



TRANSPORT AND LOGISTICS

NATIONAL WORKFORCE PLANNING AND SKILLS STRATEGIC ACTION PLAN

Australian Transport Council

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National Workforce Planning and Skills STRATEGIC ACTION PLAN

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Commitment to a STRATEGIC ACTION PLAN

A VITAL INDUSTRY

The Transport and Logistics Industry, including the **Logistics Management, Road Transport, Warehousing, Supply Chain, Maritime, Ports, Aviation and Rail Sectors**, provides a foundation for all community and business activity.

The industry substantially supports the Australian economy, contributing approximately 14.5% of Gross Domestic Product¹ and employing approximately 1.2 million people (equivalent to 13.9% of the national workforce aggregate)².

Both a robust industry and a skilled industry workforce are required to meet the Australian Transport Council's vision for a safe, secure, efficient, reliable and integrated national transport system that supports and enhances our nation's economic development and social and environmental well-being.

There is a strong need for the Transport and Logistics Industry to be at the forefront of driving workforce reform to allow it to address challenges and respond effectively to emerging opportunities and issues.

AUSTRALIAN TRANSPORT COUNCIL COMMITMENT

In a move to assist the Transport and Logistics Industry, the Australian Transport Council has committed to establishing a collaborative mechanism to improve the connection and working arrangements between all levels of government and industry, through the development and implementation of the National Workforce Planning and Skills Strategic Action Plan (Strategic Action Plan).

The Strategic Action Plan has been established by the National Workforce Planning and Skills Working Group, in consultation with a cross-section of industry stakeholders, to provide a foundation for this government and industry collaboration.

The Strategic Action Plan provides twelve high level recommended strategic focus areas for action, determined by taking into account current and evolving industry workforce initiatives and issues, underpinned by the following five key workforce themes which have been consistently advised by Transport and Logistics Industry stakeholders as requiring strategic action:

1. Collaboration and Coordination
2. Skills Supply and Labour Market
3. Education, Training and Qualifications
4. Careers
5. Safety and Security

¹ Australian Logistics Council (2007), The Contribution of Transport and Logistics to the Economy – Dispelling the Myths

² Australian Logistics Council (2008), Workforce Participation in Australian Transport and Logistics. Statistics were compiled by identifying the number of employed personnel that participate in a Transport and Logistics activity and / or employed by a Transport and Logistics entity, rather than the traditional industry based employment categorisation.

The ATC endorsed the Strategic Action Plan on the basis of industry consultation in November 2009.

The Network Performance Standing Sub-Committee of the Standing Committee on Transport (the Chief Executives who support the Australian Transport Council) will be responsible for developing and facilitating the delivery of a detailed implementation plan based on comment and input received during the consultation phase, as well as providing regular progress reports.

The Sub-Committee consists of representatives from all State, Territory and Commonwealth Transport Agencies, with direct connection to the Transport and Logistics Industry at all levels. Importantly, this process will enable the continued input from and focus on state and territory issues to allow for a truly national approach to addressing industry workforce issues wherever possible.

Industry CHALLENGES AND OPPORTUNITIES

INDUSTRY WORKFORCE CHALLENGES

The Transport and Logistics Industry is diverse and has traditionally been labour intensive. It is well recognised that some areas of the industry face labour and skills issues which may potentially affect the safety and productivity of the industry in future years.

Key industry workforce challenges which have been continually identified at different levels include:

- Areas of poor industry image and generally low industry career profile, affecting the ability of some areas of the industry to attract new employees.
- An ageing, predominantly male workforce in comparison with other employment sectors, with a high proportion of the workforce aged 45 years and over and approaching retirement.
- Skills and labour shortages in some industry areas, high levels of recruitment difficulty compared with other industries and relatively under-developed recruitment and retention strategies within sections of the industry.
- The need to improve integration between secondary and tertiary education sectors, and industry's education and training needs and long term capability requirements.
- The need to develop a career path culture and supporting institutional framework where no such framework currently exists.
- Exposure of the industry to difficult workplace safety conditions.
- Operational complexities resulting from different regulatory requirements across jurisdictions.
- The need to better identify and address problems in a more systematic manner rather than the present fragmented approach by industry and government.
- The availability of accurate, useful industry workforce, labour and skills evidence-based data and information.

The Strategic Action Plan provides a number of actions to work towards better addressing these issues including the establishment of a process to improve collation and reporting of workforce information, data and statistics.

EMERGING INDUSTRY ISSUES & OPPORTUNITIES

A number of significant new and emerging challenges and opportunities are impacting on the industry, the cost of and approach to undertaking business, and ultimately the industry's workforce labour and skills requirements:

- The global economic and financial crisis and nationally coordinated infrastructure stimulus, prioritisation, planning and spending strategies.
- The need for more environmentally sustainable transport including government strategies to address climate change through energy and vehicle efficiency and the development of "green" jobs.
- The Council of Australian Governments' regulatory reform agenda including:
 - the development of national transport regulatory frameworks for maritime safety, rail safety and heavy vehicles;
 - nationally uniform occupational health and safety laws; and
 - a national licensing system for specified occupations.
- The emergence of new policy and regulatory frameworks in areas such as port and airport security as well as chain of responsibility requirements.
- The high level of technological innovation and development across transport and logistics areas.
- The evolving globalisation of the industry marketplace and shift from modal focused services to integrated whole of supply chain systems and connectivity.
- The emerging Skills Australia workforce planning role and national training system reforms.

The Strategic Action Plan lists twelve strategic focus areas under which actions can be developed to assist industry to respond to these issues and ensure its workforce has the capability and capacity to meet these challenges and opportunities. This includes ensuring that the national training system is responsive to emerging skill demands.

SKILLS TO REFORM A NATIONAL ECONOMY

Skills Australia in their recent report Foundations for the Future³ has provided the basis for a more cohesive and streamlined national approach to building Australia's skills base. The Strategic Action Plan has been developed in line with the objectives outlined by Skills Australia in the report to assist with advising how the Transport and Logistics Industry will address its workforce planning and skills issues to support the productivity of the national economy.

³ Skills Australia (2009) Foundations for the Future, Proposals for Future Governance, Architecture and Market Design of the National Training System, Final Position Paper

The STRATEGIC ACTION PLAN

RECOMMENDED WORKFORCE ACTIONS

The Strategic Action Plan provided on the following page has been developed by the National Workforce Planning and Skills Working Group, in consultation with a cross-section of industry, unions and government agencies.

There are numerous strategies, programs, reforms and initiatives already in existence or in the planning stages to address industry workforce issues at the local, regional, state and national level, for example mentoring and career programs and resources.

They are diverse and have been developed by government, industry groups and other organisations to meet varying needs and demands.

The objective of the Strategic Action Plan is to take account of this existing and planned work and to establish mechanisms that facilitate ongoing government and industry:

- support and advice; and
- collaboration and coordination;

to provide alignment against a strategic framework that allows Transport and Logistics Industry issues to be more appropriately identified and addressed.

This will include ensuring that emerging regulatory, economic, environmental, safety and social factors and constraints which may impact on the industry's workforce are recognised and dealt with appropriately.

At this stage, the Strategic Action Plan's twelve strategic focus areas for action have been kept high level to ensure they encompass all Transport and Logistics Industry modes, sectors and issues.

Comment and input from industry and stakeholders was sought regarding what further specific actions and activities could be included under the strategic focus areas, to address particular industry issues. This information will be used to develop of a more detailed implementation plan.

The STRATEGIC ACTION PLAN

Themes	Recommended High Level Strategic Focus Areas for Action	Partnerships between all levels of:	
		Government	Industry
1. Collaboration and Coordination	a) Improve connections and working arrangements between industry and government agencies at the national and state/territory level regarding Transport and Logistics Industry workforce planning and skills issues.	✓	✓
	b) Identify an appropriate national mechanism for ongoing industry and government collaboration including the facilitation of a regular national industry workforce planning and skills forum.	✓	✓
	c) Disseminate information on key Transport and Logistics Industry workforce initiatives including programs, reports and developments.		✓
2. Skills Supply and Labour Market	a) Identify and publish skills gaps and other relevant workforce information, data and statistics on the Transport and Logistics Industry.	✓	✓
	b) Undertake regular reporting including recommendations on Transport and Logistics Industry workforce planning and skills requirements.	✓	✓
3. Education, Training and Qualifications	a) Promote the uptake of nationally recognised portable qualifications to support transport and logistics supply chain efficiency.		✓
	b) Ensure that the national training system is responsive to the emerging skill demands of the Transport and Logistics Industry.	✓	
	c) Support the continuing alignment of industry certification, licensing and qualifications with nationally recognised training.	✓	✓
4. Careers	a) Promote the coordination and development of national Transport and Logistics Industry career pathways information and resources.		✓
	b) Promote and support national Transport and Logistics Industry initiatives to support workforce planning and skills.	✓	✓
	c) Raise awareness of the Transport and Logistics Industry in: schools, higher education and employment and training sectors, and in the community.		✓
5. Safety and Security	a) Ensure the impacts of changes to safety and security policy and legislation on Transport and Logistics Industry workforce planning and skills are understood and addressed.	✓	

Strategic Action Plan **STAKEHOLDERS**

KEY INDUSTRY AND GOVERNMENT STAKEHOLDERS

The Transport and Logistics Industry includes the Logistics Management, Warehousing, Supply Chain, Maritime, Ports, Aviation, Rail and Road Sectors. There are also a range of state, territory, national and sector specific industry groups, as well as government agencies which are considered key stakeholders in the Strategic Action Plan. These include:

Organisation Type	Representation
Industry	All modes and sectors
Industry peak bodies	All industry sectors Small to medium enterprises (SME's) Transport and logistics industry association members
Unions	Employees across transport and logistics industry
Freight Councils	Freight, logistics and supply chain businesses across modes (including unions and government)
Australian Logistics Council	Membership from industry and government, transport and logistics businesses, organisations and agencies
Skills Australia	Federal and state governments, industry, education and training providers
Transport and Logistics Industry Skills Council	Government and industry
State Transport Industry Advisory Bodies	State and territory government, industry
Registered Training Organisations	Training deliverers
Australian Transport Council	State, territory and federal governments
Commonwealth Government	Transport, education, training, employment and business agencies and departments
State and Territory Government	Transport, education, training, employment, business agencies and departments
National Transport Commission	Government
State and Territory Transport and Logistics Workforce Advisory Groups	State and territory industry and unions (all modes and sectors) and government (transport, education, training, employment and business agencies)

IMPLEMENTATION AND REPORTING

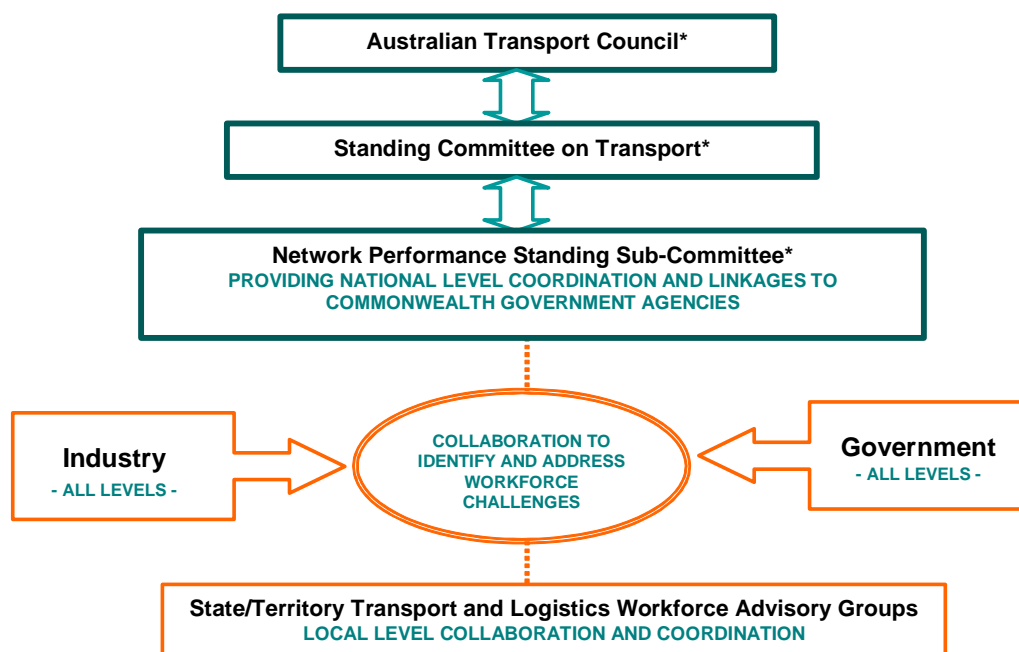
PROGRESSING THE STRATEGIC ACTION PLAN

The Network Performance Standing Sub-committee, which has representation from all State, Territory and Commonwealth Transport Agencies, will be responsible for:

- facilitating implementation of the Strategic Action Plan including the establishment and coordination of relevant communications;
- risk identification and management;
- development and facilitation of appropriate collaboration and coordination mechanisms including liaison with the Department of Education, Employment and Workplace Relations and Skills Australia;
- development of key performance indicators for the Strategic Action Plan; and
- providing regular reports on progress with all actions.

The Commonwealth will monitor progress in close association and consultation with industry and other government stakeholders.

All activities, progress reports and outcomes will be reported through the Network Performance Standing Sub-Committee to the Standing Committee on Transport which in turn reports directly to the Australian Transport Council, as indicated in the diagram below.



** Secretariat with the Department of Infrastructure, Transport, Regional Development and Local Government*

ATC WORKFORCE ADVISORY GROUPS

THE NATIONAL WORKFORCE PLANNING & SKILLS WORKING GROUP

In recognition of the workforce issues being faced by the Transport and Logistics Industry, the Australian Transport Council established the **National Workforce Planning and Skills Working Group** in 2008 to develop and deliver a National Strategic Action Plan for the Council's consideration.

The National Workforce Planning and Skills Working Group consists of representatives from State, Territory and Commonwealth government transport agencies and the National Transport Commission.

In 2009, membership was extended to include the Australian Logistics Council, the Transport and Logistics Centre, the Transport and Logistics Industry Skills Council, and the Commonwealth Department of Education, Employment and Workplace Relations.

A number of key unions also joined the Working Group in July 2009.

Comment received from industry on the Strategic Action Plan will inform an ongoing mechanism for national industry and government collaboration, as outlined in Strategic Focus Action 1 b).

STATE & TERRITORY WORKFORCE ADVISORY GROUPS

A key initiative of the National Workforce Planning and Skills Working Group has been the formation of **State and Territory Transport and Logistics Workforce Advisory Groups** to provide a more collaborative mechanism for identifying and addressing local workforce priorities.

The groups draw together key government agencies (transport, education, training and business) and key industry and union representatives (all modes and sectors) from within each jurisdiction.

Most jurisdictions have established or are establishing a Workforce Advisory Group. Some jurisdictions are using existing industry forums and associations to play a key role in the group or to carry out the Workforce Advisory Group function.

The Workforce Advisory Groups will play an important role in assisting the Network Performance Standing Sub-committee with coordinating national level workforce activities and with providing connection to state level government agencies and industry associations and groups.