Workforce planning for regions

A guide for regions, economic development bodies and government

Jobs Queensland

LGAQ
LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND

Workforce planning for regions

A guide for regions, economic development bodies and government

Acknowledgement of First Nations Peoples

Jobs Queensland respectfully acknowledges the First Nations peoples in the state of Queensland, and acknowledges the cultural and spiritual connection that Aboriginal and Torres Strait Islander peoples have with the land and sea.

We respectfully acknowledge Aboriginal people and Torres Strait Islander people as two unique and diverse peoples, with their own rich and distinct cultures, resilience and strengths.

We specifically acknowledge the unique history and cultural heritage of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past and present.

We are dedicated to the inclusion of cultural knowledge and values as critical factors in the development, implementation and evaluation of strategies and actions to support First Nations peoples.

Interpreter

The Queensland Government is committed to providing accessible services to Queenslanders of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, please call the Translating and Interpreting Services (TIS National) on telephone 131 450 and ask them to contact Jobs Queensland on (07) 3294 4706.

Disclaimer

While every care has been taken in preparing this publication, the State of Queensland accepts no responsibility for decisions or actions taken as a result of any data, information, statement or advice, expressed or implied, contained within. To the best of our knowledge, the content was correct at the time of publishing.

Images credits

Page 4-5, 17 & 24: Shutterstock
Page 16 & 18: Queensland Government Library

Copies of this publication are available on our website at www.jobsqueensland.qld.gov.au

To make an enquiry, contact Jobs Queensland:
Email: info@jobsqueensland.qld.gov.au
Telephone: (07) 3294 4706
Mailing address: PO Box 80, Ipswich, Queensland 4305
Head office: Level 1, Icon Building, 117 Brisbane Street, Ipswich Queensland 4305

Contents

Overview

Supporting the growth of strong, resilient and diverse regions is vital to the Queensland economy. As the engine room to their communities, a region's workforce can provide economic stability, social cohesion, and a space to collaborate and innovate.

Regions that plan for the future are best placed to respond quickly and adapt to changes in local economic conditions, consumer driven markets, challenges in supply chains, weather events, and industry experience. A workforce planning and development plan is critical in shaping the future of a region's/industry's local business and workforce. With a suitably skilled and diverse workforce, many of a region's economic development strategies can be realised.

Workforce planning should be interconnected with regional structures, be driven by local leadership and have an appropriate governance structure to ensure collaboration. It needs to be adequately resourced with community-centred activities tailored to the region.

This guide has been developed for people involved with workforce planning at a region level, including but not limited to individuals and organisations working in economic development, industry peak bodies, local leaders, and government.

Informed by Jobs Queensland's approach to workforce planning and development, this guide aims to build regional workforce planning capability to develop workforce plans and initiatives to support 'grow your own' workforces and cross-sector skills development. Examples of regional workforce plans developed by Jobs Queensland can be found at: www.jobsqueensland.qld.gov.au/regional-projects/

Workforce planning and development at a regional level has the potential to grow the region. It is most effective when there is a collaborative partnership between key stakeholders, led by region and industry leaders, and supported by sound evidence to implement locally led solutions.

This guide outlines a four-stage approach to developing a region workforce plan. Stages one and two provide an environmental scan. The final two stages develop the workforce plan.

An environmental scan is important as it provides a point-in-time analysis of workforce supply and demand within a region that assists in identifying workforce related opportunities and challenges.

Another benefit of an environmental scan is that it provides a baseline of information that identifies the workforce gaps as they relate to supporting the achievement of a region's economic goals.

The environmental scan also produces a foundation for effective workforce planning which can contribute to the potential growth of a region.

Queensland's diversity in both geography and demography demands tailored approaches to employment, skills and training, and business growth. A one-size-fits-all approach will not achieve successful or sustainable outcomes for local communities or the state more broadly.

It is critical to develop targeted strategies and actions that incorporate the unique local workforce, business and industry composition, and leverage assets of the natural and built environments.

Both retrospective and forward-looking perspectives can offer valuable insights into place-based development opportunities. Data provides an evidence-based foundation for informed decision-making, while economic growth strategies and visions for the future can help employers, workers and local leaders realise their goals.

Why is workforce planning for regions important?

The importance of workforce planning and development for regions has never been greater. External impacts, such as technology, supply chains and population migration, can impact regions and their industries.

The future strength and resilience of a region is reliant on understanding how local industry jobs needs are changing and ensuring there is an available workforce to fill those jobs. A workforce with skills that are not aligned to local jobs may result in workers earning lower wages and having lower job satisfaction; culminating in businesses having lower productivity and reduced regional economic output.

Benefits of region workforce planning

Outcomes	Impacts
A workforce with in-demand skills	Increased employment (lower risk of worker/ skills shortages)
Businesses can find workers	Increased business growth (including jobs)
Individuals with jobs can contribute to the broader community	Increased regional economic growth and prosperity

Workforce planning at a regional level can be used to create a skills base to attract new industries and businesses to the region

For existing industry and employers:

growth can generate skills development

employment pathways in the region can increase

Industry-driven skills demand and employment opportunities can:

attract new residents to the region

New residents can:

- drive an increase in essential services demand
- create new business opportunities
- encourage regional prosperity and employment

An effective workforce plan provides an understanding of the current workforce and skills available (supply) and the workforce and skills needed (demand) to meet the region's current economic viability, and support future growth.

Without access to an appropriately skilled workforce, attracting and retaining new and emerging industries within a region can be difficult, existing local businesses may stagnate or disappear which in turn may stifle economic growth.

Integrating workforce planning effectively into economic development planning can:

- support attracting new investment, business and economic development opportunities
- identify and address current and emerging workforce and skills shortages
- contribute to increasing overall productivity and economic output/growth
- identify new and emerging markets, trends and technologies
- maintain and retrain required skills levels for individuals and the local economy
- contribute to improved workforce participation of under-utilised cohorts and reduce under-employment and unemployment rates
- identify opportunities to collaboratively work with education providers (primary, secondary, vocational and tertiary) to develop 'work-ready' graduates
- assist in preparing workforces for regional industry transitions
- build the strength and resilience of regions and local industries.

Figure 1. Workforce planning and development is a key driver of economic and social development

From a region's perspective, workforce planning identifies the required skills to help ensure businesses have ongoing access to a skilled labour force.

What is workforce planning?

Workforce planning is the systematic identification, analysis and planning for current and future workforce needs[1] to support regional economic growth. It is a dynamic and iterative process that is responsive to changing economic and labour market conditions, and the challenges this brings.

Fundamentally, workforce planning aims to identify future workforce requirements by comparing these to the current workforce and identifying workforce gaps. It can also quantify current workforce issues and support the development of local solutions.

Effective workforce planning has four stages:

Stage 1
Get started

Stage 2
Gather information

Stage 3
Identify issues and find solutions

Stage 4
Develop, implement and monitor

Stage 1 - Get started:
- define the scope of the workforce plan
- identify stakeholders to be involved.

Stage 2 – Gather information:
- define the region's economic development priorities for the desired timeframe
- know the region's current workforce composition – occupations/skill mix, key demographic data and geographical considerations
- identify future workforce requirements.

Stage 3 – Identify issues and find solutions:
- identify strategies and actions to address workforce gaps.

Stage 4 – Develop, implement and monitor:
- develop the workforce plan
- implement, monitor and review the plan to ensure ongoing relevance.

1. International Standard ISO 30409 Human resource management - workforce planning, First Ed 2016-09-01, ISO 30409:2016(E).

Workforce planning provides an evidence base for decisions about immediate workforce requirements and in particular workforce development strategies.

Figure 2. Region workforce planning framework
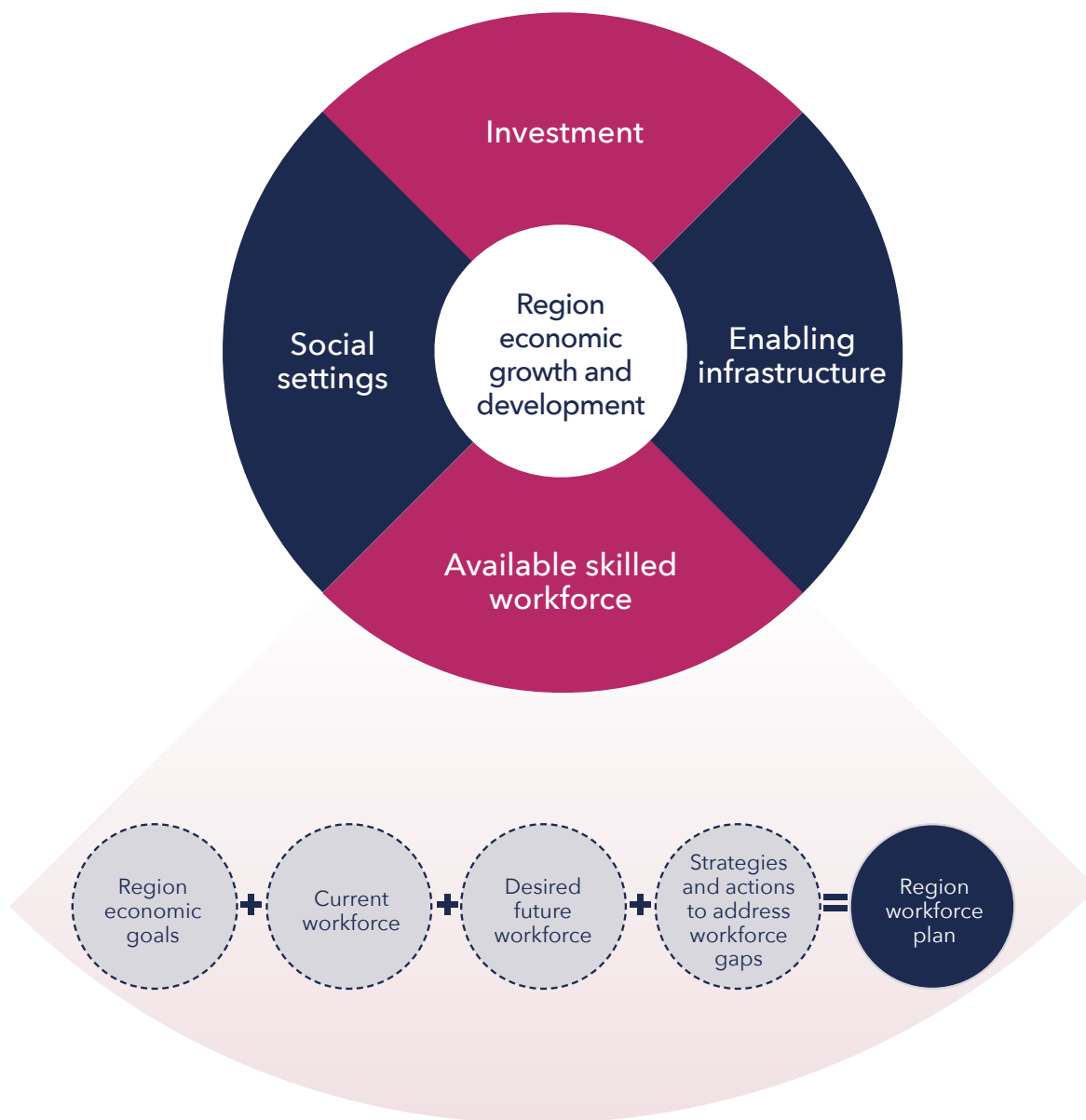
Workforce planning is not about being able to predict the future. As illustrated in Figure 2 above, it is about anticipating how the current external environment is influencing workforce patterns within the region and what levers are available to influence change.

Considering the entire ecosystem's influence on the region's workforce needs and demands, and understanding the relationship of this on your economic growth and development, will enable you to develop sound, evidence-based strategies to address the workforce gaps. Doing so will ensure that your future workforce is agile and best placed to match your regions future skills needs.

The case to plan for local solutions to address change and disruption

The drivers of change and disruption are ever present in our economy. Over time as the rate of change is more rapid, planning for change needs to be more dynamic and targeted.

Drivers of change[2]
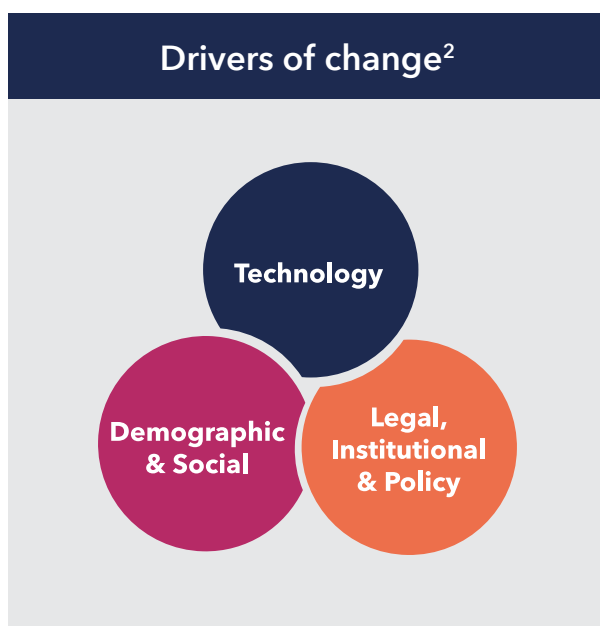
National or statewide plans are useful for developing headline trends, though by nature they are complex, take significant time and resources to develop and use aggregated data that may make the national or state plan difficult to apply locally.

Logically, planning for local solutions should be comparatively simpler and more specific because the scale is significantly reduced, and there are more knowns and fewer variables. However, capacity to undertake planning at the local level needs to be considered.

Local leaders need to explore opportunities to collaborate and partner with local industry, community and all levels of government to build local capacity and capability to undertake planning that includes:

- a shared vision and understanding of the challenges and necessary actions
- key performance indicators – what gets measured gets done
- accessible data
- coordinated action plan
- continuous communication
- governance structures
- support for implementation of actions.

Common elements of effective planning include a clear sense of purpose and the existence of quality information on a broad range of variables. These include:

- trends in regional economic growth
- headline drivers of change (e.g. aging workforce, digital economy, clean energy)
- industry concentration and indicative business cycle stage (e.g. emerging, infant, mature, declining)
- supply chain mapping, including identification of interdependencies
- business confidence and economic outlook
- labour force analysis, including existing skills base
- capital and human capital investment patterns
- existing and planned (3-5 years) infrastructure
- socioeconomics index (e.g. ABS Socio-Economic Indexes for Areas (SEIFA)).

2. Jobs Queensland, 2018, *Supporting Workforces during industry transition: Key elements of success*. Ipswich. https://jobsqueensland.qld.gov.au/projects/supporting-workforces-industry-transition/

▶ Stage 1: Get started

Who should be involved?

Business and community leaders play a central role in driving the economic and social development of communities and building stronger regions. Resilient regions exist when communities and governance structures within a region can continually adapt, grow, and respond to changing economic conditions.

Collaboration with industry stakeholders in a region provides local intelligence and helps identify workforce skills required for development opportunities. This will enable skills solutions to match the region's current economic and social settings and future aspirations.

Industry and community leadership

Key stakeholder commitment is fundamental to the development of regional workforce planning activities. When government, local businesses, community leaders, education and training providers, and employer and employee associations collaborate, a region can realise its potential and achieve the greatest benefits from workforce planning activities.

An effective mechanism to achieve local ownership and a successful outcome is the establishment of a core workforce advisory group. This group would include key region, industry and community stakeholders to oversee delivery of the workforce planning and development activities. Advisory groups provide advice and support in the design, development and implementation of the workforce development plan to support the desired outcomes.

Recommended membership composition is a balance of representatives from across industries (key growth areas), education and training, key government agencies and community, and representation for under-utilised groups such as migrants, people with a disability and Aboriginal peoples and Torres Strait Islander peoples.

Member capabilities are also important. Membership should include those who understand workforce planning and development and have access to strong networks and the capacity to build new capability concurrently.

Formalising a governance structure and membership with clearly articulated terms of reference will provide clarity around the scope of the group's activities, interactions, and management of potential conflict of interests.

Stakeholder engagement and communication

The value of engagement and communication with key stakeholders cannot be underestimated. Their contribution to the development and implementation of strategies and actions will be most effective if they are engaged in the process from the start, particularly those that will be affected.

Engaging key stakeholders in collecting workforce demand and development data will also assist in the identification of common themes and recommendations. This can clarify the development and prioritisation of actions to achieve the desired workforce development outcomes.

Throughout the lifecycle of workforce planning and development activities, communication and engagement with industry, community and government stakeholders is critical to achieving ownership of the workforce development plan.

Buy-in and ownership of the workforce plan can drive an uptake in the implementation of actions and recommendations, leading to the desired workforce outcomes.

What is the scope?

It is important to define the scope of the region's workforce that is being considered in the workforce planning activity. Whenever possible, workforce planning and development should be linked to the region's activities, structures and boundaries.
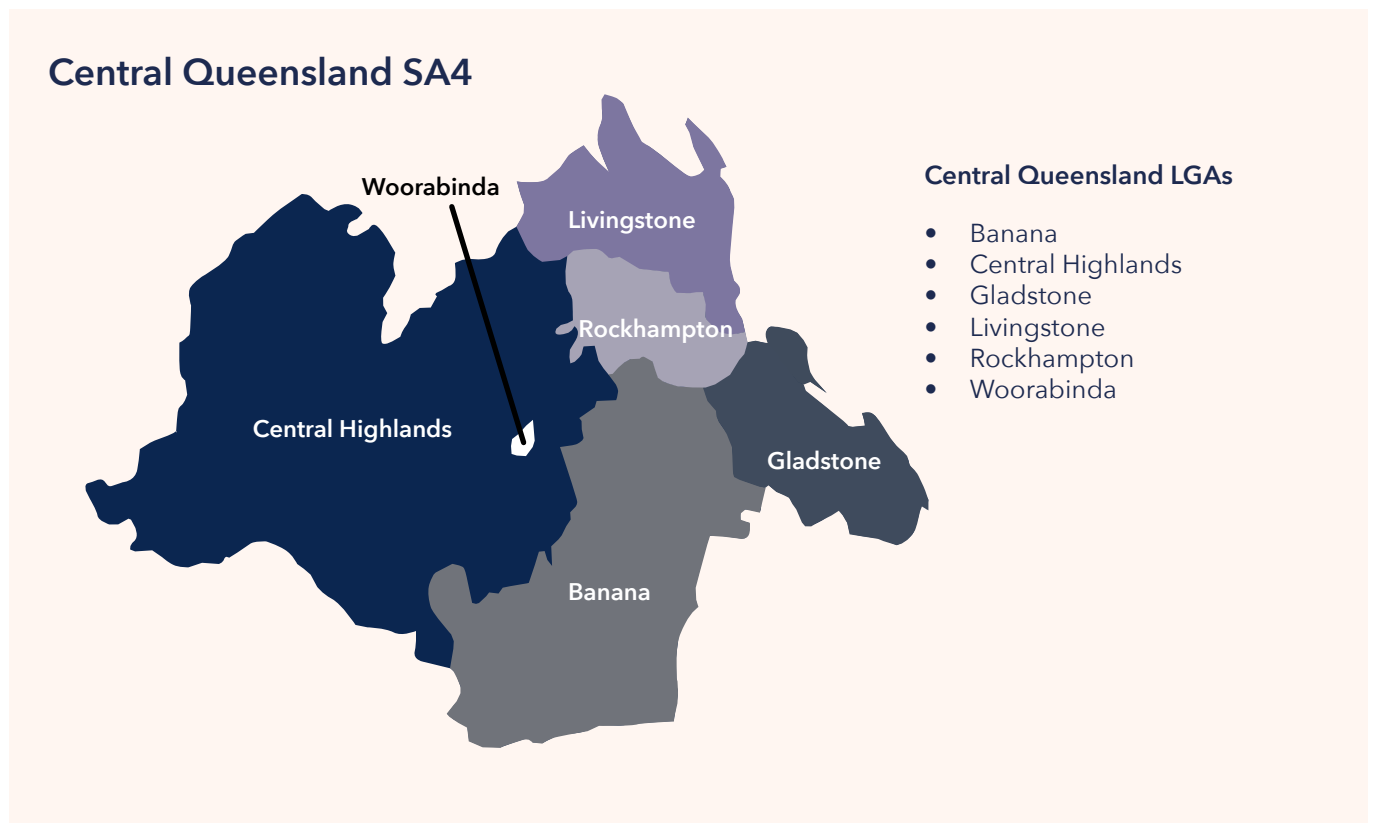
A region workforce plan is usually developed around a regional boundary classification such as Statistical Area 4 level (SA4) or a Local Government Area (LGA).

SA4 boundaries have been specifically designed by the Australian Bureau of Statistics (ABS) for the reporting of Labour Force Survey data. LGA region boundaries represent the administrative division or area that a local government is responsible for. Typically, an SA4 region consists of one or more LGAs. Many other regional boundaries also align to SA4 regions, including Regional Development Australia boundaries.

The ABS uses a range of data classification systems in the reporting of data on topics such as employment and businesses. Two relevant systems are the Australian and New Zealand Standard Classification of Occupations (ANZSCO) and the Australian and New Zealand Standard Industrial Classification (ANZSIC). Using these classifications will provide access to both industry and occupational data.

Workforce planning does not need to be complicated to be effective. As a region's workforce planning capability increases, undertaking scenario based workforce planning can provide a range of future-focused options to assist the development of a workforce plan.

An example of an SA4 region and its LGAs

Central Queensland SA4

Woorabinda

Livingstone

Rockhampton

Central Highlands

Gladstone

Banana

Central Queensland LGAs

- Banana
- Central Highlands
- Gladstone
- Livingstone
- Rockhampton
- Woorabinda

Stage 2: Gather information

What are the region's economic development goals?

Workforce planning is most effective when aligned and integrated into broader regional economic development strategies and plans. This helps ensure that the region is best placed to have the required workforce at the right time, with the right skills and right numbers.

Key questions to consider include:

- Is there an existing regional economic development plan/strategy?

- What are the market forces that will influence the region's economic development plan (e.g. economic, technology and environmental considerations)?

- Is the region expected to grow, contract or remain stable during the designated timeframe (e.g. from an economic, population, workforce or business perspective)?

- What investment/policy decisions are likely to influence outcomes of the regional economic plans?

- How well positioned is the region to respond to external shocks (e.g. economic, environmental or technology)?

- Are key local employers considering operational changes that will impact on workforce requirements or investment decisions?

Capturing this information upfront helps to articulate the link between the region and its workforce requirements. In regions where there is an active and resourceful economic development organisation or peak body, the information may already exist. Testing this with the stakeholder group for currency and accuracy may be all that is required.

What does the region's workforce look like now?

Environmental scanning is an important component of workforce planning and development as it enables the assessment of the current state of the workforce and influencing factors. Considering the various elements that are influencing or impacting the region is important. Over time, changes in the composition of the current and potential workforce provides a context and understanding of the interdependencies of workforce planning and development.

Suggested frameworks for an environmental scan and the workforce plan are located in **Appendix A**.

An environmental scan may include:

- current economic development planning activities and priorities

- infrastructure and investment decisions

- key region and industry stakeholders, including community, employer and employee representatives

- the scope of the plan that can be influenced by physical characteristics, such as local government boundaries, regional groupings or industry clusters

- training and education policy settings.

Undertaking an environmental scan using both qualitative and quantitative data provides a solid foundation to inform discussion and decision-making in the development of a workforce plan. There are a range of labour market data sources that will help to identify workforce trends. Testing, validating and integrating this data with local intelligence provides a clearer picture of the current workforce issues, and can inform the baseline data for future workforce analysis.

This labour market information is important as it provides a better understanding of the current workforce state and baseline data for a future workforce analysis. It can underpin key findings that inform the workforce plan and provide a basis for identifying workforce skills gaps or expected changes. Standardised data sources can be supplemented via other activities such as industry surveys.

Current workforce information

Sources

- The Queensland Government Statistician's Office (QGSO) provides a wide range of demographic, economic and social data relating to the state of Queensland. Data and information is also available at a Queensland regional level.
  www.qgso.qld.gov.au

- ABS data provides a picture of workforce demand and supply, and future local population projections. This includes local, state and national data on labour market, industry and demography.
  www.abs.gov.au/statistics

- ANZSIC is an industry classification system, and businesses self-classify according to their primary activity.
  www.abs.gov.au/statistics/classifications/industry

- All occupational data is classified according to ANZSCO. It is an occupation-based classification system, so contemporary position titles may not always directly align to the occupation titles.
  www.abs.gov.au/statistics/classifications/occupations

Types

Industry data includes:

- industry overview
- industry data, such as the number and size of businesses by employment and/or turnover (ANZSIC).

Labour market data includes:

- occupational data (ANZSCO)
- unemployment data
- job vacancies
- participation, job search and mobility
- characteristics of employment
- working status and other characteristics of families
- average weekly earnings
- employers' recruitment insights.

Regional demography data includes:

- population size and growth
- educational attainment
- characteristics of people and communities migration
- gender and age characteristics of industries.

What does the future workforce need to look like?

Understanding the region's future workforce needs is about estimating the size of the workforce and the skills that will be required to deliver on regional economic development plans.

After considering future workforce needs, match the data to current workforce data to identify the workforce gaps. Workforce gaps can include a variety of considerations, such as an ageing population or workforce, skilling new entrants to the workforce, and upskilling or reskilling existing workers to accommodate new technologies.

For example, a local investment decision to grow an existing niche manufacturing market may identify that changes in the current workforce skills and size need to be made. To close workforce gaps, strategies and actions will need to be devised. These strategies and actions will form the basis of the workforce plan and will need to be prioritised, implemented, monitored and reviewed.

Key questions to consider include:

- What new industries or industry sub-sectors will emerge in the region?
- What changes are being experienced by current industries (e.g. growth, decline, demography, climate changes, age of the workforce)?
- What new and emerging technologies are likely to impact on the region's industry employers?
- How many jobs and what types of jobs will be required in the future?
- Is there an available labour force to skill, reskill or upskill?
- What new skills or new ways of working will be required?
- What is the availability of upskilling/reskilling opportunities?
- What are the inflows (e.g. immigration, school graduates) and outflows (e.g. retirement, people leaving the region)?

Sources of future workforce information

- Jobs Queensland's Anticipating Future Skills series uses economic modelling of plausible future scenarios to produce employment projections for industries, occupations and regions in Queensland.
  www.jobsqueensland.qld.gov.au/afs
- Regional Australia Institute provides various research and tools and that produce insight into topics on the future of a region's economy.
  www.regionalaustralia.org.au/
- Jobs and Skills Australia hosts the Labour Market Insights website which provides information on current labour market trends and future projections.
  www.labourmarketinsights.gov.au/

- A range of industry bodies and regional economic development organisations also provide relevant region and industry related workforce information and planning.
- Nowcast of Employment by Region and Occupation (NERO) is an experimental dataset providing timely information on employment in 355 occupations across 88 Australian regions. You can search NERO by occupation or region. www.jobsandskills.gov.au/

Stage 3: Identify issues and find solutions

A region's workforce plan should consider strategies that will:

- identify workforce development needs to support the growth of the local economy
- attract and retain new sources of a skilled workforce
- increase workforce participation for under-utilised cohorts
- improve qualifications and skills utilisation for the existing workforce.

What is workforce development?

Workforce development is about building workforce capability and capacity to meet labour market demands. It is needed to ensure there is a skilled workforce available.

It includes designing and delivering a suite of strategies and actions to maximise opportunities for building skilled and capable workforce attraction and participation activities, that will maximise workforce skills to meet local regional needs. This can include increasing the qualifications and skills of the existing workforce and promoting regional attraction programs.

Region capability and capacity building may include:

- collaboration and networking to build and support ecosystems
- sharing information on processes and technologies
- building industry profile/s at a region or local level
- identifying career pathways and skilling opportunities for the local labour force.

Workforce development can include employer-focused initiatives that cover:

- building leadership and business capabilities
- coaching and mentoring
- increasing skills and productivity
- training and development of professional and technical skills and knowledge
- industry attraction and retention programs
- building the future workforce pipeline and attracting new entrants.

Developing strategies and actions brings together the analysis, insights and directions that have been revealed in the previous steps. Once the extent of the workforce gaps have been determined and prioritised, effective strategies can be developed and implemented.

Finding workforce solutions

Regional workforce plans should be tailored to reflect local workforce needs. The workforce plans should not only align to major employer needs, but also support small and medium businesses, and emerging and expanding industries, as well as those in transition.

Current workforce initiatives should be assessed against anticipated future workforce needs to determine if they will remain effective or need to be adapted. If there are gaps, then new workforce strategies that will address these gaps should be developed and implemented.

Workforce planning and development strategies and actions can be grouped into five key areas of focus:

Skill, upskill or reskill the existing workforce

Supporting the workforce through industry transitions

Attraction and retention programs for new and existing employees

Fostering opportunities to build connections across industry networks, employers and training providers.

Increasing workforce participation and skills for under-utilised workers and those outside the labour market

Likely transferable occupations

For emerging and growing industries, or industry sectors in tight labour markets, sourcing appropriately skilled workers can be difficult.

In these circumstances, there may be a need to take a more innovative approach to labour force solutions.

One approach is to identify occupations in other industries or sectors that have similar skills, knowledge and capabilities – Likely Transferable Occupations (LTOs). Workers in these occupations are likely to be able to transfer their skills, knowledge and capabilities with gap training to support the transition. These workers also bring with them a wealth of experience that can enrich the new industry or sector that they transition into.

Identifying these occupations can provide access to a workforce that can meet demand in the short-term while new entrants are transitioning into the labour force.

Benefits for industry include:

- being able to meet labour demand in the short-term

- enterprises accessing 'work-ready' employees

- lower costs associated with upskilling/reskilling.

A useful resource to identify LTOs is the Australian Skills Classification. It identifies three types of skills for every occupation: specialist skills, technology tools and core competencies. Intended to be a 'common language' for skills, the Australian Skills Classification provides ways to explore the connections and transferability of skills between jobs.

You can find further information at: www.jobsandskills.gov.au/australian-skills-classification

Supporting region and industry workforces in transition

Industry transitions occur across the economy, resulting in changing workforce needs for industry that are often incremental and can be planned for, but may also be rapid, dynamic and unforeseen.

As an industry transitions, there may be significant opportunities for individuals, enterprises and communities, such as reskilling or upskilling for individuals, productivity efficiencies for enterprises, and economic growth for regions.

These opportunities need to be balanced with recognition that change brought about through transitions can, at times, be difficult for the individuals and communities involved. Appropriate support structures are key.

An industry's transition should be focused on supporting small business, investing in skills and creating jobs.

Workforce and skills development, at an industry level, will be crucial to ensure new and existing workers have the skills they need to find meaningful jobs. Additionally, identifying career pathways in a changing world, will be vital for businesses, communities and individuals.

Eight key elements were identified in Jobs Queensland's Supporting workforces during industry transition: Key elements for success[3]. The report provides guidance on how to best respond to future industry transitions and promote positive long-term outcomes for those affected.

Consideration of these elements and the context of the industry transition is useful for workforce planning and development.

Key elements for success

Time

Long lead time to prepare all parties impacted is ideal. Long lag time with programs to help all parties impacted accept and adjust.

Governance and information dissemination

Dedicated and disciplined coordination, management and leadership. Broad consultation.

Human capital

Skill, reskill, upskill - but it must be aligned with a job outcome/career. Greater focus on transferable skills.

Local coordination and case management

Understand that local needs are key to effective program implementation. No 'one size fits all' approach.

Anticipatory planning

Understand the landscape and know the market. Socially responsible restructuring.

Focus on the affected region

Localise recruitment and procurement initiatives. Focus transitional support on jobs in the region.

Economic diversification

Diversifying products, crops and services to remain viable. Building upon existing regional capacities.

Evaluation

Monitor, adapt and adjust. Make recommendations for the future.

---

3. Jobs Queensland, 2018, *Supporting Workforces during industry transition: Key elements of success.* Ipswich. https://jobsqueensland.qld.gov.au/projects/supporting-workforces-industry-transition/

Stage 4:
Develop, implement and monitor

Establishing a workforce plan with timeframes for implementation

Developing a skilled workforce can take time. A good workforce plan will allow sufficient lead time to achieve growth in workforce skills and capability.

To acknowledge the time required to skill, upskill and reskill a workforce, a focus on a three to five-year period should be considered. This will allow sufficient time to enable the outcomes being sought. The plan should contain strategies, goals, recommendations and actions that can be achieved in short, medium and long-term periods.

An effective workforce plan will identify:

- strategies to address the identified workforce issues
- responsibility for overseeing delivery
- timeframes for delivery
- measures that will indicate achievement of the initiative.

Resources should be made available to support workforce planning and development activities. These resources could include funding or in-kind support for the establishment and operation of a local advisory group, such as providing workforce planning and secretariat support.

Some actions identified may require financial resourcing to progress, such as training initiatives, communication campaigns or local coordination activities. Region and industry stakeholders will need to consider the most effective mechanisms for resourcing these activities to ensure the benefits can be realised.

Some government funding options may be suitable to support recommended workforce development initiatives that enhance a region's capability to develop identified future skills and to ensure there is a skilled workforce to meet local industry demand.

There is a range of Queensland Government resources that can assist in implementing actions in a workforce plan. For example, traineeship and apprenticeship programs, Higher Level Skills, Skilling Queenslanders for Work and Back to Work.

For a full and current list of programs visit: www.desbt.qld.gov.au/training/employers/funding

Review and evaluate

Like any plan, a workforce plan should be reviewed and evaluated periodically to ensure ongoing relevance to the region. Adjustments should be made in response to the changing economic and labour market environment.

Moving forward

Effective workforce planning at a regional level has the potential to grow a region. It is a collaborative partnership between key stakeholders, led by region and industry leaders, and supported by sound evidence.

An effective regional workforce plan that is founded on regional needs and develops local solutions, can support regional and industry renewal and build resilience for future economic shocks.

Jobs Queensland has developed several regional workforce plans that may assist in considering how workforce planning can be undertaken for regions.

These plans, along with links to a range of useful supporting resources, are available at www.jobsqueensland.qld.gov.au/workforce-planning-and-development/

APPENDIX A

Suggested workforce reporting frameworks

Environmental scan - region or industry current and future workforce profile

The following is a suggested workforce environmental scan framework. Not all information will be required.

Part 1 – Demographics and labour market

- Demographics
  - Geographical region defined (ASGS / ANZSIC)
  - Locations of industry concentrations
  - Age and gender profile of the region (Census / QGSO)
  - Population and projected growth in the next five years (QGSO)
  - Age and gender breakdown of working population (QGSO)
    - First Nations population
    - migration (interstate and international if relevant and available).

- Labour market characteristics (ABS / JSA)
  - Unemployment and participation rate
    - Indigenous employment
    - Youth unemployment
    - Change over time
  - Labour force indicators by age and gender
  - Small area labour markets (JSA).

Part 2 – Region profile

- Historical industries/industry sectors in the region
- Occupational profile of the region
- Demographic profile of the region
- Business profile of the region
- Current industries/industry sectors in the region
- Emerging industries/industry sectors
- Change over the last 5–10 years (time period will depend on the region/industry).

Part 3 – Education

- Educational profile including access to post-school education. For example, local TAFE, RTO or university
- Total VET activity data – program commencements and completions by industry (NCVER)
- Apprenticeship and traineeship uptake (DESBT)
- Graduate outcomes survey (QILT).

Part 4 – Industry analysis

- Employment by occupation and industry
- Industry employment growth
- Industry and regional employment projections from Jobs Queensland Anticipating Future Skills data
- Temporary skills shortage (subclass 482) visa numbers by training industry (or other relevant visas)
- Employment vacancy data
- Change over time per industry/industry sector
- Emerging opportunities.

Workforce plan framework

The following is a suggested workforce plan framework.

Part 1 – Overview

- Region context

- Current workforce data
  - Summary/highlights of workforce data from the environmental scan.

- Looking ahead – future workforce needs
  - Existing industry and regional development plans
  - Summary/highlights of workforce data from the environmental scan.

- Workforce gaps
  - Challenges and opportunities/key themes
  - Occupations/skills.

Part 2 – Workforce plan

- Short, medium and long-term recommendations and actions to address the identified workforce gaps

- Workforce-focused strategies and actions covering:
  - Skilling a new workforce
  - Upskilling or reskilling the existing workforce
  - Attracting a new workforce to the region
  - Region and industry retention programs
  - Managing the workforce through industry transitions.

- Implementation timeframe, funding options and who will lead/deliver each recommendation and action

- Key performance measures/measures of success
- A summarising action plan.

ACRONYMS

The following acronyms are used throughout this guide:

ABS   **Australian Bureau of Statistics**

The ABS is Australian's national statistical agency. It provides official statistics on a wide range of economic, social, population and environment matters to Australia.

ANZSCO   **Australian and New Zealand Standard Classification of Occupations**

ANZSCO is the skill-based classification used to categorise all occupations and jobs in the Australian and New Zealand labour markets.

ANZSIC   **Australian and New Zealand Standard Industrial Classification**

ANZSIC has been developed for the use in compilation and analysis of industry statistics in Australian and New Zealand. Jointly developed by the ABS and Statistics New Zealand in order to make it easier to compare industry statistics between the two countries and with the rest of the world.

DESBT   **The Department of Employment, Small Business and Training**

DESBT is a Queensland government agency responsible for employment, vocational education and training, skills and workforce development, small business advocacy and resilience.

JSA   **Jobs and Skills Australia**

JSA is a statutory body responsible for providing advice to the Australian Government on current, emerging and future workforce, skills and training needs.

LGA   **Local government area**

An LGA is an administrative division of a country that a local government is responsible for. There are 77 local governments in Queensland. These local government areas are classified as Cities, Towns, Regions or Shires.

LTO   **Likely transferable occupation**

LTO is one approach to identify occupations in other industries or sectors that have similar skills, knowledge and capabilities.

NCVER   **National Centre for Vocational Education Research**

NCVER is the national professional body responsible for collecting, managing, analysing and communicating research and statistics on the Australian vocational education and training (VET) sector.

NERO   **Nowcast of Employment by Region and Occupation**

NERO is a range of traditional and real-time data sources used to produce a useful and timely indicator of employment by region and occupation. The resulting NERO complements existing sources of labour market information and improves Australia's capacity to understand labour market trends in a more timely and detailed manner.

QGSO   **Queensland Government Statistician's Office**

QGSO is the Queensland Government's lead statistical agency. It assists government agencies and organisations through official surveys, crime statistics and research, research collaboration and advice, projections and forecasts, data services, data management, evaluation and performance measurement, and working with other statistics providers.

QILT   Quality Indicators for Learning and Teaching

QILT is a suite of Australian government endorsed surveys for higher education that cover the student life cycle from commencement to employment. The QILT surveys aim to provide a consistent measurement of student engagement and experience of courses across Australian institutions.

RTO   Registered training organisations

RTOs are organisations that deliver nationally recognised training in the vocational education and training sector. To deliver this training, they need to be approved by Australian Skills Quality Authority.

SA4   Statistical Area 4 level

SA4 is one of the georgraphical classifications defined by the ABS, which is used in the collection and dissemination of official statistics.

TAFE   Technical and Further Education

TAFE Queensland is the state's largest training provider with practical, industry-relevant training from certificates to bachelor degrees.

VET   Vocational Education and Training

VET refers to education and training that provides the practical skills and knowledge needed for an existing or potential worker to:

- join the workforce for the first time
- re-join the workforce
- gain an apprenticeship or traineeship
- enter tertiary study
- advance their professional development.

NOTES

NOTES

Jobs
Queensland

LGAQ
LOCAL GOVERNMENT ASSOCIATION
OF QUEENSLAND