Workforce planning for industry

A guide for industry, economic development bodies and government

Jobs Queensland

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Interpreter
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Contents

Overview

Strong, diverse and resilient industries will power Queensland's future. To remain competitive and thrive in rapidly changing economic conditions, and to respond to disruption across supply chains and technological advances, industry must invest in workforce planning as a strategic priority.

Businesses and industry are looking at how they can rethink and reconfigure their workforce as a key priority for building strength and resilience. Investing in developing a skilled workforce is essential to drive an industry's competitive advantage and sustainable growth. Without a suitably skilled and diverse workforce, many industry development strategies may not be realised.

Proactive efforts by industry leaders to attract, retain, and develop the workforce are needed. This also requires collaboration with education and training providers and government agencies to align training and education programs to meet industry skills demands.

Through collaborative efforts, an industry-focused workforce plan can create a clear pathway forward to address long-standing challenges and leverage emerging opportunities.

This guide has been developed for those involved in planning for the future of their industry. This would include, though is not limited to, industry peak bodies, individuals and organisations working in economic development and government.

Informed by Jobs Queensland's approach to workforce planning and development and other relevant research and resources, the purpose of this guide is to promote an enhanced focus on industry workforce planning and development across Queensland. Examples of industry workforce plans developed by Jobs Queensland can be found at www.jobsqueensland.qld.gov.au/industry-projects

This guide outlines a four-stage approach to developing an industry workforce plan. The output of the first two stages is an environmental scan, a point-in-time analysis of workforce supply and demand that will assist in identifying workforce-related opportunities and challenges for the industry.

The output of the final two stages is the industry workforce plan, which must focus on workforce gaps as they relate to supporting the achievement of industry goals.

Effective industry workforce planning is a collaborative partnership between key stakeholders, led by industry leaders, and supported by sound evidence. It needs to be adequately resourced, and the associated activities tailored for the industry.

Queensland's diversity in industry, 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 industry, communities, or the state more broadly.

It is critical to develop targeted strategies that incorporate the unique needs of an industry's workforce, business and sectoral composition, and leverage assets of the natural and built environments across the state.

Both retrospective and forward-looking perspectives can offer valuable insights into industry-focused place-based development opportunities.

Existing data provides an evidence-based foundation for informed decision-making, while economic growth strategies and visions for the future can help transform the goals of industry employers, workers and local leaders alike.
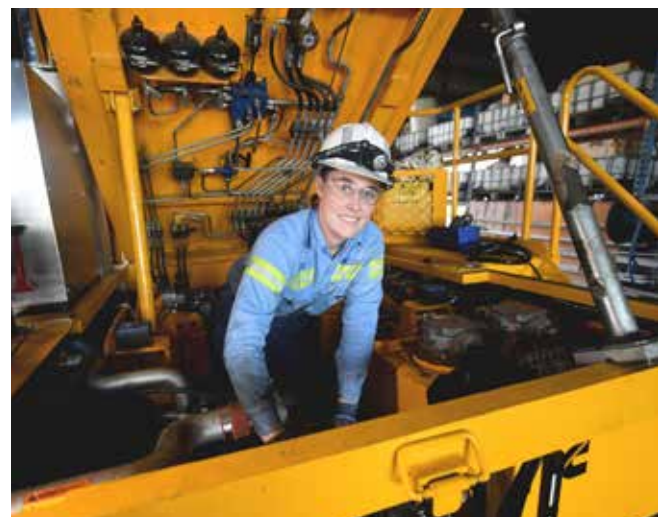
Why is workforce planning for industry important?

The strength and resilience of an industry is reliant on understanding how local industry jobs' needs are changing, and to ensure there is an available skilled workforce. There is a risk to an industry's sustainability when there is a lack of an appropriately skilled and available workforce. Additionally, a workforce with skills that are not aligned to local industry jobs results in workers with lower wages and lower job satisfaction, therefore businesses have lower productivity and there is a risk of negative growth and decline.

Outcomes	Impacts
A workforce with in-demand skills	Increased employment (lower risk of worker/ skills shortages)
Industry can find workers	Increased industry growth (including jobs)
Individuals with jobs can contribute to the industry's standing in the broader community	Increased industry and economic growth

Workforce planning at an industry level can create a skills base to attract new industry sub-sectors and businesses, as well as diversify, sustain, and grow the workforce.

For existing industry and employers:

growth can generate skills development

employment pathways can increase

Industry-driven skills based demand and employment opportunities can:
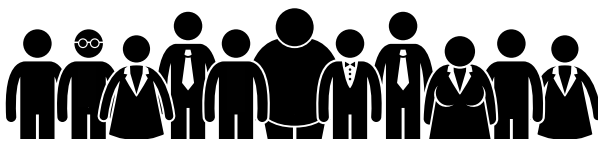
attract a new and diversified skills base to the industry

A well planned, skilled and diversified workforce can:

- drive an increased demand in essential services
- create new industry and business opportunities
- further stimulate industry viability and sustainability, as well as employment growth through improved career pathways and retention rates.

An effective industry workforce plan provides a solid understanding of the current workforce and skills available (supply), and the workforce and skills needed (demand) for an industry to meet its workforce needs, now and into the future. Without access to an appropriately skilled workforce, existing industry sectors and businesses may stagnate or disappear, and industry may decline.

Integrating workforce planning effectively into industry development planning can:

- identify and address current and emerging workforce and skills shortages
- assist in preparing workforces for transitions that may occur
- attract new investment and business development opportunities
- contribute to increasing productivity and economic output/growth
- identify new and emerging markets, trends and technologies
- maintain required skills levels for individuals
- contribute to improved workforce participation of under-utilised cohorts and provide access to a larger available workforce
- identify opportunities to collaboratively work with education and training providers, to develop 'work-ready' graduates
- build the strength and resilience of industries for long-term prosperity.

Figure 1. Workforce planning is a key driver of industry growth and development

From an industry perspective, workforce planning identifies the required skills to help ensure businesses have ongoing access to a skilled labour force.
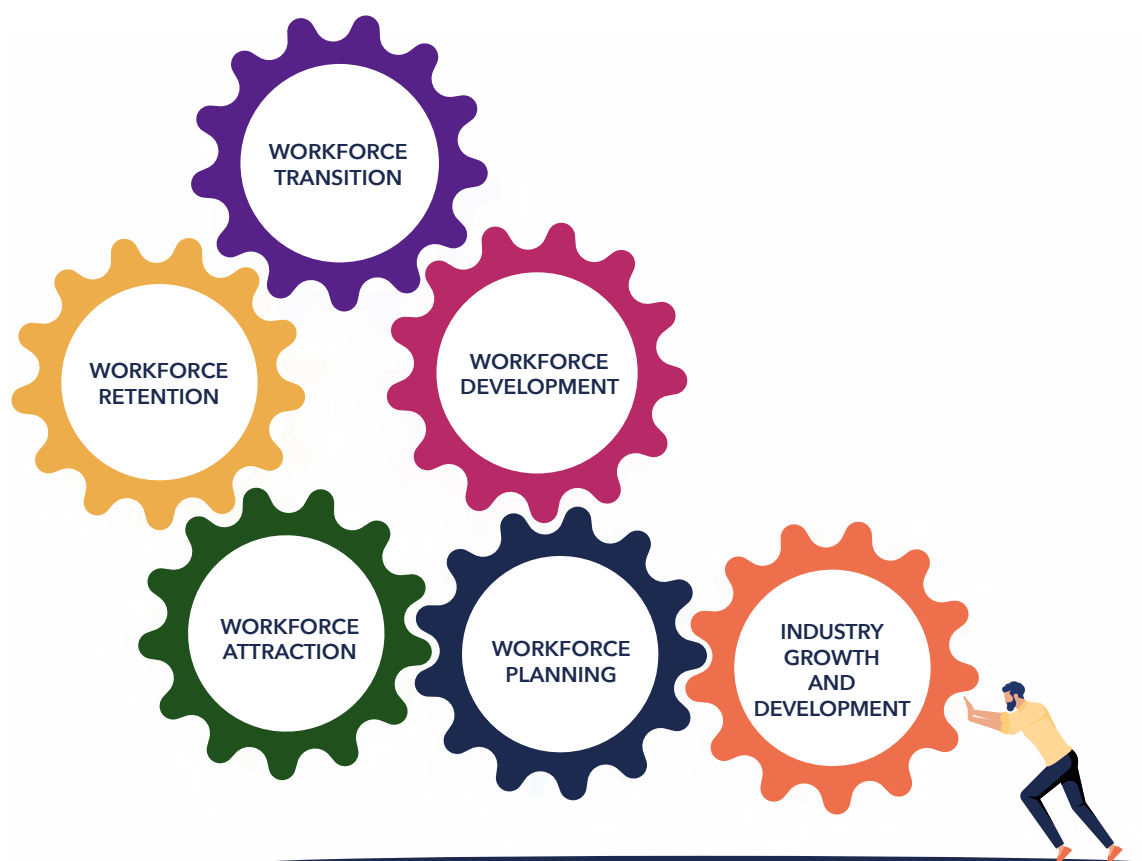
What is workforce planning?

Workforce planning is the systematic identification, analysis and planning for current and future workforce needs to support industry growth[1]. It is a dynamic and ongoing process that is responsive to the transformative nature of economic and labour market conditions, and the new challenges this brings.

Workforce planning can quantify current workforce issues, identify workforce gaps and support the development of innovative industry-specific 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 industry's economic development priorities for the desired timeframe
- know the industry'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. Industry workforce planning framework
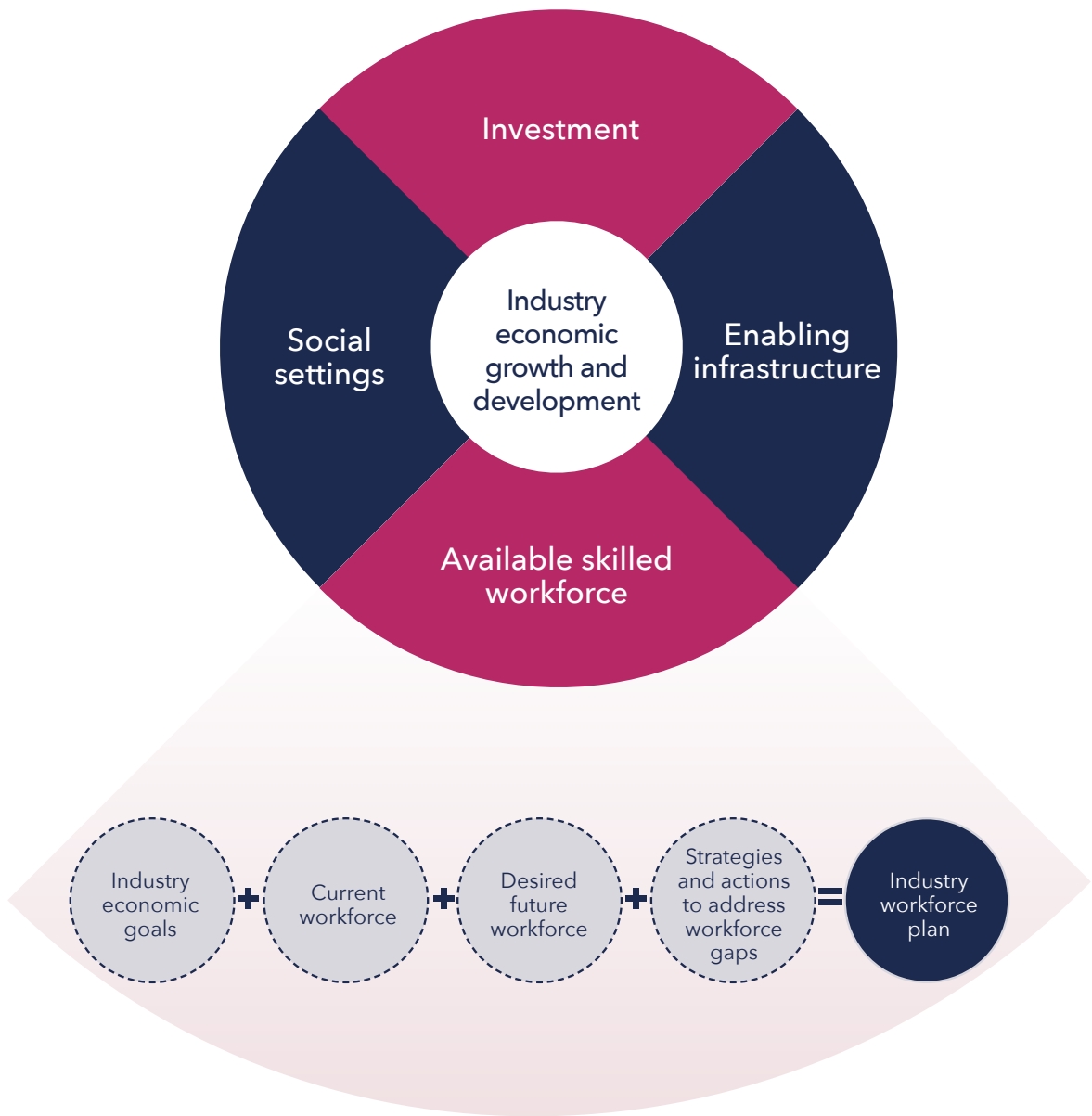
Workforce planning is not about being able to predict the future. As illustrated in figure 2 above, it is about anticipating how the current external environment is influencing workforce patterns within the industry and what levers are available to influence change.

Considering the entire ecosystem's influence on the industry'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 industry's future skills needs.

The case to plan for industry change

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.

Industry change, disruption, and life cycle is inevitable. However, these can be managed with effective and timely workforce planning.

Work is changing and opportunities for new and different industry sectors are emerging.

Industry needs to adequately prepare for and respond to change.

Collaboration and planning are essential.

National or statewide industry plans are useful for developing headline trends however, can often be complex, take significant time and resources to develop, and use aggregated data that may make them difficult to apply locally.

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

Industry leaders need to explore opportunities to collaborate and partner with the community and all levels of government to build the industry's 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
- a coordinated action plan
- continuous communication
- governance structures
- support for implementation of actions.

Other elements of good planning in times of change include a clear sense of purpose and the existence of readily available and quality information on a broad range of variables. These include, though are not limited to:

- trends in headline industry and sub-sector growth
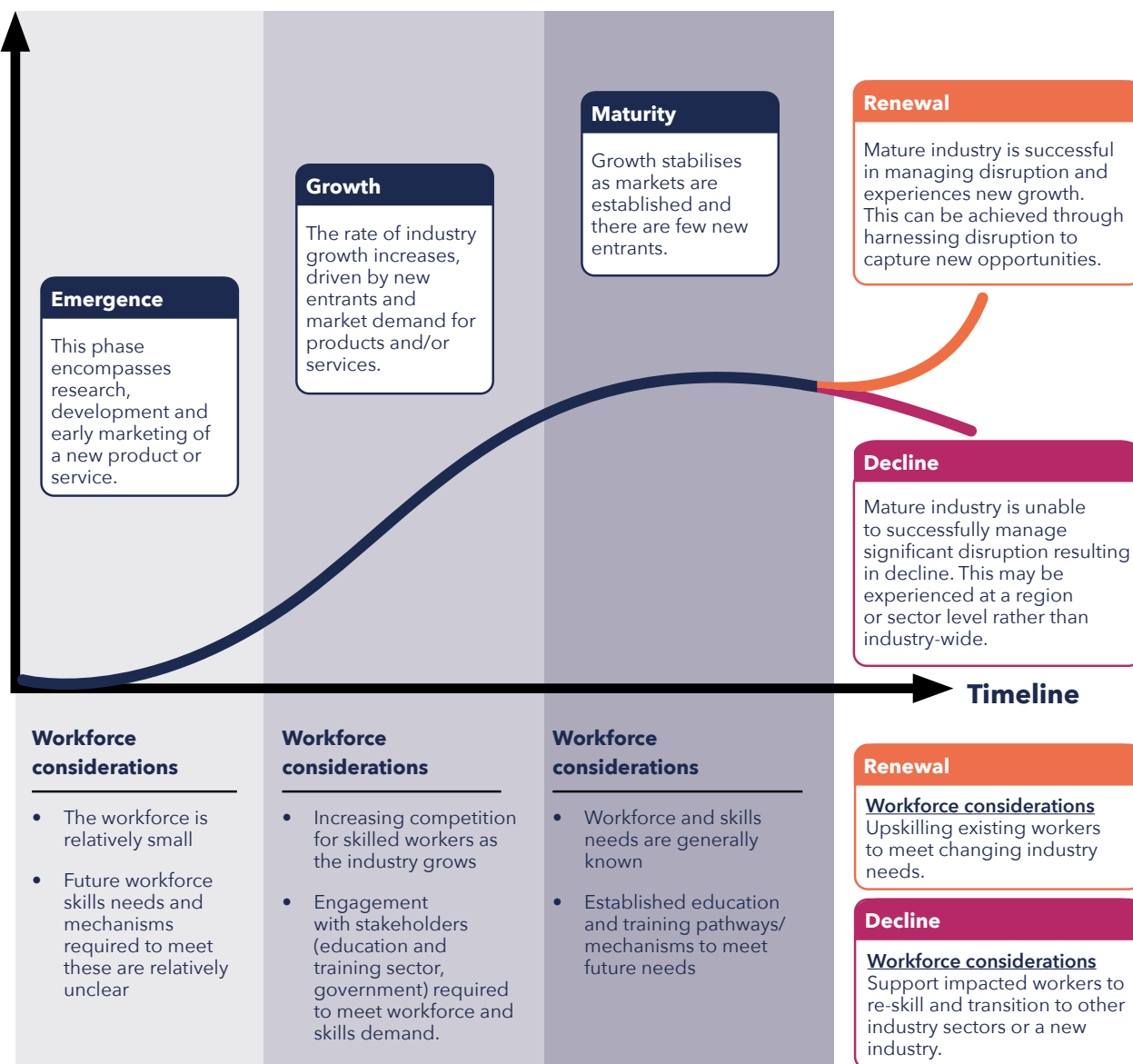- headline drivers of change (e.g. ageing workforce, digital economy, clean energy)
- industry's concentration and indicative business cycle
- supply chain mapping, including identification of interdependencies
- industry confidence and economic outlook
- labour force and existing skill base analysis
- capital and human investment
- existing and planned (3-5 years) infrastructure.

Industry lifecycle

The stages of a lifecycle are the same for all industries, yet every industry will experience these stages differently - they will last longer for some and pass quickly for others.

The three distinct stages of an industry lifecycle are emergence, growth and maturity. The fourth stage is unique and may result in renewal or decline. Nevertheless, planning for each cycle is critical.

Growth

Emergence

This phase encompasses research, development and early marketing of a new product or service.

Growth

The rate of industry growth increases, driven by new entrants and market demand for products and/or services.

Maturity

Growth stabilises as markets are established and there are few new entrants.

Renewal

Mature industry is successful in managing disruption and experiences new growth. This can be achieved through harnessing disruption to capture new opportunities.

Decline

Mature industry is unable to successfully manage significant disruption resulting in decline. This may be experienced at a region or sector level rather than industry-wide.

Timeline

Workforce considerations

- The workforce is relatively small

- Future workforce skills needs and mechanisms required to meet these are relatively unclear

Workforce considerations

- Increasing competition for skilled workers as the industry grows

- Engagement with stakeholders (education and training sector, government) required to meet workforce and skills demand.

Workforce considerations

- Workforce and skills needs are generally known

- Established education and training pathways/mechanisms to meet future needs

Renewal

Workforce considerations
Upskilling existing workers to meet changing industry needs.

Decline

Workforce considerations
Support impacted workers to re-skill and transition to other industry sectors or a new industry.

Disruption
Can impact the rate of growth at any point during the lifecycle and is influenced by various drivers of change (e.g. technology, economic fluctuations, disasters, new entrants/markets, demographics, consumer preferences, government policy.)

▶ Stage 1: Get started

Who should be involved?

Industry workforce planning requires collaboration with a range of leaders and stakeholders within the industry. Collaboration within and across industry sectors helps identify workforce skills required to provide development opportunities. This will enable skills solutions that are transferrable and adaptable to match the industry's specific growth needs.

Industry and community leadership

Collaboration and active participation between key stakeholders is fundamental to the development of industry workforce planning activities. When done properly and effectively, the industry 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 industry and community stakeholders who provide advice and oversee delivery of the workforce planning and development activities.

Recommended membership composition is a balance of representatives from across industry, education and training providers, key government agencies and the community. This may include people from under-utilised groups such as migrants, people with a disability, youth, women, returning to work, mature aged workers and Aboriginal peoples and Torres Strait Islander peoples.

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

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, particularly those who 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 outcomes.

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

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

What is the scope?

It is important to define what industry sub-sectors and the region boundaries are being considered in your workforce planning activity. Whenever possible, workforce planning and development should be linked to other industry activities, industry lifecycle, structures and boundaries.

Workforce plans can be developed around a regional boundary classification such as Statistical Area 4 Level (SA4) or a local government area (LGA), and should give consideration to allow for industry hotspots and highlight opportunities for growth.

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 align to SA4 regions, such as Regional Development Australia boundaries.
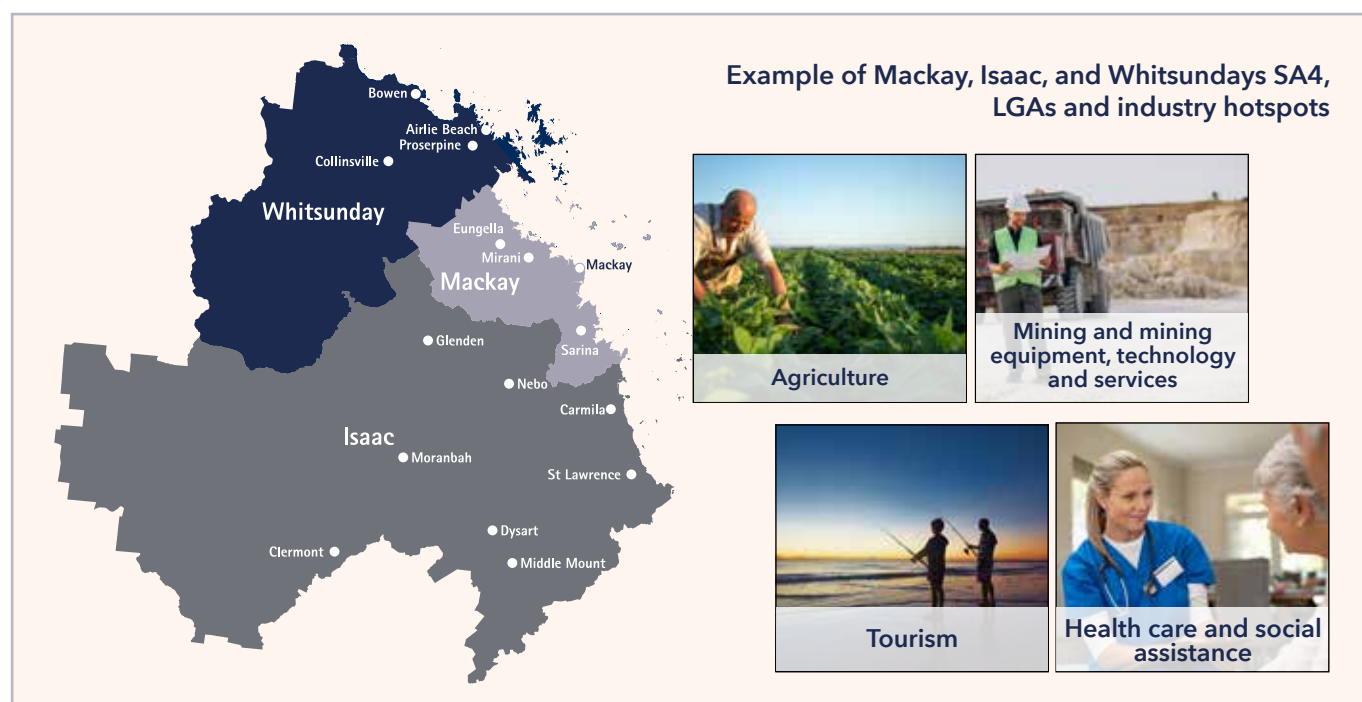
The ABS uses a range of data classification systems in the reporting of data on topics such as employment and businesses.

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.

It is important to note that some industries do not fit neatly into ANZSIC codes, nor the ABS geographical boundaries. For example, 'tourism' encompasses several industries such as accommodation and food services, retail, arts and entertainment. Emerging industries may also require additional thought when sourcing the most appropriate data sets.

Collaboration with key stakeholders to clearly define the industry and the location for workforce planning, may help in these circumstances.

Workforce planning does not need to be complicated to be effective. Even a relatively simple workforce plan can provide benefits for an industry. As the industry'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.

Example of Mackay, Isaac, and Whitsundays SA4, LGAs and industry hotspots

Agriculture

Mining and mining equipment, technology and services

Tourism

Health care and social assistance

Stage 2: Gather information

What are the industry's development goals?

Workforce planning is most effective when aligned and integrated into broader industry development strategies and plans. This helps to ensure the industry 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 industry plan/strategy?

- What are the key market forces that will influence the industry's development plan? (e.g. technology and environmental conditions)?

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

- What investment/policy decisions are likely to influence outcomes of the industry development plan?

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

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

Capturing this information upfront helps to articulate the link between the industry and its workforce requirements. In industries where there is an active and resourceful 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 industry's workforce look like now?

An environmental scan is an important component of workforce planning as it enables the assessment of the current state of the workforce and influencing factors. Considering the various elements that are influencing or impacting on the industry is important. Changes in the composition of the current and potential workforce over time, provides a context and understanding of the interdependencies of workforce planning and development.

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

An environmental scan may include:

- current industry development planning activities and priorities

- infrastructure and investment decisions

- key industry stakeholders, peak bodies, 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

- industry concentration/hot spots where it is larger in some regions

- 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. Having a firm understanding of different industry sub-sectors within different regions is critical in the early stages of developing a workforce plan.

There are a range of labour market data sources available that can provide a baseline of quantitative evidence that will help to identify workforce trends. Testing, validating and integrating this data with local intelligence gives a fuller picture of the current workforce issues, and can inform the baseline data for future workforce analysis. Examples of data sources can be found on the following page.

This labour market information is important as it provides a clear view of the current state and baseline data around business composition and size, and existing workforce demographics (i.e. gender balance and age), 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. Traditional and 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 industry, demographic, economic and social data relating to the state. Data and information is 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/browse

- ANZSIC is an industry classification system, and businesses self-classify according to their primary activity. www.abs.gov.au/ausstats/abs@.nsf/ mf/1292.0

- All occupational data is classified according 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/ausstats/abs@.nsf/ mf/1220.0

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.

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 industry's future workforce needs is about estimating the size of the workforce and the skills that will be required to deliver on industry priorities.

After considering future workforce needs, match the 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 those changes in the current workforce skills and size that 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 industry sub-sectors are emerging?
- What changes are being experienced by the industry (e.g. growth, decline, demography, climate changes, age of the workforce)?
- What new and emerging technologies are likely to have an impact on industry?
- 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 industry)?

Sources of future workforce information

- Jobs Queensland's Anticipating Future Skills series provides detailed employment projections for industries, occupations, and regions in Queensland. www.jobsqueensland.qld.gov.au/anticipating-future-skills/
- Jobs and Skills Australia provides information on current labour market trends, jobs in demand and future projections. www.jobsandskills.gov.au/
- Regional Australia Institute provides insights into factors influencing the future of a region's economy. www.regionalaustralia.org.au/

- 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/
- A range of industry bodies and economic development organisations also provide relevant region and industry related workforce information and planning.

Stage 3:
Identify issues and find solutions

An industry workforce plan should consider strategies that will:

- identify workforce sustainability and development needs to support the growth of the industry
- attract and retain new sources of a skilled workforce
- increase workforce diversity and participation
- 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 involves designing and delivering a suite of strategies and actions to maximise opportunities for building a skilled and capable workforce. This can include increasing the qualifications and skills utilisation of the existing workforce, as well as promoting industry attraction programs.

There are immense benefits for an industry that views ongoing development as an essential component of their workforce. This in turn fosters positive workplace cultures that value and encourage continual learning.

Industry capability and capacity building may include:

- collaboration and networking to build and support ecosystems
- sharing information on processes and technologies
- building industry profiles identifying career pathways and skilling opportunities.

Workforce development can include employer-focused initiatives that cover:

- building leadership 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 direction 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

Industry workforce plans may be tailored to reflect statewide, regional and local workforce needs. The workforce plans should not only align to major employer needs, but also support small and medium businesses, emerging and expanding industry sectors, 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 strategies and actions can be grouped into six key areas of focus:

Skill the new workforce, 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

Develop career pathway opportunities

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

Supporting industry workforces in transition

Industry transitions occur across the economy, resulting in changing workforce needs for industry. These 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. This could include 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*[2]. 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 industry
Localise recruitment and procurement initiatives. Focus transitional support on jobs in the region.

Economic diversification
Diversifying products and service delivery to remain viable. Building upon existing regional capacities.

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

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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 4: Develop, implement and monitor

Establishing a workforce plan with timeframes for implementation

Developing a skilled workforce can take time. A 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, the workforce development plan should focus on a three to five-year planning timeframe. The plan should contain strategies, goals, recommendations and actions that can be achieved in short, medium and longer time periods.

A sound 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 an industry advisory group, such as providing workforce planning and secretariat support.

Some actions identified in the workforce plan may require financial resourcing to progress, such as training initiatives, communication campaigns or local coordination activities. 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 an industry's ability to develop identified future skills and to ensure there is a skilled workforce to meet local and future 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, fee free TAFE 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 industry. Adjustments should be made in response to the changing economic, technological and labour market needs of the industry to remain competitive in a global market.

Moving forward

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

Additionally, an effective workforce plan can support industry renewal, diversification and build resilience for future economic shocks and disruptions.

Jobs Queensland has developed a number of industry workforce plans that may assist in considering how industry workforce planning may be undertaken.

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

APPENDIX A

Suggested workforce reporting frameworks

Environmental scan - industry current and future workforce profile

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

Part 1 – Demographics and labour market

- Demographics
  - Industry defined (ANZSCO / ANZSIC)
  - Locations of industry concentrations
  - Age and gender profile of the industry (Census / QGSO)
  - Working population and projected growth in the next five years (QGSO)
  - Age and gender breakdown of working population (QGSO)
  - First Nations population (Census / QGSO)
  - Migration (interstate and international, if relevant and available).
- Labour market characteristics (ABS / JSA)
  - Unemployment and participation rate
    - First Nations employment
    - Youth unemployment
    - Change over time
      - Labour force indicators by age and gender
      - Labour market insights (JSA).

Part 2 – Industry profile

- Historical industry sectors
- Regional profile of the industry (industry concentration)
- Indicative lifecycle (e.g. emerging, growing, mature, declining)
- Occupational and demographic profile of the industry
- Business profile of the industry
- Current industry sectors

- Emerging industries/industry sectors
- Supply chain mapping, including interdependencies (where relevant)
- Change over the last 5–10 years (time period will depend on the region/industry).

Part 3 – Education and training

- Educational profile including access to post-school education and training. (e.g. 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/decline
- Business confidence and economic outlook
- Industry and regional employment projections from Jobs Queensland's Anticipating Future Skills series
- Temporary skills shortage (subclass 482) visa numbers by training industry (or other relevant visas)
- Employment vacancy data
- Internet Vacancy Index
- Change over time per industry/industry sector
- Emerging opportunities
- Enabling infrastructure to support further growth
- Headline drivers of change (e.g. digital economy, net zero and clean energy targets).

Workforce plan framework

The following is a suggested workforce plan framework.

Part 1 – Overview

- Industry 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 industry
  - 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 transferrable 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