up-skill workers to enable them to work across sectors.

Methodology

The project involved two levels of consultation and engagement.

The first level entailed consultation with the project partners via two national forums, one in April and one in November. At the April project partners' forum the project parameters, including selection criteria, were determined, and regions were proposed.

The second level of consultation involved engaging regional employers. To this end, local facilitators were commissioned in each region to engage with and identify regional stakeholders in all target sectors to initiate the consultation process. A 'snapshot' discussion paper summarising the key skills shortages issues and challenges, and actions and projects to date, was developed for each region.

Two local stakeholder forums were held in each region. The forum in August introduced the project, and enabled local employer stakeholders to discuss key issues and challenges. At the second forum in October three draft pilot project proposals were discussed, and a preferred regional project was chosen.

Purpose of the Forum

The Forum is being held to enable the Project Partners to consider and reach agreement on the pilot project proposals to be submitted to the Department of Education, Science and Training (DEST) on the 14th of December 2007.

It is anticipated that DEST will consider the proposals and make a determination as to the funding of the regional projects in early February 2008. Funding has been allocated and committed to this stage of the project from Commonwealth-State Skills Shortage Initiative funded through the Strategic National Initiatives component of the *2005-08 Commonwealth-State Agreement for Skilling Australia's Workforce*.

2. PILOT PROJECT DEVELOPMENT

The pilot projects have been developed taking into consideration:

1. Experiences of projects that have attempted to develop skills in regional Australia and projects that have worked to develop skills within a particular sector.
2. A review of research and reports regarding skills shortages in relation to the REAP sectors that focus on training and employment in trades focusing on apprenticeships and traineeships, workforce participation and development for mature aged and under-engaged¹. This review led to the development of proposed project outlines that were presented and discussed at the second regional stakeholder forum in October in each region (see attachment I for listing of forum dates and attendees).
3. Discussion on proposed projects held at the second regional stakeholder forums in October; and phone conferences and discussions in early November with local facilitators and key regional stakeholders of the project being proposed for the region.

2.1 EXPERIENCE OF PREVIOUS PROJECTS

In developing the pilot proposals we have been mindful of past experience in attempting to work collaboratively to develop skills regionally and within particular sectors. A number of projects funded by the Commonwealth government, often via DEST², have nominated a range of barriers to cross sector collaboration in workforce training and development. The issues we have taken into account in the development of REAP pilot projects fall into the following three areas:

Understanding Employers' Perspectives & Communication Processes

- Acknowledge and address the barriers raised during the stakeholder consultation.
- Developing an effective communication between different industry sectors is difficult and an essential pre-condition to success.

Developing Employers' Understanding

- Need to increase the skills and understanding of employers on the links between skills training and recruitment.

¹ Reports reviewed include: NCVET 2006 Addressing Barriers to Employment and Training of Traditional Trades Apprentices in the Australian Mining Sector; Resources and Infrastructure Skills Council 2005 Industry Skills Report; National Farmers Federation 2005 Labour Shortage Action Strategy; Committee for Economic Development 2005 Growth No. 56 Lifelong Learning; ACER 2007 Research report 50 - Movement of Non Metropolitan Youth towards Cities; Australian Industry Group 2007 Skilling Existing Workers; Business Council of Australia 2007 Engaging Our Potential, The Economic and Social Necessity of Increasing Workforce Participation

² Illawarra Skills Shortage Taskforce, May 2005; Townsville Regional Skills Shortage Pilot Project. Skills Ecosystem Thoroughbred Racing. NSW 2006. All reports accessed from the web.

- Proposing new ways of approaching training, recruitment and employment practices requires time to promote organisational and industry change and advantages to employees before attempting implementation of new projects.

Building a Culture of Collaboration

- Need investment of both time and resources to build a new culture of cooperation and a suite of regional strategies.
- Requires clear local organisational responsibility for leading projects.

Implications for Regional Pilot Projects

The issues listed under these three headings point to the need to allocate sufficient time in the development phase of the projects to ensure the employers' commitment and engagement in the implementation of the project.

2.2 KEY FINDINGS OF THE LITERATURE REVIEW

Set out below is a brief listing of the key issues drawn from the review of research literature that assisted in the development of the project outlines presented to the regional stakeholder forums in October.

- Development of common competencies that relate across sectors could create a workforce pool that could be used across sectors.
- The common skill sets have multiple levels: employability skills, capabilities and technical skills, and specialist skills.
- Change in the nature of work and workforce participation indicates a need to ensure workers have breadth of skills and capacities.
- Increased complexity, costs and risks enhance the value of inter-firm networking and collaboration.
- Skills development of labour force requires leadership of industry and acceptance that labour is transitional and that careers will no longer be linear as people will consider employment alongside education and training, family commitments, private activities.
- Need to increase workforce participation of population groups not currently engaged in the workforce including mature workers, women and unemployed.
- Workforce development that encourages workforce retention includes development of sustainable and flexible job design alongside workforce training.
- Business case for industry investing in training workers includes:
 - Skills development essential to business growth and increased productivity
 - Can improve the prospects of attracting new staff, especially young people by creating positive business recognition of the employer as a leader and developer of their workforce;
 - Lifts morale and reduce absenteeism;
 - Encourage worker flexibility in a changing environment.
 - Retains experienced workers for longer and re-attracts staff – link with career development within the company
 - Enables an internal approach to dealing with skills gaps as they occur.

“Employers must adapt and evolve and look at the skills that they need ... and be investing in that industry. There is a level of cross-subsidisation, but ... if you train someone and they leave, you will be able to get someone else who will have those skills.” Susan Heron, CEO, Australian Institute of Management

- A workforce skill development approach includes accepting all forms of learning and skill acquisition, both formal and informal. Acknowledging tacit knowledge and experience gained outside the formal learning and work process could attract those not currently participating in the workforce.
- Up-skilling current workforce, and those who could be attracted into the workforce with skill acknowledgement, is hindered by the lack of support for the workers and the cumbersome nature of the Recognised Prior Learning (RPL) and Recognised Current Competency (RCC) Systems.
- The difficulty in securing full time work in the local area is the major disincentive for young people leaving the area.
- Attracting school students requires hands-on workplace engagement of students.
- Training and skill development needs to be flexible and practical.

2.3 STAKEHOLDER ENGAGEMENT FINDINGS AND CHALLENGES

Consideration of the comments, attitudes and outcomes of all the regional stakeholder engagement processes has revealed the following:

Multiple Layers of Competition

This project aims to propose cross sector collaborations and develop pre-competitive strategies in the face of the reality of competition for skilled and semi-skilled workers, not only between sectors but also within sectors.

Local employers in the REAP sectors in the four regions showed a willingness to work together in pursuit of solutions that focus on overcoming the skills shortages and contributing to regional sustainability. However, there is a split between local employers' interests and what they perceive as their responsibility for tackling regional skill shortages.

It appears that there is a need for a considerable cultural shift for employers to start thinking and working differently. Innovative approaches and strong leadership are required. Employer associations working collaboratively could show the way.

Focusing on regional sustainability provides a basis for discussion about cross- sectoral collaboration. This is potentially less confronting to industries that are competing for the same skilled workers and in need of an immediate increase in their workforce.

The success of many of the project proposals is predicated upon cross-sectoral collaboration and the recognition of common competencies. However, due to the competitive nature of many REAP industries both across and within sectors, many local employer stakeholders have initially perceived the requisite transferability of skills as a threat. This is a challenge especially for sectors that focus on site-specific training that is often not accepted from one site to another, e.g. in coal mines.

A substantial shift in employer thinking about training and the mobility of the workforce appears a necessary pre-requisite for effective collaboration. There is a successful example of a shift in employers' acceptance of the need to work together in the Upper Hunter where over the last year local employer stakeholders have been exposed to cross-sectoral approaches and are beginning to understand the need to work collaboratively.

Contradictions Regarding Engaging Young People

There is a need to confront a widespread negative stereotype of Generation Y among local employer stakeholders. This negative attitude – that young people are unmotivated and uncommitted – results in a reluctance to consider any project that focuses on young people, particularly unemployed young people.

At the same time there was reluctance to acknowledge that the attitudes and values of young people (Generation X and Y) towards work and lifestyle requires a review of work practices.

As well as what appears to be an inherent contradiction within the attitude to engaging the Generation Y workforce, there is an overemphasis among local employer stakeholders that focusing on schools and attracting young people will provide the solution to the skills shortage problem.

All regions were interested in working with schools to attract young people to their industries and agreed that this requires the combined engagement of parents, teachers and career advisors as well as students. However there are inherent practical problems in engaging young people, e.g. it is more difficult for those sectors which must ensure the safety of young people working with heavy and sometimes dangerous equipment.

Building Local Trust Networks and Brokering the “Buy In”

Consultation at the local level is the only way to get local employer stakeholders to develop trust and engage in collaborative activities. Cross-sectoral engagement at this level needs to be facilitated by a local person or organisation embedded, committed and networked into the region.

Contracting local facilitators to support and engage local stakeholders provides assurance that there is an understanding of the region, and the way things work in the region, rather than imposing a process developed outside the region with Fly In Fly Out (FIFO) consultants.

Maintaining local engagement and information dissemination at the deliberation stage – the time between local engagement and the central decision – is essential. Keeping local stakeholders up-to-date keeps them in the loop and overcomes past experience of centralised decision making creating a disconnection and undermining the local alliance building and project development and roll out.

Full project “Buy In” by local industry stakeholders will only occur when the final and detailed projects are specified and agreed to by the Commonwealth.

Investment in Training

There was a lack of acceptance that investment in the workforce via training and upskilling will reap long term benefits as well as providing possibilities for workers to change employment.

The need to cultivate an understanding by employers that investment in training is positive for business.

A cross sectoral REAP industries skills ‘road show’ using simulators was a popular idea, however employer bodies would need to invest in this as simulator equipment is very expensive.

Reluctance to Adapt Work Practices

Reluctance to change work practices that could make the work environment more accessible for groups currently not engaged in trades in these sectors. For example, there is a reluctance to adapt the workplace to include flexible and responsive work practices to make REAP industry work more attractive to:

- young people
- underutilised groups that have different perceptions of the work/life mix and/or have family care commitments (women and mature people)
- underutilised groups within the region such as young unemployed are not seen as the employers’ responsibility

There appears to be a general reluctance amongst employers to accept that the world of work has changed.

Inflexible Trade Training System

Rigid rules are imposed on apprenticeships compared with the ease with which university students can defer or restructure their studies, and take advantage of credits for units completed in other courses and institutions. A recent survey by the Housing Industry Authority and Austral Bricks made the following observations of the current apprenticeship system:

- Current apprenticeships don’t allow any skill recognition for an apprentice dropping out – even temporarily – before completing training. Their recommendation: create “segmented pathways so that if an apprentice leaves after the second year he/she gains e.g. a Cert II qualification ... allowing later re-engagement in the apprenticeship should he/she want to have a gap year or try another industry.”
- Need alternatives to the current ‘all or nothing’ focus of 4-year apprenticeships, e.g. allow competence based training to enable apprenticeships to be completed ahead of the designated four years. Competence-based training is expected to come into place next year but state authorities will need to sign up to any national scheme.
- Training needs to be designed to allow apprentices to spend more time on the job and less time in the classroom
- Call for overhaul and update of apprenticeship system in keeping with workplace realities and employer and employee needs.

Complex and bureaucratic Recognised Prior Learning (RPL) and Recognised Current Competency (RCC) systems.

Inflexible and Uncoordinated Regulatory Frameworks

Lack of national coordinated trade training and inflexible federal and state government regulatory frameworks do not allow for mobility of skilled workers across states and between sectors. This relates to licensing as well as health and safety regulations.

Certification inflexibility within sectors, for example mining companies do not accept each other's qualifications.

Restrictive education and training policies, e.g. the TAFE system in Tasmania enjoys a monopoly due to Tasmanian government policy in TAFE's favour.

Compliance with apprenticeship and traineeship administrative and regulatory requirements is often experienced as 'complex, time consuming, costly' and overly bureaucratic.

Lack of Regional Infrastructure

Due to the impact of the mining boom, issues such as the lack of affordable housing, health and education services in all REAP regions has a negative effect on the desirability of certain regional communities. This undercuts the potential positive effects of attraction strategies that REAP projects might employ. For example, the increase in Fly In Fly Out and Drive In Drive Out workforces undermine community building and infrastructure development. However, remedying regional housing problems is a broader regional issue which is outside the REAP scope.

3. THE PROPOSED PILOT PROJECTS

We are proposing four pilot projects. Three regional projects are proposed for development and implementation through a process of regional employer collaboration and decision-making. The fourth project is a National project to be developed through a collaboration of the Project Partners with consideration regarding implementation to be carried out in the fourth region. Table 1 below summarises the proposed projects.

The reasoning for the development of the four projects is set out in the next section. The common project framework for development of the three proposed regional projects is set out with the next section and provides a summary of each of the regional projects. The national pilot project proposed for initial implementation in South West Western Australia follows. The final section sets out an assessment of the proposed pilot projects against the project selection criteria determined at the national project partner forum in April 2007.

Table I. Summary of the Proposed Pilot Projects

Region	Project	Focus of Attraction/ Retention	Sectors	Local Facilitator/ Broker (LF) Local Auspice (LA)	Local Interested Stakeholders
Central Highlands Queensland	'Grey Nomads' seasonal workforce attraction. Matching skill needs to skill sets of transient population group	Transient experienced workers /retirees Approximately 13,000 travellers March to October	<ul style="list-style-type: none"> ▪ Local Government – outdoor workers ▪ Infrastructure – trades ▪ Agriculture – picking/ harvesting ▪ Trainers/ coaches all sectors 	Blue Dog – Liz Alexander (LF) Central Highlands Development Corporation (LA)	<ul style="list-style-type: none"> ▪ Agriculture - Director, 2 PH ▪ Agriculture - Cotton Industry representative Queensland rural Industry Training Council ▪ Infrastructure – Director, C&J Excavator Hire ▪ Local Government - Emerald Shire Councillor (core of new amalgamated Shire) ▪ Resources - BHP Gregory Crinum Mine HR Advisor ▪ Training - Campus Manager, Australian Agriculture College Corporation ▪ Local Government & Business - General Manager, Central Highlands Development Corporation
Upper Hunter New South Wales	Technical and Plant Operation Skill Set – develop common competency, training and associated attraction strategy	<ul style="list-style-type: none"> ▪ Experienced workers without certification ▪ Young People ▪ Population out of the workforce 	<ul style="list-style-type: none"> ▪ Mining ▪ Local Government ▪ Agriculture ▪ Infrastructure 	Michael Murray (LF) Pegasus Management Group (LA)	<ul style="list-style-type: none"> ▪ Agriculture – Director, ABC Farms ▪ Agriculture – HR Manager, Coolmore Stud ▪ Local Government – HR Manager, Singleton City Council ▪ Resources – HR Manager, Mt Arthur Coal ▪ Infrastructure – Regional Manager, Leightons Construction ▪ Training – Hunter and Upper Hunter Institute TAFE NSW
Northern Tasmania	Sustainability Living skill set relating to horticulture, landscape, irrigation, fertilisers and chemical usage	<ul style="list-style-type: none"> ▪ Women returning to the workforce ▪ People seeking transitions ▪ Young people 	<ul style="list-style-type: none"> ▪ Local Government – outdoor workers; ▪ Agriculture – general skilled tradespeople; ▪ Infrastructure & Resources – environmental renewal 	Phill Bevan (LF) Trevor Forshaw (LF) SED Consulting (LA)	<ul style="list-style-type: none"> ▪ Agriculture – Manager, Grain and Seeds, Roberts Ltd ▪ Agriculture – Forestry Tasmania ▪ Agriculture – Manger, Tasmania Alkaloids ▪ Local Government – Economic Development Manager, Meander Valley ▪ Local Government – HR Manager, Northern Midlands ▪ Resources – HR Specialist, TEMCO ▪ Local Government & Business, CEO Northern Tasmania Development
South West Western Australia	Application of National REAP School Engagement Road Show and Resources Tool Kit	<ul style="list-style-type: none"> ▪ School Students and School Leavers 	<ul style="list-style-type: none"> ▪ Mining – ▪ Agriculture. ▪ Local Government ▪ Infrastructure 	Initial Alliance engagement and brokerage SWWA Area Consultative Committee	Need to develop collaborations with industry in a fragmented environment
REAP School Engagement - Road Show & Tool Kit	School and Young Persons Engagement	School Students and School Leavers	<ul style="list-style-type: none"> ▪ Mining - ▪ Agriculture. ▪ Local Government ▪ Infrastructure 	One of the REAP partner organisations	REAP Partners' Steering Committee

3.1 REGIONAL PILOT PROJECT DEVELOPMENT FRAMEWORK

There is a common approach to the development of the regional pilots that focuses on what brings the sectors together and the opportunities that regional employer stakeholders can derive from collaboration. We have considered and presented to the regional stakeholders what we see as the ‘glue’ that brings the sectors together: that is, developing common (transferable) skill sets that relate across sectors and industries. However, the way of reaching this point of consideration must respond to the:

- Particular interest of the regional stakeholders;
- Business reason for working in collaboration;
- Buy-in to collaboration from employer representatives from the sectors in the region; and,
- Prospect of a tangible outcome by the end of the pilot project.

The process of regional engagement used in developing the proposed project outlines and securing commitment from the regional employer stakeholders has led to the conclusion that the success of the regional pilot projects will be determined by effectiveness of:

- Embedding the development phase within the region driven by the local employer stakeholders;
- Providing resources to the regional employers’ collaboration in the form of a local project coordinator;
- Allowing sufficient time for completion of the project development phase; and
- Continuation of the communication and engagement process with regional stakeholders during the period between the October 2007 forums and the determination of the projects to be funded in late February - early March 2008.

An intensive local resourced development phase that supports local stakeholders working together is essential to ensure understanding of concepts, building trust and achieving commitment to the:

- Project management,
- Collaboration and sharing of information; and
- Agreed project implementation process.

The pilot projects have been developed in broad terms with an outline of the components of the development stage. The project implementation/roll out will be determined during the development phase. As per the funding agreement, resourcing for this implementation phase should be linked to securing regional commitments to roll out the implementation strategy. This ensures that the projects are regionally developed and owned.

Recommendations:

1. That the local regional facilitator engaged in Stage 1 of the project be engaged at Stage 2 to:

- Broker full buy-in to the project development from regional employers
- Establish a regional employers’ alliance

- Negotiate an appropriate local auspice agency for contracting the regional project development coordinator
2. That a regional project coordinator be employed in each of the regions to carry out the project research and development work, liaising with the local regional employers' alliance and being overseen by the national project manager.
 3. That Regional Pilot Projects be for a period of 18 months. The project proposals set out the activities to be undertaken by the regional project coordinator for the first 6 months, with the guidance and contribution of the regional employers' alliance. The project implementation is to be over a 12 month period. The details of the implementation plan and processes are to be determined in the development phase.

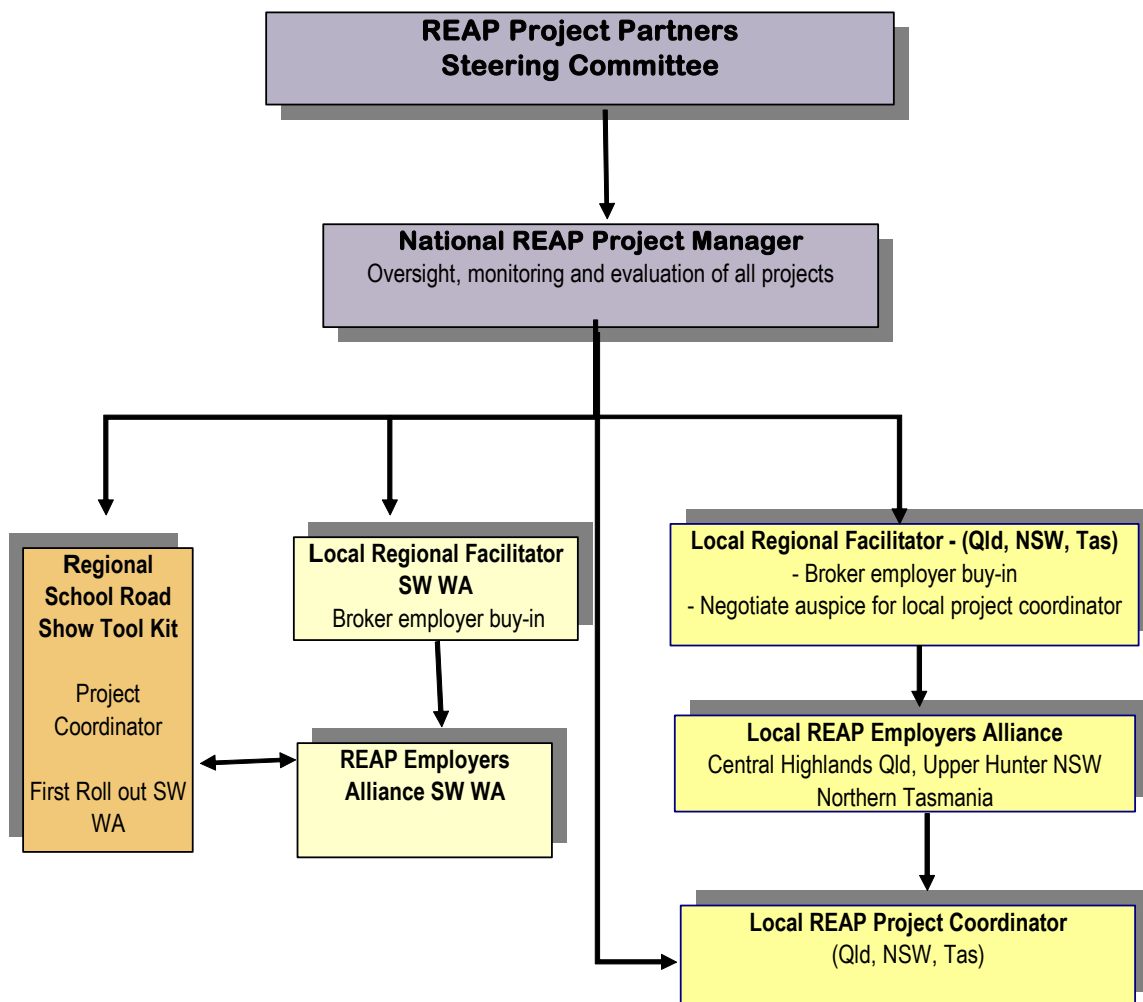
3.2 NATIONAL PROJECT MANAGEMENT AND OVERSIGHT

To ensure that the regional projects work within time and funding limitations it would be useful to have national project oversight, coordination and support for the regional projects. The national coordination role would include facilitating cross-fertilisation of processes and activities between regions, evaluation and monitoring of the regional pilot projects, and assessment of the replication and applicability of projects in other regions and sectors. National project evaluations could involve both employers (considerations regarding cost, and effectiveness of the workforce) and employees (regarding engagement with work process and industry, adequacy of training and induction, desire to return to, or remain in the region).

Recommendation:

4. Establishment of national project management that entails:
 - Setting up a national steering committee with representatives drawn from the project partners; and
 - Resources for employment of a National Project Manager to be located with one of the project partners

Table 2. Management Process for Pilot Projects



4. REGIONAL PILOT PROJECTS

In this section we summarise the outcome of the discussion at the October Forums regarding project proposals, and the subsequent discussions with local stakeholders and local facilitators. The proposals presented and discussed in each region flowed from comments made by the participants at the first regional forum in August as well as review of research to date.

To ensure engagement of the local stakeholders after the first forum, an outline of potential projects was circulated via email to an agreed local reference group made up of members of the local stakeholders' group.

At the second regional forum discussions took place on the barriers and opportunities of the three project proposals. The final project developed takes account of the requirements of the project, and the needs of local stakeholders

Where possible, telephone discussion took place with the local facilitator and local employer stakeholders as to their support for and commitment to the final project proposed for the region.

4. 1 CENTRAL HIGHLANDS QUEENSLAND

The Context

The Central Highlands Region features a lack of supply of labour, a high proportion of drive in and drive out workforce and the loss of young adults from the region.

Difficult to consider common basic skill sets as the skilled labour shortage has set up a competition not only between, but also within sectors, especially the mining sector. For example it was stated at the October Forum that the mining sector does not accept transferable skills between the mining companies.

Complexity of regulations and licensing, especially within the mining sector, mitigates against consideration of commonality in skill base.

There was concern that formal recognition of agricultural workers' capabilities and transferability of skills may exacerbate the loss of agricultural labour to the sectors that can pay higher, especially mining.

There is a need to focus on attraction strategies for all industry sectors. Working collaboratively on attracting particular population groups will lead to discussion of what the sectors have in common and how they can offer cross sectoral career pathways and opportunities within the Cental Highlands Region.

The opportunities outlined by local stakeholders for a project focusing on the attraction of mature travellers commonly termed 'Grey Nomads' are:

- Emerald and Central Highlands is a destination point for travelling mature age workers often recently retired, who are on long term travel around Australia. It is estimated that there are approximately 13,000 mature age caravan travellers passing through the Central Highlands, from March – September/October
- Some of these travellers have already been engaged in the local workforce. For example, a couple have remained in the region, with the husband working as a tradesman and the wife employed in administration in local government. This is the group being targeted by the harvest trail, fruit picking.
- This group has positive attributes of:
 - pre-existing range of skills that could be applied across sectors;
 - history of work engagement, predictable and reliable;

- motivation to work may not be income primarily, but more to do with an interest in engaging with the local community and working in new industries using their established skills as the base.
- Accessing and communication with this group is assisted by links to the tourism sector and their membership organisations.
- Period of visit to the area coincides with both harvest period and training year and could facilitate co-ordination of work activities with travelling timetable.
- Train the trainer courses could be short courses of one week's duration.

The Project: 'Grey Nomads' Seasonal Workforce Attraction – Mature Worker Attraction

Provide work opportunities for mature workers, especially mature semi retired travellers – 'Grey Nomads' – in areas where there are skill and labour shortages. 'Grey Nomads' are people aged over 50 years, who travel around Australia.

Aim

Match skill needs of local industries to skill sets and the skill development potential of an experienced travelling population.

Project Outcome

Establish a pool of workers with the potential to engage in a range of work activities that requires minimal employer investment in training and skill development.

Proposed Actions

Phase 1. Development of the Project – up to 6 months

Local Facilitator establishes an employers' alliance with the infrastructure, local government, agriculture and resources sectors. The local facilitator to broker agreement from employers:

- To commit resources (at minimum staff time) to the project development; and,
- Agreement as to the appropriate organisation to act as an auspice for regional REAP project development officer, i.e. location for administration and management of funds.

Local employers' alliance to participate in engagement of a project development coordinator. The project development coordinator would carry out the research and development of training and work programs to attract Grey Nomads for the local employers' alliance sectors. This work will involve:

- Ascertaining the work activities that could be offered to Grey Nomads and the associated work skills required
- Determining the required and related training that may need to be offered for work engagement such as the OH&S

Determining who and how training and recognition of competency is to be offered. Survey the needs and interests of Grey Nomads as potential workforce pool with an online survey which could be through: Central Highlands Development Commission

and tourism websites; hard copy with Central Highland Tourism; as well as through Grey Nomad membership organisations such as The Grey Nomads and campervan associations. Survey could include questions as to: skills held by the Grey Nomads; level of interest in paid work (sector/industry, work activity, period and hours); and incentives that would attract work engagement (long term accommodation onsite; training).

Analysis of the skill requirements of local employers to be matched to the survey results.

Develop an Implementation Action Plan that would include offers of work opportunities, skill development in local companies and appropriate incentives including:

- the processes to manage the work allocation between industries and participants; and,
- training provision that is common and unique to each company (e.g. generic OH&S as well as company specific).

Phase 2. Project Implementation Roll Out – 9 to 12 months

Local Stakeholder Interest and Commitment

A telephone conference held on 9th November with a selection of the representatives from the local stakeholders group, combined with forum discussion on 12th October, indicates the following local stakeholder interest:

Central Queensland Stakeholder Interest

Sector	Company and Representative	Level of Interest and Commitment
Agriculture	2PH Farms Craig Pressler - Director	Prepared to “commit resources, time and people” to project. 2PH Farms is currently looking at providing caravan park accommodation. Barrier to REAP could be local planning regulations that may restrict work in areas where caravans are to be located.
Agriculture	Cotton Industry representative Queensland Rural Industry Training Council & DPI & IF Skilling the Future Mike McCosker - representative	Very supportive. Believes that irrigators will be keen to employ, or provide support in some other way. Willing to continue to contribute time.
Infrastructure	C&J Excavator Hire Shayne Shepherd - Director	Project a good idea and can see value of mature workers as has recently employed a 60 year old doing a life change and is finding it successful. “Old timers are a good idea – they’ve already got the skills. There’s not as much training required.” Willing to commit more time to the project as the project evolves.
Local Government	Emerald Shire Council (core of new amalgamated Shire) Paul Bell - Councillor	Very supportive. Could timetable works programs around time that Grey Nomads are in the area.
Local Government	Central Highlands Development Corporation	Local Government and Regional Business Development Links to new two year Skills Strategy

Sector	Company and Representative	Level of Interest and Commitment
	Peter Dowling - General Manager	Development funded by State Government commenced November 2007. Will ensure the region "gets the most value from combined projects".
Resources	BHP Gregory Crinum Mine Sharon Maloney - HR Advisor	Supports the national engagement push coupled with local Grey Nomad seasonal workforce project with in principle support at the moment until they receive a completed proposal.
Training	Australian Agriculture College Corporation (AACC) Jim Sands - Campus Manager	Strongly supportive, could assist with staff time, use of AACC facilities, transport, catering & accommodation for workshops, but have limited financial resources.
Local Auspice	Central Highlands Development Corporation	Offered to be the local auspice organisation for the regional project officer if the regional employers alliance agreed and it was cost neutral
Local Facilitator	Liz Alexander Blue Dog Agribusiness	Supported by the local stakeholders to continue as the broker buy-in across industry sectors as the first step of the development phase. Offered her own time through December 07- January 08 to keep the stakeholders informed of the process of proposal development deliberation following the November National Forum.

An example of Grey Nomads' work from their website www.thegreynomads.com.au

Brian and Linda Wall from Mandurah in WA have been criss-crossing the country for the past four years in their 1972 Millard caravan. They travel with their Maltese Terrier, Mitchell, and have been having the time of their lives.

"I'd say that a good 50 per cent of the people doing what we're doing are in our age group," says Brian. "We have met some great people and had a fantastic time. Not everybody who retires just wants to sit on their behind or go fishing.

"We have found that many places are absolutely desperate for labour and we have had jobs that last six weeks, or two or three months. The best thing about it is that you can choose yourselves. If you don't like a place or don't want to stay - you just move on."

The Walls have been involved in blueberries, grapes, citrus, apricots, figs, and cherries and have worked everywhere apart from the Northern Territory and Tassie.

"The first year of picking was quite difficult," admits Brian. "We really didn't know what we were about. There are some bad employers out there and we didn't know what was a good job and what wasn't.

"However, you soon become part of a little network and they can help you keep in touch with what's happening and where the good work is. A lot of places now offer hourly rates and we have done everything from \$10 an hour to \$13 an hour.

"You choose your lifestyle doing this and I always encourage other people to give it a go. We have never met anybody who said 'I've been doing this for three months now and I've had enough of it.' Everybody sort of falls into it. I think after a while it gets into your blood."

Linda could not agree more. "It's just great getting away from the power bills, the rates, insurance and all of that," she says. "You can just leave it all behind. This is the life for me."

4.2 UPPER HUNTER NEW SOUTH WALES

Context

There is strong regional cross sector recognition of the need to attract and retain skilled and semi-skilled workers in the region.

The REAP alliance project continues work that has been under way for a year to engage the local government, mining and agricultural sectors in working on common competencies. This project – entitled the Regional Workforce Development Strategy – has yet to be funded or developed.

There is understanding that the key challenges in developing a common skill set. This includes recognition from employers of the work required, including an analysis of the national training packages.

There appears to be a ‘culture of willingness to collaborate’ and give it a go, and as such there are the beginnings of strong local buy in.

Local industry will only consider direct commitment and potential contribution once the project is developed and agreed to by the Commonwealth.

The region has a range of population groups to draw on that can and do commute to work. But there is a lack of public transport services for trainees who do not have resources to pay for private transport.

There is a need for the creation of sustainable skill sets that enable workers to remain local and prepare them for work in mining and other sectors.

The proposed project – working on plant operator common skills – is the right type of skill set with the potential to be used broadly in the region, and has wide application across the REAP sectors.

Project: Developing Regional Skills Cluster Training and Career Pathways for Technical and Plant Operation and Maintenance – Common Competency

Develop common skills and associated competency, in addition to employability skills such as literacy and numeracy, communication and teamwork. The skill sets to be considered would include:

- Operation and maintenance of heavy plant with technical and computer operations systems including graders, dump trucks, harvesters;
- Operation and maintenance of minor plant, such as hand held and hand operated machinery, ride-on mowers, rollers and tractors with attachments;
- Performance of plant servicing and maintenance requirements;
- Electrical safety both above and below ground, and electrical awareness;
- Understanding of and capacity to develop occupational health and safety procedures, programs and policies relevant to the range of industries within which the equipment is used.

Aims

Develop common occupational skill sets or clusters and associated training and accreditation by looking at what people do that is common across sectors, not what sector they do it in.

Build on the existing processes that have already initiated collaborations between companies across sectors to sponsor and support quality training.

Outcomes

Creates a skills recognition pathway that reflects the needs of a number of industries across all the REAP sectors.

Serves the needs of industry partners, small firms and employees.

Progresses the ability of workers to work across sectors and industries using a common set of skills.

Provides career diversity for workers while retaining them in the region.

Enables entry to the workforce for a range of different population groups by recognising their relevant existing work skills, particularly those of agricultural workers.

Proposed Actions

Phase 1. Development of the Project – 6 months

Local Facilitator establishes an employers' alliance with the infrastructure, local government, agriculture and resources sectors. The local facilitator brokers agreement from employers:

- To commit resources (at minimum staff time) to the project development;
- Terms of reference for the local employers' alliance; and
- Agreement on the appropriate organisation to act as an auspice for the regional REAP project development officer, i.e. location, administration and management of funds.

Local employers' alliance participates in engagement of a project development coordinator who would carry out the research and development of common skill competencies that relate to the full range of plant operation and maintenance skills used in all the REAP sectors. The tasks include:

- Ascertaining the common skills across the sectors in plant operation and maintenance in consultation with regional employers, possibly by review of various job descriptions.
- Reconciling the national training packages and certifications related to plant operation and maintenance to ascertain the accreditation process for the delivery and completion of the skill training in the common skill set, i.e. match to training packages and VET system.

Determine who and how training and recognition of current competency (RCC) and/or recognised prior learning (RPL) can be applied and offered. Include

consideration of RPL and RCC particularly in relation to employability or ‘soft skills’ to attract new entrants.

Develop a common OH&S skill set that requires minimal site or industry specific additional training taking account of the different licensing and OH&S systems in different sectors, and the industries within sectors.

Seek support for the establishment of an Upper Hunter Regional Skills Development Fund (with a mix of government and employer contributions) to provide support for:

- Experienced employees to undertake apprenticeships or training, and access RPL and RCC whilst seeking to attain accreditation in common regional skills;
- Backfill work whilst training (up-skilling) to be undertaken by current workers;
- Upper Hunter sponsored Scholarships for Cross-sectoral Traineeships and Apprenticeships, for the achievement of the common skill set, to be made available for either local students and/or women seeking to re-enter the workforce.

Seek out and determine appropriate group trainer or RTO to support trainees who work across a number of firms whilst gaining broad, on the job experience.

Develop an Implementation Action Plan that would include:

- An attraction strategy that sets out points of entry into common skills training with industry engagement;
- Establishment of offers of work opportunities, training and skill development in local companies, as well as appropriate incentives;
- The processes to manage the work allocation between industries and participants; and,
- Training provision for both common skill sets as well as company or sector specific skills.

Phase 2. Project Implementation Roll Out – 12 months

Project Interest – Local Stakeholders

Local stakeholder interest was ascertained from the discussion held at the forum on 30th October, followed by a telephone conference on 13th November with local stakeholder representatives. Refer to following table:

Upper Hunter New South Wales Stakeholder Interest

Sector	Company and Representative	Level of Interest and Commitment
Agriculture	ABC Farms David Carter – Director	Base for the Regional Workforce Development Strategy project that has been developed over the last 12 months to develop rural skill recognition by development of common regional skills sets. Very interested in being involved.
Agriculture	Coolmore Stud David Thelander – HR Manager	Scope of project will be of benefit to our sector. Willing to be involved.
Infrastructure	Leightons Construction John Dywer – Regional Manager	Plant operator is the right type of skill set used as broadly as possible in the region here. Can see a number of companies across all the sectors including cotton farmers. As some plant requires national certificates of competency generated by organizations may mean only able to conduct 80-90% training last component with the employer. “No point on getting involved unless we can make it work”.
Local Government	Singleton City Council Julie Quigley – HR Manager	Opportunity within Council, willing to be involved.
Resources	Mt Arthur Coal Jacqui Christie – HR Manager	“Project works in with initiatives we’re already working on” and could be an extension of some of the things they’re doing already. Obtaining company commitment will be linked to the detailed final project being approved by managers and particularly those departments who would benefit.
Training	Hunter and Upper Hunter Institute TAFE NSW Debbie Laarkamp – Manager Business and Community Relations Steve Frost – Campus Director	On track and good idea, “a common skill set is a great platform to build on”. The development process needs to make clear what is involved to enable people to commit to training and apprenticeships.
Local Auspice	Pegasus Management Group	Offered to be the local auspice organisation for the regional project officer.
Local Facilitator	Michael Murray Pegasus Management Group	He is supported by the local stakeholders to continue as the broker buy-in across industry sectors as the first step of the development phase. Offered to keep the stakeholders informed of the process of proposal development deliberation following the November National Forum.

4.3 NORTHERN TASMANIA

Context

There is an interest in working collaboratively, however it was stated that the industries and companies have different induction processes and different shift work processes.

Interested in school engagement projects though a number of barriers were articulated including competition between industries, and current projects underway.

There was acknowledgment that there are a number of workers in the region who may have the skills and experience but lack qualifications.

Could consider or adapt the Victorian model of a 'Skills Store' which provides people with an initial assessment of their existing skills, as well as referral to training organisations for recognition of prior learning and possible credit against a qualification.

There is a belief that RTOs and TAFE lack the capability to undertake RCC or RPL of particular skills. However, there may be an opportunity to train experienced workers as trainers and assessors as part of a transition to retirement program.

The funding of the state TAFE system is under review and provides an opportunity to participate in this process and develop a more responsive system.

Acceptance of the need to engage not just school leavers but those industries who already do so at industry and company level (e.g. Forestry Tasmania).

The project needs to focus on attraction strategies for the major industries in the region, particularly the growth areas of horticulture and forestry.

Agreement that skills required in horticulture and outdoor work are also relevant to infrastructure and mining.

Interest in working collaboratively on a common skills set as this could have long term positive outcome in 2 to 3 years. In addition, the development of a cross sectoral skills set can attract currently under-utilised population groups and those wishing to return to the workforce, such as women.

Project: Regional Skills Cluster Training and Career Pathways – Focusing on Sustainable Living with Transferable Agricultural Skills

Sustainable Living or Green Thumb – Common Competency

Common skills – in addition to employability skills such as communication and teamwork – include:

- Development of planting schedules, horticultural programs and landscape plans

- Knowledge of appropriate planting, maintenance and upgrades with regard to soil type, location and land use
- Knowledge and application of chemicals and fertilisers including storage, handling and safety
- Knowledge, installation and maintenance of irrigation systems
- Understanding of and capacity to develop appropriate occupational health and safety procedures and programs and policies

The common skill competencies relate to the agriculture sector especially horticulture and forestry, local government (parks and gardens), civil construction and resources in relation to environment renewal after completion of construction or digging.

Aims

Develop common occupational skill sets or clusters and associated training and accreditation by looking at what people do that is common across sectors, not what sector they do it in.

Develop collaborations between companies across sectors to sponsor and support quality training especially targeted at new entrants such as women seeking to enter the workforce.

Enable career pathways that are mobile across industries and sectors but that retain people within the region, i.e. enable people to work across industries within Northern Tasmania.

Outcomes

Skills recognition pathway that reflects the needs of a number of industries across sectors, including new industries.

Serves the needs of industry partners, small firms and employees.

Progresses the ability of workers to work across sectors and industries using a common set of skills.

Provides career diversity for workers while retaining them in the region.

Enables entry to the workforce for a range of different population groups by recognising their existing relevant work skills.

Proposed Actions

Phase 1. Development of the Project – 6 months

Local Facilitator establishes an employers' alliance with the infrastructure, local government, agriculture and resources sectors. The local facilitator brokers agreement from employers:

- To commit resources (at minimum staff time) to the project development;
- Terms of reference for the local employers' alliance; and

- Agreement on the appropriate organisation to act as an auspice for the regional REAP project development officer, i.e. location, administration and management of funds.

Local employers' alliance participates in engagement of a project development coordinator who would carry out the research and development of common skill competencies that relate to the full range of common skill sets in the agriculture sector, especially horticulture and forestry, local government (parks and gardens), civil construction and resource sectors in relation to environmental renewal after completion of construction or digging. The tasks include:

- Ascertaining the common skills in the above areas in consultation with regional employers, possibly by review of various job descriptions.
- Reconciling the national training packages and certifications related to plant operation and maintenance to ascertain the accreditation process for the delivery and completion of the skill training in the common skill set, i.e. match to training packages and VET system.

Determine who and how training and recognition of current competency (RCC) and/or recognised prior learning (RPL) can be applied and offered. Include consideration of RPL and RCC particularly in relation to employability or 'soft skills' to attract new entrants.

Develop a common OH&S skill set that requires minimal site or industry specific additional training taking account of the different licensing and OH&S systems in different sectors, and the industries within sectors.

Seek support for the establishment of an Northern Tasmania Regional Skills Development Fund (with a mix of government and employer contributions) to provide support for:

- Experienced employees to undertake apprenticeships or training, and access RPL and RCC whilst seeking to attain accreditation in common regional skills;
- Backfill work whilst training (up-skilling) to be undertaken by current workers;
- Northern Tasmania sponsored Scholarships for Cross-sectoral Traineeships and Apprenticeships, for the achievement of the common skill set, to be made available for either local students and/or women seeking to re-enter the workforce.

Seek out and determine appropriate group trainer or RTO to support trainees who work across a number of firms whilst gaining broad, on the job experience.

Develop an Implementation Action Plan that would include:

- An attraction strategy that sets out points of entry into common skills training with industry engagement;
- Establishment of offers of work opportunities, training and skill development in local companies, as well as appropriate incentives;
- The processes to manage the work allocation between industries and participants; and,
- Training provision for both common skill sets as well as company or sector specific skills.

*Phase 2. Project Implementation Roll Out***Current Local Employer Stakeholder Interest**

Following discussion held at the forum on 26th October in Launceston, the local facilitator carried out a number of conversations with local employer stakeholders in the week of 12th November after telephone discussions regarding the proposed pilot project on 9th November. A summary of local stakeholder responses to the project follows:

Northern Tasmania Stakeholder Interest

Sector	Company and Representative	Level of Interest and Commitment
Agriculture	Roberts Ltd Robert Winter, Manager Grain and Seeds	Supportive and willing to engage in the development of the skill set
Agriculture	Forestry Tasmania Georgia Webb, HR	Very supportive of the concept, interested in working on through the detail. They have shortages and attracting and retaining local people is a priority.
Agriculture	Tasmanian Alkaloids Peter Morton, Manager	Happy to support the project concept. Requires detailed proposal for full commitment.
Infrastructure	Skilled Engineering Doug Chequer, Apprenticeship Coordinator Apprenticeship Services	Support of the project concept. They place people in all sectors and can see an immediate demand in vineyards and forestry.
Local Government	Meander Valley Council Rick Dunn, Economic Development Manager	Very supportive of concept. "There is a high level of need that will increase with the development of Meander Valley Dam". Willing to assist in linking the project to other employers in the region.
Local Government	Northern Midlands Council Donna James, HR Manager	Supportive of the project as it would be useful to Council in the parks and gardens area. Would need to present detailed project to the management team.
Local Government and Business Development	Northern Tasmanian Development (NTD) Robert Wallace, Acting CEO	Very supportive as the project links with other initiatives in the region. NTD willing to assist and would consider contribution of funding.
Resources	TEMCO Faye Barnard, HR Specialist	Supportive of the project. Although it may not have a large application to their operation they are happy to work through the process of developing a common competency.
Local Facilitator	Phill Bevan & Trevor Forshaw SED Consulting	Have continued to provide support. Willing to inform local stakeholders of the process of proposal development following the November National Forum.
Local Auspice	SED Consulting	Offered to be the local auspice organisation for the regional project officer

4.4 SOUTH WEST WESTERN AUSTRALIA

Context

Difficult to engage with the local stakeholders on cross sectoral issues due to impediments to the development of regional infrastructure associated with skills shortages. Infrastructure development and regional sustainability is affected by this. In particular the shortage of planners and engineers is limiting the pace of housing development.

Focus was on the need for immediate responses.

The local groups and organisations appear to be fragmented rather than allied. Although several groups work in similar areas the tendency to seek ownership is an impediment to communication and collaboration.

Reluctance of the participants to engage in solutions that:

- consider cross sectoral skills; or
- are prepared to consider the potential of under-utilised populations, such as women.

The SW WA group were the only regional group which, at their second forum on 17th of October :

- requested not to consider common skills sets;
- raised concerns about the speed of the process and need for more time.

In addition, several local stakeholders only attended the first half of the forum making it difficult to reach any consensus or agreement.

Appears to be a need for more time for engagement and development of cross-sectoral relationships on a neutral project that could build capacity to work cross sectorally.

Desire to focus on school engagement. However a number of the mining companies already have well established relationships with schools for career development. There was concern that school expos do not work.

The most viable project option for the region is one that is designed and developed centrally and where the regional employers provide advice and devise the implementation process.

Project Proposal:

That South West Western Australia be the first region to roll out and implement the Regional REAP School Engagement Road Show and Tool Kit.

Engage a local facilitator, to inform and support the regional employers during the National School Engagement Project development and assist employers to devise a regional school engagement processes.

Local facilitator to establish a local employers' alliance in South West Western Australia and to:

- inform and support the development the regional REAP School Engagement Road Show and Tool Kit;
- assist employers to devise regional implementation of school engagement processes; and,
- build a trust relationship between regional employers focused on an agreed outcome.

The executive officer of the SW Area Consultative Committee has experience with school engagement projects and could fulfil the local facilitation role.

5. NATIONAL REGIONAL SCHOOL ENGAGEMENT PROJECT

REAP School Road Show and School Engagement Tool Kit

REAP employers in all regions supported the development of a centrally co-ordinated REAP School Engagement Alliance to attract, engage and inform school students of the employment opportunities and skill set requirements in the agriculture, infrastructure, mining and local government sectors. "Do it better together."

The first regional project implementation would take place in the South West Western Australia region.

Context

The range of current individual industry and sectoral approaches to school engagement provides an opportunity to streamline and co-ordinate engagement and presentation to schools and career expos, such as the Emerald Expo.

It would be difficult to roll out this project in a region in the short-term as there is a need to link with school timetables, career programs, and pre-existing career expos. Additionally, the time period required in ascertaining the success of the project in terms of the retention and engagement of school students and school leavers is at minimum 2 to 3 years. Hence, a school engagement project requires a long-term commitment of project partners' resources – both financial and human resources.

Aim

Provides secondary school students the opportunity to explore REAP sectors and understand that there can be career development and diversity across the REAP industries.

Enables students to gain skills and qualifications while still at school that will help them start a career in REAP industries.

Outcomes

- Retain young people in the sector and regional Australia by providing employment linked to training, skills development and career pathways *before* they leave their region.
- Provide opportunities for early engagement and ‘hands on experience’ of the skills required in REAP sector trades areas.
- Bring together the current career information under a REAP banner.
Provides employers with a gateway of opportunity:
 - To attract, inform and encourage school students to consider a future in the REAP industries;
 - For employer branding on simulator equipment, banners, training program websites and brochures;
 - To provide holiday work and part time work with the potential to build into work transition programs;
 - To use the syllabus to address REAP employers’ skills shortages.
- Leads both companies and trainees towards a training culture.
- Provides an opportunity to market common skill sets identified in the REAP regional projects in a centrally coordinated approach that avoids duplication of effort.
- Serves the needs of industry partners, small firms and employees, and supports all regions and sectors.
- Given the extremely high cost of machines it potentially reduces industry/sector cost of using common simulator training which is at the leading edge of machine operation training and provides an opportunity to train operators in advance.

Proposed Actions

Establish a national regional REAP school engagement steering committee with representatives from the project partners to oversee the project and contract a national project coordinator.

The national coordinator would be responsible for developing the key components of a Regional School Road Show and School Engagement Tool Kit that contains information about jobs that cut across sectors and industries, and could be taken to regional schools, careers expos and trade shows by local REAP alliance members.

Key activities for the national coordinator include:

- I. Develop **school engagement resources tool kit** including:
 - Materials, e.g. Learning, Teaching and Assessment Kits and DVDs that cut across Quarrying / Mining / Infrastructure / Local Government
 - Proposed outlines and formats for class presentation. Include emphasis on importance of reading and writing if students want to get their licence.
 - Guides and checklists that ensure school engagement takes account of school time tables, government and state education department requirements to

- provide career information to secondary and primary school students, and the regional career advisors' role.
- Process for working with regional schools and educational organisations to access young apprentices to act as speaker advocates and peer role models, in addition to the employer speaker representatives.
2. Devise a cross sectoral skills '**REAP trade taster' Road Show**³ to encourage young people into careers in REAP industries, e.g. heavy machinery operations and careers in companies involved in the use of heavy machinery. The Road Show development tasks include:
- Develop partnerships with companies for sponsorship and provision of equipment, e.g. training focused companies such as Caterpillar, for supply of small excavators.
 - Source equipment 'tasters' such as:
 - A small-sized excavator on a trailer for students to practice on, linked with interactive question and answer session;
 - Display stands, Powerpoint presentations, DVDs outlining job roles and skills.
 - Incorporating appropriate 'attractors' to accompany the Road Show such as music and skateboarding activities.
 - Develop presentations to work in with class timetable and include speakers who are successful young apprentices who are able to act as advocates and peer role models.
 - Development of road show resource requirements such as:
 - Presenter van and trailer with simulator equipment, e.g. small excavator;
 - Presenter to work on a four day presenting/one day administration regime;
 - Presenter to ensure contacts with Secondary Schools in area are made and entry gained, and where there is time, Intermediate Schools and Full Time Primary Schools. Play Centres and Kindergartens are keen to expose children to 'real machines'. Also useful for developing coordination and the concept of push/pull with young children.
 - Guide for roll out of the road show that sets out:
 - Planning at least one school term in advance;
 - Model itinerary and draft advertising material and resource for schools;
 - Listing of variety of opportunities to consider for road show presentation such as existing Career Expos, and School Fairs;
 - Developing relationship between secondary school and tertiary institution, and RTO/group trainers.
3. Develop a **regional rollout plan** with South West Western Australia designated as the first rollout, followed by the other three REAP regions.
- Liaise with South West Western Australia facilitator in adapting the roll out and use of the resources in the region including research and targeting

³ Modelled on a popular New Zealand schools' initiative Dig Action Careers Road Show developed by Extractive Industries Training Organisation (EXITO)
http://www.exito.org.nz/liaison/school_liaisons_road_show.asp?menu=9.asp

specific schools for the development of a SW Western Australia schools expo.

4. Work with REAP project partners to develop **REAP Alliance Scholarships** and **REAP National Competition** to make scholarships available in each sector for standout students.
5. Work on attracting and developing a **training program for experienced workers seeking transition** to retirement to train as:
 - Presenters of REAP regional Road Show;
 - School liaison and student engagement resource officers and speakers;
 - Tour guides for students, parents, career advisors and teachers to work places; and
 - Work placement supervisors for student work programs that work with the local industries.
6. Devise opportunities for REAP employer branding and marketing of REAP sector.

An Example of Apprentice Role Modelling

“I have found it really rewarding talking to secondary students about all the fantastic career options available to them through the TAFE and VET/VCAL systems... Often we are led to believe that success means university, but university isn't for everyone and ... young people need to be trusted to make up their own minds about what they think will be right for them, without the pressure of university being the 'the only way'.”
- 4th year apprentice, Amber Sarda⁴

6. REAP PROJECT SELECTION CRITERIA

Project partners at the April 2007 National Forum agreed to five selection criteria. The components are:

1. The project must be *Relevant* to the employers' labour needs in the region
2. The project must be within the *Capacity* of the region and alliance partners and build on existing partnerships, alliances, initiatives and/or training
3. The location of the project must have *Representation* from a mix of companies across multiple sectors
4. The project must *Add Value* to the region and employers within the region
5. The project must be able to be *Championed* by one or more of the Project Partners

Application of the selection criteria to the proposed pilot projects is set out in Table 2:

⁴ No Boundaries – Girls on the Move ... Info for Girls thinking about apprenticeships and traineeships, p. 2
Australian Government Dept of Science, Education and Training

Table 2. Application of the REAP Selection Criteria to Proposed Pilot Projects

Region and Proposed Pilot Project	REAP Project Selection Criteria				
	1. Relevance	2. Capacity	3. Representation	4. Value Adding	5. Project Partner Champion
Central Highlands Queensland Grey Nomads Seasonal Workforce Attraction Project – Matching regional skill needs to skill sets of transient population group	✓	✓	Representation from each sector. Still to garner a mix of companies' support during first part of development phase.	✓ Seen to do so by local stakeholders	To be determined at the November 22nd Forum
Upper Hunter New South Wales Technical and Plant Operation Skill Set – develop common competency training and associated attraction strategy	✓	✓	Representation from each sector. Still to garner a mix of companies' support during first part of development phase.	✓ Seen to do so by local stakeholders	
Northern Tasmania Sustainability Living Skill Set relating to horticulture, landscape, irrigation, fertilisers and chemical usage	✓	✓	Representation from each sector. Still to garner a mix of companies' support during first part of development phase.	✓ Seen to do so by local stakeholders	
South West Western Australia National Project School and Young Persons Resources Tool Kit – Initial Regional Implementation	✓ All regions supported the development of a REAP School Engagement Alliance	Could be carried out with National Project Partner commitment and contracting a regionally based facilitator	Needs to be developed as part of the regional alliance building	Majority of employers in the regions expressed interest in the concept – do it better together	

APPENDIX 1: REGIONAL FORUM PARTICIPANTS AND INTERVIEWEES

EMERALD, CENTRAL HIGHLANDS, QUEENSLAND FORUMS AND PHONE CONVERSATIONS

Name	Organisation	Sector/Industry	Forum 1 23.8.07	Forum 2 12.10.07
Bryan Ottone CEO	Emerald Shire Council	Local Government	✓	
Mike McCosker	Cotton industry rep to Queensland Rural Industry Training Council & DPI&IF Skilling the Future	Agriculture/Training	✓	✓ ☒
Jim Sands Campus Manager	Aust Agricultural College Corporation (Emerald)	Agriculture/Training	✓	✓ ☒
Craig Pressler Owner/Manager	2PH Farms	Agriculture	✓	✓ ☒
Ian Iker General Manager	Australian Agricultural Company	Agriculture	✓	
Ian Burnett Regional Chair	AgForce, Central Queensland	Agriculture	✓	
Shayne Shepherd Owner/Manager	C&J Excavator Hire	Infrastructure	✓	✓ ☒
Peter Dowling General Manager	Central Highlands Development Corporation	Economic Development	✓	✓ ☒
Brigid Duncanson	Central Highlands Development Corporation	Economic Development	✓	✓
Graham Morris Manager, Projects & Environment	Ensham Resources Pty Ltd	Mining	✓	✓
Sharon Mahoney Human Resources Advisor	BHP Billiton Mitsubishi Alliance Gregory Crinum Mine	Mining	✓	✓ ☒
Michael Gavin Manager Human Resources	BMA Gregory Crinum Mine	Mining	✓	✓
Melanie Cooper Senior HR Advisor	Kestrel Mine Rio Tinto Coal Australia	Mining	✓	
Rosemary Waghorne Assistant Director Vocational Training Policy	Minerals Council of Australia	Mining	✓	✓
Chris Vine	C&J Excavator Hire	Infrastructure	✓	
Liz Alexander	Blue Dog Agribusiness	Local Facilitator	✓	✓ ☒

QUEENSLAND - INDIVIDUAL MEETINGS AND SITE VISIT

Jim Sands Campus Manager	Australian Agricultural College, Emerald Campus	Training/Education	23.8.07 Meeting	
Steve Ebenestelli Education Program Manager	TAFE Queensland, Central Queensland Institute of TAFE	Training/Education	23.8.07 Meeting	
Greg Lane	Queensland Resources	Mining –	23.8.07	

Education & Training Director	Council, Brisbane	Training/Education	Meeting	
Craig Pressler Manager	2PH Farms - Largest privately owned citrus farm in southern hemisphere	Agriculture		12.10.07 Site Visit
Paul Bell Councillor LGAQ Pres	Cr, Emerald Shire President, LGA Queensland	Local Government		12.10.07 Meeting

BUNBURY, SOUTH WEST WESTERN AUSTRALIA FORUMS AND PHONE CONVERSATIONS

Name	Organisation	Sector/Industry	Forum 1 7.8.07	Forum 2 17.10.07
Lisa Shreeve	SW Area Consultative Committee	Local Government	✓	✓ ☎
Eliot Fisher	SW Zone Local Government Association	Local Government	✓	
Trevor Whittington	Bunbury Wellington Economic Alliance	Local Government	✓	✓
Joanne Watts	Training Solutions Australia representing Harvey Beef	Agriculture RTO	✓	
Steven Bonny	Hansons	Quarrying/Concrete	✓	
Richard Bond	Hansons	Quarrying/Concrete	✓	
Mick Wheeler	Worsley	Mining	✓	✓
Matt Granger SW Liaison Officer & Media	Chamber of Minerals and Energy	Mining	✓	✓ ☎
Steve Reynolds	Premier Coal	Mining	✓	
Patrick Warrant	Premier Coal	Mining	✓	✓
Rosemary Waghorne Asst Director Vocational Training Policy	Minerals Council of Australia	Mining	✓	✓
Mark Gell	Kemerton Silica Sands	Sand mining/ civil construction	✓	✓
David Miles	Simcoa Operations	Minerals	✓	
Susan Cantelo	Sons of Gwalia now Talison Minerals P/L	Minerals	✓	✓
Claire Thomas	FPSWA	Local Facilitator	✓	
James Skoda EVE Coordinator	Bunbury District Education Office DET, WA	State Education Dept		✓ ☎
Wendy Burns Managing Director	TAFEWA South West Regional	Educational Institution		✓

SOUTH WEST WESTERN AUSTRALIA – BUNBURY AND PERTH INDIVIDUAL MEETINGS AND PHONE CONVERSATIONS

Wendy Burns Managing Director	TAFEWA South West Regional	Educational Institution	6.8.07 Meeting	
Tom Morris Director Education Services	SW Regional College of TAFE	Educational Institution	6.8.07 Meeting	
Trevor Whittington	Bunbury Wellington	Local Government	6.8.07	

CEO	Economic Alliance		Meeting	
John Piavanini Board Member Business Owner	Bunbury Wellington Economic Alliance Shire of Collie Local Construction Company	Local Government Infrastructure	6.8.07 Meeting	
Eliot Fisher	SW Zone Local Government Association	Local Government	6.8.07 Meeting	
Lisa Shreeve	SW Area Consultative Committee	Local Government	6.8.07 Meeting	
John Symonds WA Metropolitan Operations Manager + Chair CCAA Extractive Industries Committee	Hansons	CCAA	8.8.07 Meeting	
Steve Cole CEO	Local Government Managers Australia, WA	Local Government	8.8.07 Meeting	
Michael Parker CEO Deputy President	Harvey Shire LGMA WA	Local Government	8.8.07 Meeting	
John Phillips Executive Manager	Workplace Solutions WA Local Govt Assn	Local Government	8.8.07 Meeting	
Lydia Highfield Recruitment Manager	Workplace Solutions WA Local Government Association	Local Government	8.8.07 Meeting	
Graeme Baesjou Manager	Regional Development	South West Development Commission		15.10.07

LAUNCESTON, NORTHERN TASMANIA FORUMS

Name	Organisation	Sector / Industry	Forum 1 4.9.07	Forum 2 26.10.07
Greg Boon Manager Human Resources	Launceston Council (Total Workforce Infrastructure)	Local Government	✓	
Dianne Badcock Human Resources Coordinator	Launceston Council (Total Workforce Infrastructure)	Local Government	✓	
Donna James Human Resources Manager	Northern Midlands Council	Local Government	✓	✓ ☰
Rick Dunn Economic Development Manager	Meander Valley Council	Local Government	✓	✓ ☰
Andrew Eastick Chief Executive	Northern Tasmanian Development	Local Government	✓	
Robert Wallace CEO	Northern Tasmania Development	Economic Development		✓ ☰
Leon King OH&S/QA Officer/Estimator	Vernachie Contracting	Infrastructure	✓	
Doug Chequer Apprenticeship Coordinator Appr. Services	Skilled Engineering	Infrastructure	✓	✓ ☰
Mike Brocksopp	Skilled Engineering	Infrastructure	✓	
Robert Hope Burnie Branch	Skilled Engineering	Infrastructure	✓	

Name	Organisation	Sector / Industry	Forum 1 4.9.07	Forum 2 26.10.07
Manager				
Mischa Mann Human Resources Department	Rio Tinto (aluminium smelter)	Minerals	✓	
Faye Barnard Human Resources Specialist	Temco	Minerals	✓	✓ 📄
Ian Campbell	Unimin Australia Ltd	Minerals	✓	
Rosemary Waghorne Asst Director Vocational Training Policy	Minerals Council of Australia	Minerals	✓	
Paul Rosevear Assistant District Forest Manager	Forestry Tasmania	Agriculture	✓	
Georgia Webb HR	Forestry Tasmania	Agriculture		✓
Robert Winter Manager	Roberts Limited (seed and grain)	Agriculture	✓	✓ 📄
Peter Morton Manager	Tasmania Alkaloids	Agriculture	✓	📄
Phill Bevan	SED Consulting	Local Facilitator	✓	📄
Trevor Forshaw	SED Consulting	Local Facilitator	✓	📄

LAUNCESTON NORTHERN TASMANIA INDIVIDUAL MEETINGS WITH TRAINERS AND EDUCATORS + SITE VISIT

John Glisson Coordinator, Enterprise Clients Enterprise Training Dev Unit	TAFE Tasmania	Educational Institution	3.9.07 Meeting
Kym Goodes	TAFE Tasmania & Tasmanian Govt Education Dept	Educational Institution & State Education Dept	3.9.07 Meeting
Julie Penney Operations Manager – North	Work & Training Ltd	Group Trainer	3.9.07 Meeting
Peter Hunt Team Leader - North	Work & Training Ltd	Group Trainer	3.9.07 Meeting
Remco Pen General Manager	Infratrains – A division of Works Infrastructure Australia	Infrastructure RTO	3.9.07 Meeting
Corey Harris Operations Manager	Esset Australia	RTO	3.9.07 Meeting
Stephen Brass Operations Manager - Railton	Cement Australia Pty Limited	Cement and Aggregates	4.9.07 Site Visit

UPPER HUNTER NSW FORUMS AND MEETINGS

Name	Organisation	Sector/Industry	Forum 3.9.07	Forum 30.10.07
Steve McGrath CEO	Singleton Shire Council	Local Government		✓
Jenny Dibley	Singleton Shire Council	Local Government	✓	
Don Gray Economic Development Officer	Singleton Shire Council Skills Task Force	Local Government	✓	
Bob Moore	Skills Task Force	Training	✓	
Dave Thelander	Coolmore Stud	Agriculture	✓	✓ 📄
David Carter	ABC Farming	Agriculture Agriculture/Mining Training	✓	✓ 📄
Charlie Bell	CB Alexander College	Agriculture	✓	✓
John Dwyer	Leightons Construction	Infrastructure	✓	✓ 📄
Graham Hills Training & Development Mgr	Daracon	Infrastructure	✓	
Richie Hamson	Boral Concrete & Quarries	Mining	✓	✓
Tim Glare Operations Manager	Hunter Valley Mine	Mining	✓	
Jacqui Christie HR	Mt Arthur Coal	Mining	✓	✓ 📄
Courtney Page HR	Mt Arthur Coal	Mining		📄
Rod Griffiths	Integra Coal Operations (Open Cut)	Mining	✓	
Val Istomin Group External Affairs Manager	Xstrata Coal	Mining	✓	✓
Stephen Sneddon Specialist Community Relations	Rio Tinto Coal Australia	Mining	✓	
Rosemary Waghorne Asst Director Vocational Training Policy	Minerals Council of Australia	Mining Training	✓	
Steve Newman Chair	Pegasus Training	Mining Training	✓	
Ian Johnson	Westrac Apprentices	Mining Training	✓	
Murray Christie	Hunternet	Group Trainer/Employer	✓	
John Coyle	Hunternet	Group Trainer/Employer	✓	
Jim Gauld Chairman	Australian Technical College – Hunter	Trainer/Employer Construction	✓	✓
Chris Lancaster	Lancaster Motors	Trainer/Employer	✓	
Ann Holcombe	Australian Technical College, Hunter	Education/Training	✓	
Steve Frost	Hunter Institute TAFE NSW	Education/Training		✓
Ruth Hutchinson	Alliance Training	Education/Training		✓
Julie Quigley HR	Singleton Shire Council	Local Government		✓ 📄
Michael Murray	Pegasus Training	Local Facilitator	✓	✓ 📄

Name	Organisation	Sector/Industry	Forum 3.9.07	Forum 30.10.07
Rosalyn Dollisson	Pegasus Training	Local Facilitator	✓	✓

UPPER HUNTER NSW – TRAINERS' AND EDUCATORS' FORUM + SITE VISIT

Jim Gauld Chairman	Australian Technical College Hunter	Education/Training	14.8.07 Forum
Debbie Laarkamp Manager, Business & Community Relations, Upper Hunter	Hunter Institute TAFE NSW	Education/Training	✓ ☎
Steve Frost	Hunter Institute TAFE NSW	Education/Training	✓
Don Gray Economic Development Officer	Singleton Shire Council Skills Task Force	Education/Training	✓
Bob Wiltshire	Hunter Alliance	Education/Training + Local Government	✓
Bettina Brooke	Pegasus Training	Education/Training	✓
Peter Shinnick General Manager	Hunter Valley Training Company	Education/Training	✓
Steve Adams	Alliance Training	Education/Training	✓
Alan Woollard	Australian Technical College, Hunter	Education/Training	✓
Mike Smith	Capability Resources	RTO	✓
Rosemary Waghorne Assistant Director Vocational Training Policy	Minerals Council of Australia	Mining & Training	✓
Michael Murray	Pegasus Training	Local Facilitator	✓
Rosalyn Dollisson	Pegasus Training	Local Facilitator	✓
David Carter	Agriculture/Mining Training	Agriculture/Mining Training	✓ 15.8.07 + 30.8.07 Meetings
Rix's Creek Mine East Maitland	Mining - Dragline, Truck and Loader Methods	Open Cut Coal Mine	30.10.07 Site Visit

Legend:

- ✓ Attendance at Forum
- ☎ Phone conversations after the 2nd Forum in October