The Future at Work –
Foundations for Workforce Development in Southern Adelaide

STRATEGIC FRAMEWORK

prepared for

Southern Metropolitan Employment and Skills Formation Network

by

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1   Introduction

This report details a *Strategic Framework for Workforce Development* in Southern Adelaide and outlines a range of recommendations that seek to lay the foundations for successful workforce development in the region[1]. It provides an introduction to the concept of workforce development and identifies key objectives to inform strategic planning.

The report comprises four sections which are:
1. Introduction
2. Workforce Development – concepts, challenges and lessons
3. Workforce development trends and issues
4. Foundations for workforce development

The aim of the Framework is to lay the organisational, governance and strategic foundations for effective workforce development in the region. The Cities of Onkaparinga and Marion have identified the following priority sectors for attention, and the Framework takes into account current workforce development in these four sectors:

- Food, wine and tourism
- Advanced manufacturing and automotive
- Environmental
- Health and education.

For further information, please refer to the Accompanying Reports which have informed the development of the Framework –
1. Main Report
2. Accompanying Report 1: Workforce Development
3. Accompanying Report 2: Workforce Development Data Analysis
4. Accompanying Report 3: Southern Region Industry Workforce Profile Statistical Analysis.

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[1] In this report the names 'Southern Adelaide' and 'Southern Region' are used interchangeably to describe the areas bounded by the Cities of Onkaparinga and Marion.

2   Workforce development

2.1   Workforce development – the concept

Workforce development is commonly understood as a commitment to ensuring a highly educated and trained workforce to meet the needs of public and private sector employers. While a strong commitment to education and training is a central workforce development objective, there are a range of other objectives that must be taken into account.

The South Australian *Workforce Development Strategy* (2005) embraces this approach stating that:

> *… industry development, industrial relations, health care, the availability of child care or aged care, education, migration, superannuation and retirement patterns all affect the shape of the workforce and influence people's ability to participate within it.*

This wider view of workforce development acknowledges that skill supply and demand have their origin in wider social and economic change. Workforce development is a multi-faceted concept that requires us to pay attention to the following policy domains:

- o   economic, demographic and industry change
- o   pay and working conditions
- o   education and training
- o   career development
- o   workplace organisation and management
- o   industrial relations
- o   work-life balance
- o   childcare and eldercare
- o   retirement incomes
- o   health and safety
- o   wellbeing and satisfaction.

A range of strategic objectives flow from these policy domains including:

- ❑   Developing a comprehensive understanding of workforce trends and the workforce requirements of individuals, industry and government
- ❑   Broadening and deepening the education and skills base of the workforce to underpin innovation and productivity growth
- ❑   Increasing workforce participation rates of under-employed and unemployed people
- ❑   Addressing skill shortages arising from economic growth and an ageing workforce
- ❑   Providing career paths, mentoring and support for career development
- ❑   Developing high level management skills and competencies
- ❑   Responding flexibly and effectively to the work/life balance needs of different population groups over the life-course
- ❑   Improving the accessibility and affordability of child and elder care to assist carers to return or remain in paid employment

□ Improving and maintaining the health of the workforce to help underpin higher rates of workforce participation, particularly among older workers

□ Improving overall wellbeing and raising levels of work satisfaction.

The objectives of workforce development need to be operationalised at a number of different levels. This necessitates a collaborative approach involving the participation of the three tiers of government, industry, unions and other key stakeholders. Local government can play a key role in facilitating this through the development and maintenance of appropriate consultative structures and strategy development processes. The framework is designed to provide the foundations for this to occur.

The successful implementation of workforce development strategies at the sectoral and firm level requires a commitment to best practice approaches to workforce planning. This is the component of workforce development that enables a focus on building human capital, but which should also be interlinking with building business capacity.

> *Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analysing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions….* (IPMA, 2002: vi).

The linking of workforce planning with business development also involves developing workplaces as well as workforces (Buchanan, 2006: 7). It is not only about developing workforce skills but ensuring that employers enable those skills to be fully utilised in the workplace. However, Australian research indicates that increasing numbers of workers report that their skills are under-utilised by employers (Considine: 2000; Livingstone: 1999).

> *In the area of skills, we need to … focus on how workers can be better developed and deployed through improved work arrangements within and between workplaces. The shift … is not so much about getting the workforce more 'developed'; rather it is about how it is developed* (Buchanan, 2006: 30).

The work by Buchanan (2006) for the NSW Board of Vocational Education and Training highlights the importance of structuring jobs and workplaces in order to maximise workforce skills and to enable their continuing development.

> *The key challenge ... is not just to create jobs at any price…. Ideally, they should allow people to develop and grow through undertaking tasks which extend them and build higher levels of competence over time* (Buchanan, 2006: 12).

One of the implications of this argument is that workforce planning and development needs to have a strong focus on both employers (so that they can create the type of workplace that develops and maximises employees' skills and capacity) as well as on employees.

2.2   The workforce development challenge

2.2.1   National policy context

Workforce ageing has captured the attention of policy makers at a State and National level over the last few years. Workforce development has gained additional prominence through the *Council of Australian Government* (COAG) communiqué on human capital (COAG: 2006). The communiqué notes:

> *….that with an ageing population, there will be relatively fewer Australians of working age. To avoid putting too great a burden on those already in work, more Australians need to realise their potential by entering or rejoining the workforce. At the same time, in the face of intense global competition and changes in technology any reduction in workforce participation needs to be offset by improvements in the ability of the workforce and in productivity.*

Reinforcing the need for a multi-faceted approach to workforce development COAG recognises that, *"Policies to improve health and education outcomes, and encourage and support work, are closely inter-related"*. To encourage a more holistic approach, working across governments, *"COAG agreed to play a leadership role to facilitate policy integration and the adoption of a longer-term policy perspective across governments and portfolios"*.

COAG encouraged consideration of the following outcomes to increase workforce participation in response to ageing:

- a reduction in the proportion of the working-age population not participating in the workforce due to illness, injury or disability;
- a reduction in the prevalence of key risk factors that contribute to chronic disease;
- a reduction in the incidence of chronic disease;
- increased effectiveness of the health system in achieving health outcomes;
- an increase in the proportion of children entering school with basic skills for life and learning;
- an increase in the proportion of young people meeting basic literacy and numeracy standards, and improved overall levels of achievement;
- an increase in the proportion of young people making a smooth transition from school to work or further study;
- an increase in the proportion of adult workers who have the skills and qualifications needed to enjoy active and productive working lives; and
- encouragement and support for increased workforce participation among key groups.

The Australian Government is undertaking a number of initiatives in relation to workforce development, mature age employment and superannuation policy. They include:

- Abolishing compulsory retirement age in the Commonwealth public sector and outlawing age discrimination in workplace agreements.

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- The Pensioner Bonus Scheme, which provides an incentive for older Australians to defer claiming the age pension and remain in the workforce for up to five additional years.
- Changes to Australia's retirement income system and measures to allow people who are still in the workplace to access their superannuation as a non-commutable income stream once they reach their preservation age.
- The introduction of the *Mature Age Employment and Workplace Strategy* (MAEWS) - the first major program initiative introduced by the Australian Government designed to encourage mature age workforce participation and retention. The Strategy focuses on employers, mature age job seekers and mature age workers. It seeks to overcome negative attitudes to mature age employment, improve the awareness of mature age Australians about the changing demographic environment and broker solutions to skill shortages in key sectors.
- *Jobwise Workshops* held across the nation over a four year period. Workshops operate at a regional level and target both job seekers and those already in work considering retirement. Participants are provided with information on the changing nature of the labour market, including their own local labour markets, effective job search strategies and available assistance measures. Those eligible are linked up with their chosen provider.
- *Business Learning Networks* of employers have been established at a regional level to raise the profile of demographic issues amongst employers, particularly small to medium sized enterprises. The Networks helps foster a culture of mature age best practice, information and ideas sharing and the promulgation of success stories amongst local businesses.
- The Voluntary Mature Age Guidelines provides a practical set of standards that can be used by employers to devise and implement mature age employment policies at their workplaces. The Guidelines cover good practice, case studies and templates in a number of key areas, such as training and occupational health and safety.
- Funding is being provided to facilitate the development of local projects in industries that have both the need and potential to employ mature age workers; and employers who have a strong record of successfully implementing age-positive policies will receive public recognition as a Champion for Mature Age Employment (Windsor, *et.al* 2005:13-14).

The Productivity Commission report on ageing in Australia highlighted some of the fiscal implications of population and workforce ageing (Productivity Commission: 2004). Concern about skill shortages arising from workforce ageing prompted the Australian Government to seek to better understand the implications of workforce ageing for labour supply. The Department of Employment and Workplace Relations through its *Workforce Tomorrow* Report (DEWR: 2005) highlights the magnitude of the workforce development challenges facing the nation over the next decade. Three of the challenges identified in the report include –

1 the ageing of the workforce
2 skill shortages and
3 a 'tight' labour market.

It provides the following projections –

o Between 2002 and 2011, three-quarters of the growth in the working age population will occur in the 45-64 age group.

o Three-quarters of the working age population will be aged 45-64 by 2011.

o The estimated impact of population ageing in Australia is a national shortfall of **195,000** workers, with a -
  ⇒ retail trade shortage of 22,100
  ⇒ manufacturing shortage of 45,400
  ⇒ health and community services shortage of 8,000.

### 2.2.2 Workforce challenges at the State level

The South Australian Government's *Better Skills, Better Work, Better State* (2005) workforce development strategy identifies the following workforce development challenges.

o An *ageing population* that may result in a loss of skill as the *Baby Boomer* cohort approaches the usual retirement age - unless incentives are identified for their retention. The need for succession planning is also significant. The estimated impact of population ageing in South Australia is a shortfall of **9,500** workers across the economy (DEWR: 2005).
o The *employment share of mature aged workers* (ie aged 45 and over) varies considerably across industry sectors in South Australia. Industry sectors which have the highest share of older workers are education, agriculture, electricity gas and water, and communication. The lowest proportion of older workers works in accommodation, cafes and restaurants, retail trade and mining (ABS Labour Force Data on SuperTable).
o *Insufficient numbers of young skilled people* and the need to attract and retain them.
o The need to develop workplaces that are *family-friendly* and enable an effective *work-life balance* across the life cycle.
o The need to develop *high performing* workplaces.
o A *shortage of skills* exacerbated by relatively low unemployment rates.
o The *need for flexibility* to adapt to the dynamic nature of the labour market and changes in the economy.
o *Structural change* that can produce a decline in some industry sectors and the emergence of new industries.

The prospect of labour demand exceeding supply is starkly illustrated in *Figure 1*. **On current projections, and without significant policy intervention, the demand for labour in South Australia will outstrip the supply of labour from around 2017.** This presents a significant challenge for policy makers over the next decade.

Figure 1:

**Projected Demand and Supply of Labour
in South Australia**
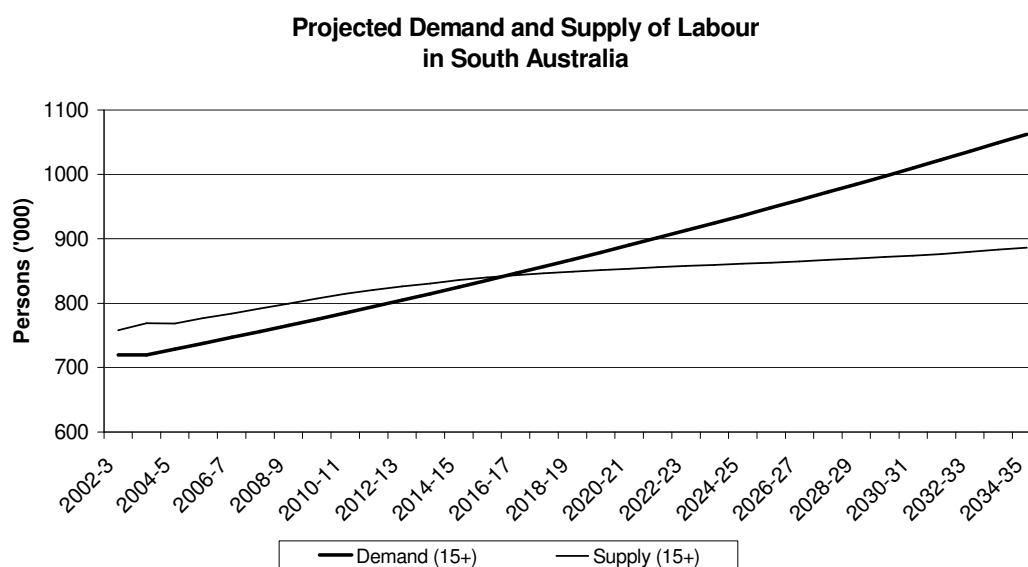
Source: DFEEST estimates provided to the AISR, based on labour demand projections developed by Monash Centre of Policy Studies; and a labour supply scenario incorporating South Australian Government population projections and Productivity Commission labour force participation rate projections.

Occupational and industry forecasts for South Australia

It is important from the outset to stress the limitation of economic forecasting, especially for a sub-State region like Southern Adelaide and therefore the numerical forecasts produced for employment should be considered indicative only.

Employment growth represents just one part of the labour demand equation. Demand for labour is also generated through replacement demand. This is the demand for labour *arising from the need to replace people who leave occupations*, rather than the demand for labour arising from jobs growth (Shah and Burke: 2006a).

The addition of employment growth brought about by economic growth and the employment demand arising from the need to replace people who leave occupations can be described as "**job openings**".

The most recent employment forecasts for South Australia provided by Monash University to DFEEST show these results[2]:

1. Between 2005-06 and 2013-14, it is estimated that there will be around 338,110 total job openings across all occupations in South Australia[3]. This equates to around 42,200 job openings per annum over this period. In a historical context this number of job openings is slightly higher than current levels (around 38,800), due mainly to the impact of the ageing workforce.

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[2] Centre for Policy Studies Monash University forecasts, provided to AISR by DFEEST.
[3] Monash has produced a range of forecasts from which job openings have been derived. The 338,100 is considered an 'upper level' forecast.

2. The vast majority of the increase is the result of **replacement demand**, due to a large number of workers expected to leave occupations primarily because of retirement.

3. In addition to this will be the employment growth generated as a result of individual **major projects** *(see Accompanying Report 2, Section 2.4)* not accounted for in the forecasts.

Job openings data are not available at the industry level (because replacement rate forecasts are not produced at industry level). However, economy-wide employment forecasts are produced by Monash at the industry level. Employment growth in South Australia is forecast to be strongest to the year 2014 in the services-related sectors of **business services, education and Government administration**, followed by **road transport, household good retailing** and **food retailing.**

(Challenges at the Southern Adelaide regional level are discussed in Section 3.2.)

2.2.3 National workforce demand patterns – the increasing significance of skills

Research undertaken by the Queensland Department of Education and Training (cited in Ai Group: 2006) using ABS 2001 Census Population and Housing data has identified a significant skills-jobs mismatch, particularly in jobs requiring a VET qualification. This analysis identifies –

$\Rightarrow$ a demand that involves **62.3%** of jobs requiring a VET pathway against a supply of **29.9%** of the working age population in Australia holding VET qualifications.

$\Rightarrow$ By comparison, 24.0% of jobs require university qualifications and these are held by 20.0% of people aged 15 to 64 years.

$\Rightarrow$ Of concern too is that 50% of the population lack formal qualifications while only 13.7% of jobs require no qualifications (research cited by Ai Group: 2006).

Monash University's Centre for the Economics of Education and Training (CEET) has undertaken a significant amount of research involving labour demand and supply forecasts over the coming decade[4]. Their research is designed to identify the number of new entrants and existing workers who will need to be trained in the next ten years, and the VET provision, in terms of *quantity* and *distribution*, that will be needed.

A key finding of this and other research is that employment over the next decade will grow more quickly in higher skilled occupations than in lower skilled occupations nationally.

If the supply of people with VET qualifications remains at the same level as in 2006, and requirements increase as projected, a shortfall of **240,000 qualified people** nationally will occur over the ten years to 2016. To address this shortfall, it is estimated that net completions from the VET sector will need to increase from current numbers by **1.9%** each year - or by 931 million contact student hours over the decade (Shah & Burke: 2006b).

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[4] See Shah & Burke: 2006b

2.3   The South Australian workforce development policy context

South Australia is relatively advanced in the development of workforce development strategies. A range of workforce development policies and programs have been developed in recent years, some in response to *South Australia's Strategic Plan* (2004), and others preceding it. For example the Workforce Development Research Consortium (comprising the 3 public universities in South Australia) was recently commissioned to undertake research around high performance workplaces and workforce planning tools and practitioners in South Australia.

South Australia's population policy - *Prosperity through People* (Government of South Australia: 2004a) – is designed to increase population through migration and fertility. Among the population challenges identified by *Prosperity through People* are a range of workforce issues that relate to increasing and retaining a skilled labour force. Compared to the national average, South Australia's labour force has a lower proportion of people with a post-school qualification (50.7% compared with 55.0%) and a lower participation by women in paid work (61.6% compared with 63.8%) (ABS 2001 Census data).

The targets included in the Population Policy form part of the Government's broader targets for South Australia, articulated in *South Australia's Strategic Plan* (Government of South Australia: 2004b). The Plan adopted the recommendation of previous reports that a workforce development strategy be prepared for South Australia.

South Australia's Strategic Plan also set a target to improve South Australians' quality of life through maintaining a healthy work-life-balance (refer Target 2.12). In early 2007, the South Australian government announced that it would develop a *Work Life Balance* Strategy. This is being administered and managed by *SafeWork SA* and a cooperative, cross-government strategy is being developed to respond to Target 2.12.

2.3.1   Workforce Development Framework

Workforce planning and development in South Australia can be conceptualised as a **Workforce Development Framework** as illustrated in *Figure 2*.

1   At the top of the framework is the over-arching *Workforce Development Strategy* being implemented by the State Government through the **Training and Skills Commission**. The Workforce Development Strategy is driven by 3 interrelated priorities:

  ❑   The creation of a high skill economy
  ❑   Access to quality employment and
  ❑   Shaping the future through better workforce planning.[5]

2   At the second level support is provided through *SA government labour market and workforce development policy* and through *Workforce Development Agents* acting as intermediaries in the workforce planning effort. The **Industry Skills**

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[5] Government of South Australia 2005

Boards and the **Employment and Skill Formation Networks** act as agents for the Strategy through their ability to identify workforce development needs and priorities. **Workforce planning practitioners** possess the expert knowledge to assist firms, clusters and regions with their specific workforce planning needs.

3   Also supporting workforce development in South Australia are the various *business advisors, industry groups and unions* who provide advice that feeds into the workforce planning process. Individual *firms, clusters and regional groups* provide the impetus for workforce planning and also need a sufficient level of understanding in order to support and drive workforce development. Support is also provided structurally through the *Workforce Development Fund,* which is administered by DFEEST.

4   The foundation of the framework is provided by the various *partners* in workforce development, with five main groups identified – State Government, Local Government, Industry, Learning Providers and Community.

Figure 2: Workforce Development Framework South Australia

National Workforce Development Policies

South Australian Workforce Development Strategy (overarching)

Supported by
⇩

SA Government Policy – eg
- *South Australia's Skills Action Plan First Steps*
- *Skills for South Australia: Building on Strong Foundations*

Workforce Development Agents eg
- Employment and Skill Formation Networks
- Industry Skills Boards
- Workforce planning practitioners

⇩

Business advisors, industry groups, unions
All play an important role in the provision of workforce development advice.

Firms, clusters, regions

Workforce Development Fund
Effective means for leveraging industry contribution for workforce development through the formation of partnerships between industry, government and education and training providers. Provides exemplar model for ISBs.

⇩

Partners in Workforce Development

SA Government	**Local Government**	**Industry**	**Communities and community based Networks**	**Learning Providers**
Training & Skills Commission DFEEST	City of Onkaparinga City of Marion	Industry Skills Boards Enterprises BECs Employment Service Providers Employer & Employee Associations		Schools TAFE SA Private Training Providers Adult Community Education ESL Providers Universities

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2.4 Workforce development at the regional level – lessons for Southern Adelaide

While workforce development is attracting significant policy interest, it usually has a State-wide, industry-wide or enterprise focus. Examples of regional workforce development initiatives are much rarer (certainly in Australia).

It can be useful to conceptualise workforce capital at the regional level in terms of a 'skill ecosystem'. Drawing on the work of Finegold (1999) and Keep and Mayhew (1999) Buchanan defines a skill ecosystem as –

> …*clusters of high, intermediate and low level competencies in a particular region or industry, which are shaped by interlocking networks of firms, markets and institutions* (2006: 14).

Buchanan notes that skill ecosystems are shaped by a number of factors, including the business setting, institutional and policy frameworks, the way in which jobs and workplaces are structured, the level and type of skill formation, technology, broader change in the life course and how people combine work with other aspects of their lives. An important part of workforce development in the Southern Region will be the identification of the regional skill ecosystem and the factors that are shaping this.

A number of studies have highlighted the importance of workforce development policy being integrated with industry development in the region. Many of these examples come from the United States which has a long history of community-based programs directed at improving the employment prospects of disadvantaged job seekers (Buchanan: 2006).

One of the most useful examples derives from the USA where the National Governors Association (NGA) Center for Best Practices has been working with six USA States[6] to promote improved labour market performance by organising economic and workforce development efforts around particular occupations, industry sectors, or clusters of employers with common characteristics (NGA Center for Best Practice: 2005).

The **State Leadership in the Global Economy Project** (NGA Center for Best Practices: 2004) was designed to assist governors of the six participating American States to develop the policy infrastructure and strategies needed to assist workers and businesses to remain competitive in a global economy. One of the key components of this initiative was the *Next Generation of Workforce Development* project, part of which involved a two year intensive capacity building process known as the *'Workforce Development Policy Academy'*.

The **key lessons** that emerged from the *'Next Generation of Workforce Development Policy Academy'* initiative were that it is important to -

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[6] Idaho, Missouri, Montana, New Jersey, Ohio and Virginia

I   *Align workforce development and education with economic development*. This requires a clear understanding of the industries in the State and a common understanding of the knowledge and skills required to compete successfully.

II *Build an education and training 'pipeline' to supply industry with skilled workers.* This requires **seamless connections** between the different sources of education and training and between these sources and the workplace. The 'one-stop-shop' model can provide one means of achieving this outcome. Another model identified by the Project involves *Regional Skill Alliances* (RSAs) which are networks of firms that collaborate to acquire or reduce the costs of worker training programs.

III *Expand opportunities for continuous learning.* To do this requires the building of **partnerships** between business and education and training providers so that workers have the opportunity to continuously upgrade their skills and knowledge. It also requires partnerships between education and training agencies, workforce development agencies and economic development agencies.

IV *Build career pathways for workers.* This involves marrying the needs of **employers** (and more broadly of industry) with those of individual **workers** (rather than leaving the responsibility of career development with either individuals or companies). It requires precise information about labour market needs and about learning opportunities, and ready access to different levels of education and training. This information is extremely pertinent in relation to workers who are approaching retirement as it can prevent sudden withdrawal of skilled labour through complete retirement by enabling phased retirement negotiated between employees and employers. An incentive for employees in such negotiation is likely to involve flexible working conditions. It also includes the provision of opportunities to low wage, less skilled workers to obtain further training and career development which also meets identified industry shortages.

V   *Strengthen the governance of workforce programs through outcome measures that are system-wide and tied to the economic goals of the State*. A key barrier identified to achieving this is a lack of **cross-system performance indicators** that demonstrate the individual and collective contribution to State economic goals. One solution was found to involve identifying a common set of measures across programs and using tools such as, performance score cards, to report on the measures. The involvement of multiple organisations in providing education and training, often with competing priorities, makes it difficult to achieve system wide accountability for workforce development, and for individual programs to be connected.

The National Governors Association has found that the six USA States with whom it has conducted research can promote improved labour market performance by organising their own economic and workforce development efforts around particular occupations, industry sectors, or clusters of employers with common characteristics (NGA Center for Best Practices: 2005). The lessons from the NGA Center for Best Practices' research have shaped the Principles and Objectives articulated for the *Southern Adelaide Workforce Development Strategic Framework*.

In reporting on two Australian pilot programs established to test the skill ecosystem concept, Buchanan (2006: 17-22) has identified a number of lessons that include –

◊   The importance of employers working together to take responsibility for their role in skill development, the time investment required for this, and the difficulty of achieving this outcome.
◊   The key role to be played by intermediaries who work with and not for the industry sector or region they are servicing. The intermediary has both business capability as well as workforce development capability and works to support both. The intermediary often has to undertake continuous advocacy on behalf of skill development.
◊   The need for a wide range of stakeholders to be engaged and to work collaboratively. These included industry representatives, workplace managers, VET providers, and State government representatives.

Taking into account the lessons arising from the Australian pilots as well as the Regional Workforce Development Collaboratives in California, Buchanan (2006: 20) noted the importance of each of them being designed to link workforce and economic development through initiatives that were 'collaborative in scope, regional in scale'. He also makes the point that regional collaboration is not well suited to addressing both economic and workforce development, but that this also rests on the type of networked structure established for this purpose. This means that the governance structure and associated processes underpinning the *Strategic Framework for Workforce Development in Southern Adelaide* need to ensure that collaboration is more than a nominal exercise.

> *Better integration of employment and learning requires fundamental changes in employer collaborative behaviour and in the way that they as a group coordinate with others, especially educators….*
> *Educators and other stakeholders have a vital role to play. They must be neither masters nor servants in any new approach to linking employment and learning* (Buchanan, 2006: 22).

2.4.1   Goals of regional workforce development

Industry-specific regional approaches to workforce development reviewed in the Contextual Scan for this Project suggest a number of aims that regional stakeholders should pursue, including to:

1.   Address the needs of **employers** by focusing intensively on the workforce needs of specific industry sectors over a sustained period;

2.   Address the needs of **workers** by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing higher skilled jobs;

3.   Bolster **regional economic competitiveness** by engaging economic development experts in workforce issues;

4. **Engage a broader array of key stakeholders** through partnerships; and

5. Promote **systemic change** that achieves ongoing benefits for the industry, workers and the community (Marusen: 2004).

2.4.2   Principles of regional workforce development

The literature scan undertaken for this project identified a number of principles underpinning **regional** workforce development strategies:[7] These are summarised below.

Principle	Explanation
Integration of stakeholder planning	Private and public employment and skills initiatives should be linked and integrated.
Comprehensiveness	Industries, governments and other stakeholders should consider the whole range of measures available for maximizing employment and skills opportunities – not only training and education.
Skill transferability	In addition to key growth occupations, learning and employment initiatives should reflect high demand transferable skill sets including general 'non-technical' skills and entrepreneurial skills.
Demand-driven employment strategies	Employment and skills initiatives should link learning and experience to where job openings are the greatest, including self employment.
Relationship-Building and Partnerships	Valuing real partnerships and on-going relationship building within and among stakeholders constituencies.
Programming flexibility	Employment and skills initiatives should be flexible in order to respond to emerging needs and to seize new opportunities.
Local Community Capacity-Building	Recognition that planning and implementation of employment and skills development strategies need to occur within local and regional communities.
Leadership and shared responsibilities of all stakeholders	All stakeholder groups need to demonstrate leadership in working within and across constituencies to pursue employment and skills opportunities. It is critical that the employment and skills strategies are not owned nor driven by Governments.

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[7] See for example, Final Report of the 2010 Human Resources Planning Committee (2003)

2.4.3 Strategies to address regional workforce development challenges

Three strategies emerge as having particular relevance to Southern Adelaide – with a substantial foundation already existing for the first two strategies.

o   *The Regional Workforce Intermediary*

The NGA Center has identified the important role of the *Workforce Intermediary* to address the need for coordination across different stakeholder groups, and the need for workforce development expertise that can be accessed by individual stakeholders in a region. They define a Workforce Intermediary as "… *an organization with a deep understanding of worker and employer issues in a specific industry*". The role involves –

⇒   a **dual focus** on worker and employer needs;
⇒   **coordination** of services to enhance the capacity of both workers and employers;
⇒   **integration** of funding streams, services and information; and
⇒   **generation** of ideas and **innovative** approaches to respond to the needs of employers and employees (NGA Center for Best Practices, 2006:4).

Buchanan (2006), drawing on the USA and Australian experiences, also supports this role.

> *The crucial factor … is the existence of highly competent brokers or facilitators capable of dealing with issues of business development and not just the development of the workforce* (2006: 8).

o   *Specific Sector Initiatives*

The Center also recommends the adoption of industry-specific **'Sector Initiatives'** that use Workforce Intermediaries to –

⇒   engage employers and other key stakeholders;
⇒   address needs interdependently (not independently); and
⇒   work with industries collectively (not separately) (NGA Center for Best Practices, 2006:4).

o   *Engaging employers in workforce development*

A common thread apparent in the workforce development research is that the role and engagement of **employers** in regional workforce development is vitally important. The paradox is that there is a greater need than ever for employer involvement in skill development, but a range of pressures mean that it is more difficult than ever to secure employer involvement (Finegold: 2005; Buchanan: 2006). This was confirmed by the Project's Workforce Development Survey for the Southern Region, where most employers, while recognising the importance of workforce development, indicated that they did not have the time to devote to pursuing this at the regional level.

3 Southern Adelaide workforce development trends and issues

3.1 Key workforce-related features of the Southern Region

The development of effective workforce development strategies requires an understanding of key workforce trends and issues. This section of the framework provides an overview of these for the Southern Adelaide region.

Key Points:

o Population growth in the region is projected to be higher than the State average (SMESFN:2006).
o The Southern Region is estimated to represent around 14% of the State's economy (City of Marion and City of Onkaparinga:2005).
o The largest employing industries in the Region are manufacturing and retail trade (SMESFN:2006).
o The Region contains a very high percentage (95%) of SMEs, many of which are family businesses (SMESFN:2006).
o On average, incomes in the Region are lower than in South Australia as a whole (taken from City of Onkaparinga website).
o Unemployment rates are above the Adelaide metropolitan average in the City of Onkaparinga and slightly below this average in the City of Marion (DEWR: 2006).
o Employment in the Region is concentrated in lower skill jobs, with an over-representation in industries exhibiting slow employment growth (eg manufacturing).
o Population and workforce ageing reflect State and national trends.

Table 1: Key Workforce Trends – Southern Adelaide and South Australia

Key Indicator	Southern Region	South Australia
Annual average taxable income of residents (source: 2001 Census)	$32,970 (Onkaparinga only)	$35,245
Unemployment rate (source: DEWR Small Area Labour Market data, December 2006	6.4% Onkaparinga; 5.2% Marion	5.1%
Average age (source: 2001 Census)	36	38
Labour force participation rate (source: 2001 Census)	60.6%	58.7%
Unemployment rate by age (source: 2001 Census)	25–34 – 8.2% 35–44 – 5.6% 45 and over – 5.1%	25–34 – 8.2% 35–44 – 6.2% 45 and over – 4.9%
% with no post-school qualifications (source: 2001 Census)	58.1%	58.1%

3.2   Key workforce development challenges, issues and trends

The key workforce challenges, issues and trends for the Southern Adelaide region include:

o   The vast majority of demand for employment is a result of replacement demand, due to a large number of workers leaving occupations and needing to be replaced[i].

o   Job openings in South Australia and in the Southern Region are forecast to be highest for (in order of frequency) sales assistants, checkout operators, storepersons and office managers[ii]. This is not a 'challenge' per se specifically for the Southern Region but reflects high level of job turnover in these occupations.

o   It is estimated that there will be around 52,000 job openings in the Southern Region over the 2005 to 2014 period. The largest number of job openings involves low or intermediate skill occupations (eg clerical, service and trade occupations).[iii] These are occupations that generally require little post-school qualifications (eg up to Certificate level qualifications).

o   However, employment in Australia will grow more quickly in the next decade in higher skilled than in lower skilled occupations (Managers and Administrators, Professionals and Associate Professionals)[iv].

o   While employment nationally is projected to increase by nearly 12% over the next decade, the proportion employed with qualifications will increase by 34% and fall by 20% for those without qualifications[v].

o   The largest increases are projected to involve people with **Diploma** qualifications nationally[vi] .

o   There is approximately $1 billion worth of major projects occurring in the Southern Region[vii], which will create a significant number of direct and indirect jobs.

o   It is evident that a significant challenge exists for employers in the Region in recruiting and training the workforce they will need in coming years.

o   The majority of respondents to the Workforce Development Survey of Southern Region employers (see *Accompanying Report 3)* gather basic workforce data, however, they do not consider this to be sufficiently comprehensive for workforce planning purposes. **13**% of respondents indicated they were **not** gathering any workforce data at all.

o   No respondents to the survey are involved in any initiatives which address the issue of *transition to retirement* for older workers.

o   Only **31**% of respondents indicated an interest in working with other companies in the region on the issue of workforce development, primarily because of current and projected work demands taking priority. Given the small size of most businesses in the Region, this is not a surprising finding.

3.2.1   Workforce demand – skill shortages in the Southern Region by targeted industry sector

In many cases skill shortages are not shortages in aggregate labour supply, but rather a shortage of *"the right mix of skills and knowledge"* (2010 Human Resources Planning Committee: 2003).

Various reports reviewed for this Project point to a number of skill shortages in the Southern Region in the priority sectors of:

- Food, wine and tourism
- Advanced manufacturing and automotive
- Environmental
- Health and education.

These are documented in *Table 2*.

Table 2: Skill Shortages Southern Region, by Targeted Industry Sector

	Food, Wine, Tourism	Advanced Manufacturing and Automotive	Environmental	Health and Education
Identified Skill Shortages	• Large machinery drivers; • Chefs; • Harvesting staff (eg grapes, olive pickers; pruning, vine training, vineyard hand) Cellar hands; • Food servers; • Payroll/ administration; • Domestic soil samplers; • Managers; • Accountants	• *Process workers* (especially assembly, cutting, welding stamping); • *Trades* – boilermakers, welders, electricians, technical engineering, technical design, die casting, metal polishers; Plant operators; Assembly operators; Toolmakers; Production workers; Civil construction; Building and construction lecturers	• Large machinery drivers; • Harvesting Staff; • Engineers, • Managers; • Geo science lecturers	• Registered nurses; • Health specialists • Teachers; • Managers; • Child care workers

It is difficult to gauge the numerical extent of these skill shortages in Southern Adelaide, except to say that the occupations identified appear consistently across various surveys of employers. A high level of projected job openings in an occupation is not necessarily an indication that that particular occupation is experiencing a skills shortage or is hard to fill.

The Workforce Development Survey of Southern Region employers undertaken for this project provides insights into key workforce development issues within the targeted sectors (see *Accompanying Report 3*). Respondents identified jobs that are the hardest to fill in the region in their particular industries. Only **33%** of businesses stated they do *not* consider there to be any barriers to attracting and retaining staff. The main reasons given for the difficulties faced in filling these jobs were -

- o Salary competition
- o Skills supply shortage
- o Lack of people with an interest in the jobs on offer.

3.2.2 Workforce supply and skill flows in the Southern Region

Key Points:

- o Approximately 17% of all South Australian apprentice and trainee commencements reside in the Southern Region[viii].

- o Like South Australia as a whole, most of the Southern Region's apprentice and trainee commencements are in the occupational groups of Tradespersons and Related Workers, Elementary Clerical Sales and Service Workers, and Intermediate Clerical, Sales and Service Workers[ix].

- o There are currently nearly 17,000 people in the Southern Region participating in VET programs – representing nearly 15% of all South Australian VET participants[x].

- o VET participation data indicate that future workforce supply does not match the projected demand for workers with Diploma or Advanced Diploma qualifications.

- o The five local government areas in which the greatest numbers of Southern Adelaide residents work are Onkaparinga (26.4%), Adelaide (14.2%), Marion (13.6%), West Torrens (8.2%) and Mitcham (7.3%)[xi].

- o 60% of the Southern Region's population work outside of the Region[xii].

- o A large percentage of residents working outside of the Southern Region are employed in higher skilled occupations. This affects the capacity of local businesses in the region to source skilled workers[xiii].

- o While many of the Region's non-resident workforce are employed in skilled occupations, this is not sufficient to offset the flow of skilled workers who are residents and employed outside of the Region[xiv].

- o Outside of the Southern Region, the local government areas supplying the largest numbers of people to the Southern Region's workforce are the Cities of Mitcham, Holdfast Bay, West Torrens and Charles Sturt[xv].

Obtaining accurate data on labour supply at the regional level is difficult. Therefore, the approach used in this project has been to examine national and State forecasts of supply sources and to draw inferences from these for Southern Adelaide. An example is provided below with regard to underemployed workers.

A possible source of labour to meet the expected increase in demand comes from **underemployed** workers. Data for the prevalence and rate of underemployment at a regional level is not easily attainable, but the ABS has provided this information for metropolitan Adelaide. Some conclusions can be inferred from this for Southern Adelaide. *Table 3* provides information on underemployment in metropolitan Adelaide.

Table 3: Employed Persons, Underemployment status and labour underutilisation, Adelaide Capital City, September 2006

Employment Status and Labour Under–utilisation	('000 persons)
Employed	565.3
Fully employed	521.7
Underemployed Workers	39.0
Underemployed full–time workers	2.7
Underemployed part–time workers	36.2
Part-time workers who would prefer more hours but were not available (a)	4.6
Labour Underutilisation rates (b)	*Percent*
Unemployment rate [c]	4.8
Underemployment rate (d)	6.6
Labour force under–utilisation rate (e)	11.4
(a) Were not available to work more hours in the reference week or within four weeks	
(b) Estimates of unemployed persons and of persons in the labour force used in the calculation of these rates are sourced from the Labour Force Survey	
[c] The number of unemployed persons expressed as a percentage of the labour force	
(d) The number of underemployed workers expressed as a percentage of the labour force	
(e) The unemployed plus the underemployed, expressed as a percentage of the labour force	

Source: ABS, unpublished data

Table 3 shows that while the majority of the employed workforce are fully employed (meaning that they don't want to increase their hours of work), a sizeable minority – a total of 39,000 across metropolitan Adelaide – would prefer to work more hours and are available to do so. The vast majority of these people are currently working part-time. In addition to this, there are also 4,600 part-time workers who would prefer more hours but were not available in the reference period of the survey.

As a result, while the 'headline' unemployment rate for metropolitan Adelaide in September 2006 was 5.3%, the labour force underutilisation rate (ie the unemployed plus the underemployed, expressed as a percentage of the labour force) was considerably higher, at **11.4%**. There is no reason to believe that this labour force

underutilisation rate would be very different in Southern Adelaide (although the labour force participation rate in Southern Adelaide is generally higher than that in metropolitan Adelaide as a whole). It therefore represents another additional source of labour supply that can be tapped into by policy-makers.

3.2.3   Workforce development initiatives in the Southern Region

Industry-focused workforce development initiatives

Targeted industry sectors in the Southern Region have a number of workforce planning and development projects. Prior to the commencement of the Southern Adelaide Workforce Development Strategy Framework, a number of industry based workforce development initiatives had been implemented, many with the support of the DFEEST *Workforce Development Fund*. The amount of workforce planning and development varies significantly across the targeted industry sectors, with the **most** work having been undertaken in the **Food, Wine and Tourism** sector and the **least** in the **Environmental** Industries sector. It is also evident that most initiatives are **state-wide** in focus with relevance for the Southern Region (see *Table 1, Section 3.2 in Accompanying Report 2*).

A detailed summary of workforce development initiatives in the four targeted industry sectors is provided in ***Attachment 4*** of the Main Report.

Table 4: Recent workforce development initiatives affecting the Southern Region

Targeted Industry Sector	Workforce Development Fund Project	Other Initiatives
Health and Education	2 projects • Disability Services Workforce Development Project • Community Services Workforce Development Project	3 initiatives • SA Mental Health Workforce Development Project • State Government's Child Care Strategy • DECS Southern Child Care Project
Environmental		1 initiative • Flinders University Centre for Science Education in the 21st Century
Advanced Manufacturing and Automotive	1 project • Manufacturing Workforce Development Project (TAFESA South)	5 initiatives • Blueprint for Manufacturing in SA • SA Manufacturing Up-skilling Program • SA Engineering Pathways Program (VET in Schools) • SA Centre for Innovation • SA Automotive and Manufacturing Workforce Development Project
Food Wine and Tourism	4 projects • SA Food Workforce Development Project • SA Chef Retention and Development Project • SA Hospitality Front of House Staff Retention Project • SA Wine Industry Sector Workforce Development Project	3 initiatives • SA Food Plan 2007–2010 • Wine: a Partnership 2005–2010 • SA's Skill Action Plan – First Steps (August 2005)

3.3   Governance and institutions in the region

There are a large number of programs, institutions and networks related to workforce development in the Southern Region. This is both a strength and a weakness. The existence of multiple agencies, administrative fragmentation, and a lack of system wide accountability can conspire to reduce the effectiveness of workforce development strategies (NGA Center for Best Practices: 2004). The challenge for all regions is to define a commonly agreed upon set of workforce development objectives and establish collaborative structures and processes to help realise these objectives. This can help to avoid duplication of structures, services and initiatives in the Region.

Drawing on lessons emerging from Australian and USA collaborative workforce development initiatives (Buchanan: 2006), there are several approaches that should be considered in relation to the Southern Adelaide region.

o   It is usually necessary to establish a support and management structure for workforce development that involves a coalition of government (all three levels), employer and union representatives, and education providers. This structure has the purpose of building new networks that better link business and workforce development. Most of the issues to be addressed in a linked approach to economic and workforce development require the cooperative involvement of a variety of stakeholders.

o   In terms of employer engagement, multi-employer consortiums that draw on broader local level social networks are recommended, rather than relying on existing employer associations. The consortium takes shared responsibility for economic and workforce development.

o   Appropriate governance structures enable coordination that generates economies of scale available at the regional level and a shared approach to risk taking.

o   The governance structure(s) and processes provide an environment for collaboration and networking that supports appointed intermediaries in building new networks at the local level that integrate employment and learning.

o   Day to day administration associated with the governance structure should be managed by a small secretariat.

o   Workforce development benefits from the consistency that arises through applying common standards while adapting those standards to local needs.

4   Foundations for Workforce Development in Southern Adelaide – a strategic framework

This final section of the report outlines a strategic framework for workforce development in the region. The key aims of the framework are:

- To provide a roadmap for identifying and integrating workforce development initiatives in Southern Adelaide;
- To provide a decision-making structure for the engagement of key workforce development stakeholders in the Region; and
- To provide some key Objectives and Principles to guide the development of key policies and programs in the Region.

4.1   Building linkages

The *Strategic Framework for Workforce Development in Southern Adelaide* takes as its reference point key direction-setting policies and initiatives relating to workforce development in Australia and South Australia. These occur from the State level to the industry level. The diagram below summarises this relationship.

South Australia Strategic Plan
⇩
SA Workforce Development Strategy
⇩
Strategic Framework for Workforce Development in Southern Adelaide
⇧
Targeted Industry Sector Workforce Plans and related initiatives
⇧
Southern Adelaide: A New Economic Future *Southern Region Economic Diversification Blueprint* *Employment and Skills Formation Action Plan 2006–07*

The Framework is designed to build on existing initiatives and develop appropriate structures and processes to support workforce development in the Region.

4.2   Strategic objectives

Based on findings from the contextual scan, from consultation with key stakeholders, and from relevant strategic planning documents for the region, eight Objectives have been defined to guide workforce development in the Southern Region.

Southern Adelaide's recently released plan for growing prosperity in the Region – *'A New Economic Future'* also underpins these Objectives. The vision pursued in that plan identifies business and its workforce as the key to regional productivity and prosperity, with workforce development as crucial to addressing skills shortage.

The objectives are.

1. Enable the provision of a range of workforce training and development opportunities that supply a workforce with the *skills* required for Regional economic prosperity, in a timely and flexible way. This included promoting job opportunities to local residents so that they don't need to leave the Region for work to the same extent that they currently do.

2. Support workforce planning that addresses *simultaneously* the needs of *employers* for business competitiveness and of *employees* for skills and career development in the Region.

3. Identify and promote opportunities for businesses and industry to achieve *economies of scale* in the provision of workforce training and development for the Region.

4. Promote workforce development for the Region through collaboration and *partnerships* across industry, training providers, community and government.

5. Work collaboratively to develop the skills of *under-employed* groups to enable their participation in local employment opportunities and in the process, address current and future skills shortages.

6. Work collaboratively to develop workforce planning and development strategies designed to *retain older employees* in the local workforce.

7. Work collaboratively to ensure that workforce training and development occurs across the different life phases, and is part of a broader *lifelong* learning strategy. This includes facilitating pathways for young people between study and work, and building a learning culture from an early age.

8. Develop governance structures and processes that enable a *coordinated* and *integrated* approach to regional level workforce development.

4.3   Principles of regional workforce development

The following nine Principles have been developed to guide workforce development in Southern Adelaide.

o   Workforce development is a broad concept encompassing factors like education and training, workforce participation, retirement incomes policy, workplace organization, industrial relations, work-life balance policy, occupational health and safety policy etc.

o   Workforce development is essential to sustainable economic development.

o   Workforce development should provide pathways to employment for those who are underemployed and unemployed.

- o Workforce development should meet the needs of employees and employers simultaneously.

- o Workforce development initiatives need to reflect current and projected skill needs in pursuit of a goal of developing a skilled workforce.

- o Workforce development initiatives must be flexible in order to respond to emerging needs and new opportunities.

- o Workforce development is designed to build the capacity of local and regional industry and communities.

- o Workforce development is dependent on strong working relationships and partnerships across the key stakeholder groups of community, industry, government, workforce development experts and training providers, enabling an integrated approach that can also realize economies of scale in the use of workforce development resources.

- o Workforce development is a process in which workforce members participate across the life course, starting with engagement at a young age, as part of a broader lifelong learning strategy.

- o Workforce development initiatives must be well coordinated and integrated. They should be implemented through agreed region wide governance structures and processes.

4.4   Foundations for Workforce Development

To help lay the foundations for effective workforce development in the region the following recommendations are provided for consideration. The recommendations relate to the following themes:

1 **Decision making and Engagement**
2 **Evidence based planning**
3 **Capacity building and Incentive**
4 **Integrating Industry and Workforce Development**

THEME I: DECISION MAKING AND ENGAGEMENT

Recommendation 1: Governance

There are a wide range of stakeholders and organisations with an interest in workforce development in the region. A key to the development and implementation of effective workforce development institutions is the need to embrace the significance of the relationship between social, economic and environmental objectives and workforce development. Workforce development must be at the centre of social, economic and environmental strategies. Institutional structures need to reflect this interdependence.

It is recommended that the central importance of workforce development to the region's future prosperity be recognised though the development of a workforce development consultative structure (e.g. *Workforce Information Taskforce*) linked to the Southern Adelaide Economic Development Board and through some augmentation of the membership of the Southern Adelaide Employment and Skills Formation Network.

It should include workforce development leaders from private and public sector employers in the region.

For example the Southern Adelaide Economic Development Board could establish a sectoral sub-committee to reflect the key industries represented in the region. There is also a need to establish representative links at a regional level with the DFEEST so that regional input to the high level State TASC and ISB network can provide advise to the Minister. Also ensuring representative links to TAFE SA, RTOs and Universities. The Workforce Information Taskforce should be closely linked to the Southern Adelaide Employment and Skills Formation Network which would be represented on the committee.

Recommendation 2: Engaging Regional Stakeholders

It is essential that regional stakeholders be actively engaged in the identification of key challenges and the development of appropriate strategic responses. To provide an open forum for this to occur it is recommended that a *Workforce Development Summit* be held in the region to provide an opportunity for regional stakeholders to discuss key workforce development challenges and foster engagement in the development and annual report card review of workforce development strategies.

For example this forum would also have an awareness raising and capacity building function in conjunction with the Workforce Information Directorate of DFEEST and DTED. It could include presentations on key economic and labour market trends from the State ISBs and showcase regional initiatives and best practice implementation and actions.

EVIDENCE BASED PLANNING

Recommendation 3: Regional Workforce Information System

It is recommended that a *Regional Workforce Information System* be developed in collaboration with the State Government and the University and VET sectors. This should regionalise and augment the State sectoral reporting work undertaken by DFEEST and available on the *Workforce Information System* website - www.workforceinfoservice.sa.gov.au identifying any local gaps.

For example this could be modelled on local connections with South Australia Works and major local projects feeding into the State Government agencies' EconSearch RISE modelling or Major Projects Matrix, or other similar works by Flinders University or UniSA.

Recommendation 4: Workforce Planning Advisory Service

It is vital that attention be focused on the preparedness of SME organisations within the region to address workforce development challenges as a core component of business and strategic planning. The provision of *workforce planning advice and support* will be necessary to successfully integrate workforce and business planning and development.

For example it should be augmented by the provision of expert advice and support, where funding be sought by the SAEDB for a specialist Workforce Planning Adviser to be based in the region. The Adviser would provide advice and support to businesses in the region as part of a team based approach to the provision of business support services, and provide better SME business connection to VET and RTOs.

CAPACITY BUILDING AND INCENTIVE

Recommendation 5: Workforce Development Training Program

A key challenge for the region is to broaden and deepen the workforce development and planning knowledge and skills base for employers and services providers in the region. To this end it is recommended that a *Workforce Development Training Program* be developed and piloted in Southern Adelaide.

For example this could be undertaken as an expansion of the current business workshops delivered by State and Federal Government agencies in the region in collaboration with the DFEEST Training and Skills Commission and SAEDB, with training programs developed which incorporate workforce planning components. The program could include the following elements:

- Workforce trends and issues
- Introduction to workforce development
- Introduction to workforce planning
- Workforce planning methods and tools
- Workplace case studies of workforce planning in action.

Recommendation 6: Regional Workforce Development Demonstration Program

There is a need to foster innovation in workforce development throughout the region. A well structured *Regional Workforce Development Demonstration Program* could help to achieve this strategic objective. The Program would fund a small number of employers or networks of employers.

For example the State EDB and Southern Adelaide EDB could collaborate with the DFEEST Workforce Development Fund and Training and Skills Commission ISBs to regionalise their statewide progress to locally align to the South Australian Strategic Plan.

There is a need to encourage the integration of workforce planning with business planning in the region. A range of new incentives might be considered to encourage the uptake of workforce planning methods and profile good practice.

The SAEDB could explore innovative potential incentives linked to a capped level of business expenditure on specified workforce planning initiatives (the rebate could be provided on a dollar for dollar basis up to the level of the cap). Best practice Southern Adelaide examples could be capitalized as 'Employer of Choice' awards promoted at regional business functions.

INTEGRATING INDUSTRY AND WORKFORCE DEVELOPMENT

Recommendation 7: Sectoral Planning

A priority of the *Sectoral Workforce Development Strategy* is to address skill gaps, training needs and workforce development imperatives in the following targeted industry sectors identified in the Southern Adelaide Economic Development Plan 'Think South – A New Economic Future':
- Food, wine and tourism;
- Advanced manufacturing;
- Environmental industries;
- Health sector and Medical Technologies; and
- Knowledge, Education and Services.

The SAEDB has engaged these sector groups and needs to collaboratively get them on the radar to advocate regional priorities to the State and Federal Government agencies and programs. This will provide a regional perspective to State Government and ensure local needs are addressed (not more planning, but responses). Arising from consultations with employers in these sectors the following issues were identified:

⇒ Difficulty in attracting staff due to salaries, skill levels and inadequate training
⇒ The ageing workforce
⇒ Poor working conditions
⇒ Skill development needs
⇒ Shortages of workers in several occupations
⇒ Limited collaborative infrastructure of small firms
⇒ Underemployment
⇒ The leakage of workers out of the region
⇒ The lack of workforce information easily accessible to employers
⇒ Work-life balance issues
⇒ Employment Land (Industrial, Commercial and Retail) land shortage, and
⇒ Seasonality of employment.

Examples of actions identified are:

7a   It is recommended that *target industry working groups* hold regional workshops for their particular industries to discuss this report's findings and

the regional implications of them. It is recommended that the working groups hold regular meetings with the Executive Officer of the relevant Industry Skills Boards to link in to relevant State projects within their sectors. It is recommended that current and proposed sectoral initiatives be integrated with entry and pre-entry labour market programs to ensure participation of people underrepresented in the labour market feeds into the Southern Adelaide South Australia Work program.

7b   It is recommended that the SAEDB build on the targeted employer survey undertaken for this project by initiating a survey of Major Developments and their representatives to identify key workforce development imperatives from an enterprise view. It be recommended to the Southern Adelaide Employment and Skills Formation Network that an allocation from South Australia Works program (DFEEST) be provided annually to update the survey work undertaken as part of the Workforce Development Strategy.

7c   It is recommended that the SAEDB enter into a collaborative arrangement with State and Federal Government agencies to apply modelling to prepare projections on the workforce implications of major projects and key announcements affecting employment in Southern Adelaide, indicating how to address them.

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Acronyms

ABS – Australian Bureau of Statistics

AISR – Australian Institute for Social Research

ANZSIC – Australian and New Zealand Standard Industry Classification

BECs – Business Enterprise Centres

CAA – Career Advice Australia

CoPS – Centre of Policy Studies (Monash University)

DEST – Department of Education, Science and Training (Commonwealth)

DEWR – Department of Employment and Workplace Relations (Commonwealth)

DFEEST – Department of Further Education, Employment, Science and Technology (State)

DTED – Department of Trade and Economic Development (State)

ICAN – Innovative Community Action Networks

ISBs – Industry Skills Boards

LCPs – Local Community Partnerships

NCVER – National Centre for Vocational Education Research

ORA – Office of Regional Affairs (State)

POEM – Partnership Outreach Education Model

RTOs – Registered Training Organisations

SAYES – South Australian Youth Engagement Strategy

SMEs – Small and Medium Enterprises

SMESFN – Southern Metropolitan Employment and Skill Formation Network

VET – Vocational Education and Training

End Notes

[i] Centre for Policy Studies Monash University forecasts, provided to AISR by DFEEST

[ii] AISR estimates based on Monash University forecasts

[iii] AISR estimates based on Monash University forecasts

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[xv] ABS 2001 Census data