

The Swan Hill Region Workforce Development Strategy

Action Plan 2013 - 2016

Aug 2013

About this Document

Background, research and strategies

The Action Plan is the eighth publication and the final part of the Swan Hill Region Workforce Development Strategy.

Background

In April 2013 the Swan Hill Region Workforce Development Strategy Steering Committee (The Steering Committee) committed to developing a Swan Hill Region Workforce Development Strategy (SHRWDS). The strategy aims to support local people to develop skills and qualifications needed by the region's employers, improve the region's ability to attract people with skills in demand and increase employment opportunities for local people who are under-represented in the workforce.

The desired outcome of this workforce development strategy is to enable existing businesses to expand, attract new business to the region and grow the population as a whole.

Focus

The inaugural Swan Hill Region Workforce Development Strategy focuses on four sectors;

- Agriculture/Horticulture
- Manufacturing – Meat processing
- Health – Aged Care
- Community Services – Early childhood and social/welfare

Building on local research and strategies

The Action Plan is based on evidence collected during the examination of the current and future state analysis of the regional workforce. This evidence was collected from local research, consultations, steering committee meetings, labour market data and other workforce research.

The Swan Hill Region Workforce Development Strategy has incorporated the extensive research and projects already undertaken and underway in the Swan Hill and Loddon Mallee region. It quickly became evident in the collation of this research that the Swan Hill community has developed numerous strategies to support industries, build business capacity and develop its workforce. Hence this research builds on local research rather than duplicates it.

About this document

Background, research and strategies

Consultations and SWOT Analysis

A key stage influencing the development of the workforce development strategy was the consultations process with employers and education providers. Face-to-face consultations were held in April and consultations by phone in April and May 2013.

Drawing on the local research, ABS data and the consultation findings a SWOT analysis was conducted for each of the four industries. This logically led to the identification of the key workforce risks for each of the four industries as well as for the region's workforce as a whole. Strategies have been proposed and an action plan will be prepared.

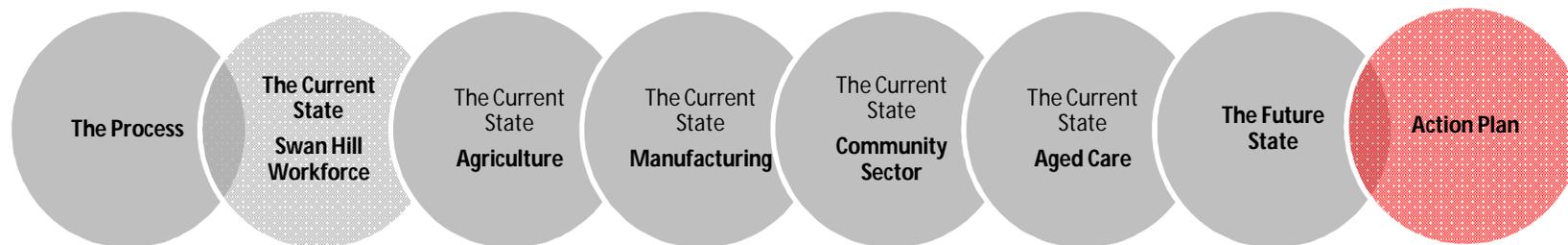
The Steering Committee analysed, prioritised and synthesised the evidence to identify risk and risk mitigation strategies, identify target industries and develop workforce actions at the regional level

A living and accessible strategy

A region's workforce development strategy is a living document. The strategies will be monitored and reviewed and new ones will be added over time. Hence the structure of the strategy reflects this perspective.

A workforce development strategy needs to be accessible so the community understand their population, industries, business composition and employment trends. Hence it has been designed as a web-based document.

This Swan Hill Region Workforce Development Strategy is presented in the following eight documents.



Workforce Planning Challenges

There are a number of challenges that can be experienced when executing workforce planning

Challenge 1: Expecting Swan Hill Council to own workforce planning

Workforce planning is the responsibility of all. Business owners are responsible for the success of their strategic plans and the workforce plan is no less important than the financial, technical and operational components.

The Swan Hill Workforce Development Steering Committee will become experts in driving workforce planning for the region, articulating its value and providing support to businesses. The committee must ask challenging questions that compel businesses to think about what drives their workforce demand and assist businesses to translate this into actions.

Challenge 2: Failing to see the big picture

Workforce planning is a strategic exercise, not a short term job to meet immediate demand. The goal is for businesses to prepare a future workforce to execute the business objectives. The timeframe for the forecast should be equal to the time it takes to source and fully train an employee. This is usually between 2-5 years and sometimes up to 10 years.

It is important for the workforce plan to estimate the impact of changes expected to occur beyond the forecasting time frame e.g. A manufacturing business that is looking to bring in automation needs to consider the transition for workers that will be replaced.

Challenge 3: Keep it simple

Attempting workforce planning for the whole business all at once will almost certainly become overwhelming and limit your success. Start small with 3-5 critical roles before you expand to other roles. Focus on key identified roles for the region and work together. It can take up to 18 months to fully integrate workforce planning into your business culture and planning cycles.

Workforce Planning Challenges

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Challenge 4: Talking a different language

The Committee must be able to translate the impact of workforce planning into value for the business. This enables business leaders to make workforce decisions based on the same criteria used in other areas of strategic planning. This is particularly so in regional workforce planning where each industry has its own language and focus. Asking questions about return on investment will assist:

- What are the costs associated with vacancies in critical roles, in terms of lost revenue, missed deadlines or increased contractor costs?
- What are the costs and savings in reduction of turnover? (reduced training and recruitment)
- What savings can be gained from developing people internally or locally rather than recruiting externally?
- What benefits are there in attracting skilled migration or using contractors to manage overseas workers?

Challenge 5: Falling at the last hurdle: Implementation

The most important element of workforce planning is putting in place the processes to bridge the gap between current workforce (supply) and future needs (demand). Too often the workforce plan becomes an academic exercise that never gets actioned.

Organisations that start too big exhaust themselves and often do not get as far as developing the right strategies. Some develop too many strategies and do not make it to the next step to create and implement the action plan. In other instances workforce plans without input from the business or the necessary buy-in fail.

To avoid this issue each industry or business should have an owner accountable for seeing the plan implemented. This owner should manage the plan as a project with actions, time-frames, budget and metrics to monitor progress. The workforce planning team can then assist to evaluate success and make adjustments as necessary.

Workforce Risk and Risk Mitigation

A number of risks have emerged as a result of the workforce planning process

Risk	Industry	Strategy
1. Low awareness of career opportunities and pathways within local businesses.	All	Identify and promote career pathways and opportunities in local businesses.
2. Attractiveness of Swan Hill as a place to work.	All	Develop a better understanding of what attracts people to Swan Hill for work. Build community pride in Swan Hill's assets and business success stories. Explore accommodation issues related to the workforce
3. Insufficient quality childcare available to support the workforce.	All	Assess the feasibility of increasing childcare places for workers.
4. Low language and literacy skills among local workers.	All	Improve workplace literacy.
5. Low awareness of local manufacturing jobs and careers.	Manufacturing	Identify and promote career pathways in local businesses.
6 . People management, business and IT skills are required in farming.	Agriculture Horticulture Manufacturing	Support business owners to develop their people management and technology skills.
7. Limited understanding of aged care roles and new pathways.	Aged Care	Promote emerging and new roles within the Aged Care sector.

Workforce Risk and Risk Mitigation (continued)

A number of risks have emerged as a result of the workforce planning process

Risk	Industry	Strategy
8. Low literacy and a lack of childcare places.	Early Childhood	Assess the success of current literacy programs underway in the local area and create options for further development.
9. Insufficient social workers to meet increasing need.	Community Services	Attract Social Workers to Swan Hill.

Workforce Development Action Plan

Attraction, Retention and Recruitment

Strategy	Actions	Link to existing program	KPI /Outcome Sought	Timeline	Driver	Priority & Target Industry
ATTRACTION , RETENTION & RECRUITMENT						
Identify and promote career pathways and opportunities in local businesses.	Develop promotional material to: <ul style="list-style-type: none"> showcase successful businesses highlight roles promote pathways for school leavers, people returning to work, changing careers or relocating to Swan Hill region. The material can promote: <ul style="list-style-type: none"> early childhood horticulture/agriculture Manufacturing food processing (meat) aged care and social work. 	MMLLEN strategic priorities to engage with business and industry sectors (Pg 72) Strategic Theme 3: Marketing the Region Robinvale Mentoring Program	Career Pathway	Sep 2013- Feb 2014	SHRRC Economic Development Unit	MEDIUM All industries
	Expand the Set Your Heart on a Career in xxx model to other industries.	Set Your Heart on a Career in Accounting		Mar 2014- Mar 2016	Swan Hill Inc	To be confirmed
	Develop a Swan Hill region job hunt talent community website database			Mar 2014- Mar 2016	SHRRC	To be confirmed
	Co-ordinate a yearly events calendar to promote industry events			Nov 2013- Nov 2016	Swan Hill Inc	All industries

Legend: Urgency – High  Medium  Low  FINAL AUG 2013

Workforce Development Action Plan

Attraction, Retention and Recruitment

Strategy	Actions	Link to existing program	KPI /Outcome Sought	Timeline	Driver	Priority & Target Industry
ATTRACTION , RETENTION & RECRUITMENT						
Develop a better understanding of what attracts people to the Swan Hill region for work.	Conduct a feasibility study to further understand the drivers for people considering relocation to work in the Swan Hill region.	SH RCC Economic Development Strategy -Strategic Theme 3: Marketing the Region • Regional Expo	Swan Hill – a great place to work	Oct 2013 -Oct 2014	SHRCC Economic Development Unit	HIGH All industries
Build community pride in Swan Hill’s assets and business success stories.	Investigate the Reach Your Pinnacle Program (of similar program) as a way to engage the total community in the solution http://rypinnacle.com/wordpressryp/			Oct 2013 Oct 2014	Swan Hill Inc SHRCC Economic Development unit	High Meat and food man Others to be confirmed

Legend: Urgency – High  Medium  Low 

Workforce Development Action Plan

Attraction, Retention and Recruitment

Strategy	Actions	Link to existing program	KPI - Outcome Sought	Timeline	Driver	Priority & Target Industry
ATTRACTION , RETENTION & RECRUITMENT						
Explore accommodation issues related to the workforce	Support the prioritisation of the accommodation actions in the Swan Hill region.	SH RCC Economic Development Strategy Strategic Theme 1: Attracting New Business	Swan Hill – a great place to work	Jan 2014 –Jan 2016	SHRCC Economic Development Unit	MEDIUM Abattoirs Profs Agriculture
Attract Social Workers to the Swan Hill region	Target Social Work students from regional Victoria to complete placements in Swan Hill. Create vacation placements for Social Work students in Swan Hill.	Strategic Theme 1: Attracting New Business Cadetship program	Swan Hill – a great place to work	Jan 2015- Dec 2015	Community Services network	MEDIUM Comm Services
Promote emerging and new roles within the Aged Care Sector	Identify target groups for Aged Care work and trial a variety of mediums for promotion	Strategic Theme 2: Supporting Existing Businesses to Grow	Swan Hill – a great place to work	June 2014 June 2015		LOW Aged Care

Legend: Urgency – High  Medium  Low  FINAL AUG 2013

Workforce Development Action Plan

Attraction, Retention and Recruitment

Strategy	Actions	Link to existing program	KPI - Outcome Sought	Timeline	Driver	Priority & Target Industry
ATTRACTION , RETENTION & RECRUITMENT						
Assess the feasibility of increasing childcare places for workers	<p>Develop accurate data on childcare needs, places and types of care</p> <p>Gather data to provide the evidence on the need to extend hours of existing services to support shift workers (health and aged care)</p> <p>Explore options for developing a childcare/training centre like Mildura model</p>	Strategic Theme 2: Supporting Existing Businesses to Grow - Action 10	Swan Hill – a great place to work	Sep 2013 -Sep 2014	SHRCC	<p>HIGH</p> <p>All industries</p>

Legend:

Urgency –

High  Medium  Low 

Workforce Development Action Plan

Learning and Development

Strategy	Milestones & Deliverables	Link to existing program	KPI - Outcome Sought	Timeline	Driver	Priority & Target Industry
LEADERSHIP, LEARNING AND DEVELOPMENT						
Improve workplace literacy	Create a literacy task force to : <ul style="list-style-type: none"> Identify target groups for action Identify successful literacy initiatives Explore funding options for literacy initiatives <ul style="list-style-type: none"> The Adult Community Further Education (ACFE) Board Capacity and Innovation Fund Develop an innovative program which targets literacy needs across all industries in Swan Hill 	FLO Programs Kerang and Swan Hill DEECD Workplace Literacy program	Literacy issues reduced	Sep 2013 – Sep 2016	DEECD Careers development office MMLLEN	HIGH All
Support business owners to develop their people management and technology skills	Investigate existing models and trial options to build capability in: <ul style="list-style-type: none"> people management technology industrial relations OH&S payroll 	AgriFood Skills Aust workshops Business Re-education Centre (Business Incubator) Small Business Victoria	Well managed businesses	April 2014- April 2016	Regional Development Victoria (Swan Hill Office)	MEDIUM Ag/Hort Manufacturing

Legend: Urgency – High  Medium  Low 

Workforce Development Action Plan

Job Redesign

Strategy	Milestones & Deliverables	Link to existing program	KPI - Outcome Sought	Timeline	Driver	Priority & Industry
JOB REDESIGN						
Address needs for Fabrication and 1st Class Welders	Develop new programs customised to local manufacturing needs Explore funding opportunities to assist manufacturing businesses with automation and job design	Eworks and SuniTAFE partnership	Productivity in businesses	Jul 2013 – June 2016	SuniTAFE Eworks	MEDIUM Man

Legend: **Urgency –** High  Medium  Low 

TIMELINE

Actions to be implemented from 2013-2016

Actions	2013	2014	2015	2016
Develop promotional materials	Sep '13	Feb '14		
Expand the Set Your Heart on a Career in xxx model to other industries		Mar '14		Mar '16
Develop a Swan Hill region job hunt talent community website database		Mar '14		Mar '16
Coordinate a yearly events calendar to promote industry events	Nov '13			Nov '16
Conduct a feasibility study re attraction to the Swan Hill region	Oct '13	Oct '14		
Investigate the Reach your Pinnacle program (or similar) to engage community	Oct '13	Oct '14		
Support SHRCC accommodation actions		Jan '14		Jan '16
Target social work students and create vacation placements			Jan '15	Dec '15
Promote roles in Aged Care			Jun '14	Jun '15
Conduct a feasibility study of childcare places	Sep '13	Sep '14		
Improve workplace literacy	Sep '13			Sep '16
Support people management capabilities		Apr '14		Apr '16
Address needs for welders and fabricators	Aug '13			June '16

Legend: Urgency – High  Medium  Low 

FINAL AUG 2013

Communications Plan

Clear and consistent messages to support workforce planning outcomes

Target audience	Key messages	Methods and tools for communication	Timeframes and frequency	Responsibility
Swan Hill RCC	<ul style="list-style-type: none"> • Benefits • Action Plan • Progress 	<ul style="list-style-type: none"> • Briefings and updates 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Economic Development Unit
Swan Hill Inc	<ul style="list-style-type: none"> • Benefits • Action Plan • Progress 	<ul style="list-style-type: none"> • Briefings and updates • Case studies 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Steering Committee Chair
RDV	<ul style="list-style-type: none"> • Benefits • Action Plan • Progress 	<ul style="list-style-type: none"> • Briefings and updates 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Steering Committee Chair • Economic Development Unit
DBI	<ul style="list-style-type: none"> • Action Plan • Progress 	<ul style="list-style-type: none"> • Email 	<ul style="list-style-type: none"> • Critical milestones 	<ul style="list-style-type: none"> • Economic Development Unit
Businesses	<ul style="list-style-type: none"> • Benefits • Action Plan • Activities 	<ul style="list-style-type: none"> • Workforce Development Internet • Videos • SHRCC Electronic Newsletters • Quarterly Business Events • Breakfasts • Guardian 	<ul style="list-style-type: none"> • Critical milestones 	<ul style="list-style-type: none"> • Workforce Development Steering Committee
Education and Training Providers	<ul style="list-style-type: none"> • Activities 	As above	<ul style="list-style-type: none"> • Critical milestones 	<ul style="list-style-type: none"> • As above
Schools	<ul style="list-style-type: none"> • Activities 	As above	<ul style="list-style-type: none"> • Critical milestones 	<ul style="list-style-type: none"> • As above
Media	<ul style="list-style-type: none"> • Success Stories 	Targeted as required	<ul style="list-style-type: none"> • Critical milestones 	<ul style="list-style-type: none"> • Economic Development Unit



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