



15 December 2006

The Secretary
Senate Employment, Workplace Relations and Education Committee
Department of the Senate
PO Box 6100
Parliament House
Canberra ACT 2600
Australia

Dear Sir/Madam

Submission to Inquiry into Workforce Challenges in the Transport Industry

Thank you for the opportunity to provide input to the Senate Inquiry into Workforce Challenges in the Transport Industry.

The South Australian Freight Council Incorporated (SAFC) is the State's peak, multi-modal freight and logistics industry group that advises both the Federal and State governments on industry related issues, and is funded by both governments and industry. SAFC represents road, rail, sea and air freight modes and operations, freight service users, and assists the industry on issues relating to freight logistics across all modes.

SAFC Members, particularly the SAFC Skills and Careers Working Group, view issues related to workforce development as critical, warranting the activity that your committee is currently undertaking in this area.

SAFC's specific comments appear in the attached document. We take the opportunity to highlight that the workforce challenges confronting the industry are substantial and threaten to have a significant negative impact upon not only the industry itself, but also the economy in general.

In view of the gravity of the situation, SAFC has developed an Action Plan aimed at addressing some of the issues outlined in our submission. The Logistics Information and Navigation Centre (LINC) resource, launched in May 2006 is one initiative that has been progressed, and has been well received by the national industry. The LINC resource can be accessed at <http://www.the-linc.com.au/>.



SAFC would be happy to expand on any of the comments contained within the submission should you require. In that regard, feel free to contact the SAFC General Manager, Mr Neil Murphy on the numbers listed below.

Yours Sincerely

Vincent Tremaine
Chairman

South Australian Freight Council Inc Input to the Senate Inquiry into Workforce Challenges in the Transport Industry

The Transport and Logistics (T&L) industry is a key enabling sector and a significant component of the economy in its own right. It directly employs about 411,000 people¹ nationally and makes an estimated \$60 billion plus contribution to the Australian economy (or approximately 9% of GDP). It is estimated that the industry employs approximately 30,800 people in South Australia and contributes about \$4.85 billion to the South Australian economy.

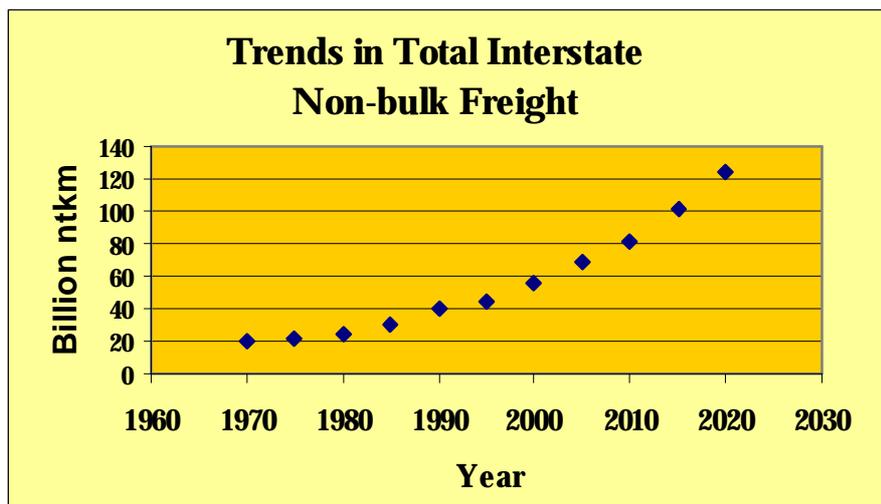
Statistical information regarding current and future employment within the industry is poor, and in itself a key challenge in understanding and rectifying the problem. It is hoped that the results of the recently completed census will assist in providing accurate and up to date statistics on employment within the industry, although skill shortage information will likely remain deficient.

Current Industry Workforce/Skills Issues

Industry Growth

The national transport task (measured in net tonne kilometres) is expected to double over the 20 year period to 2020². This means that further numerical increases in the workforce (in addition to productivity and technological advances) are likely to be required to maintain service levels to business and the general community.

Figure 1: Freight Growth



Source: Presentation to the Rails Skills & Careers Council, D Marchant, ARTC, August 2005

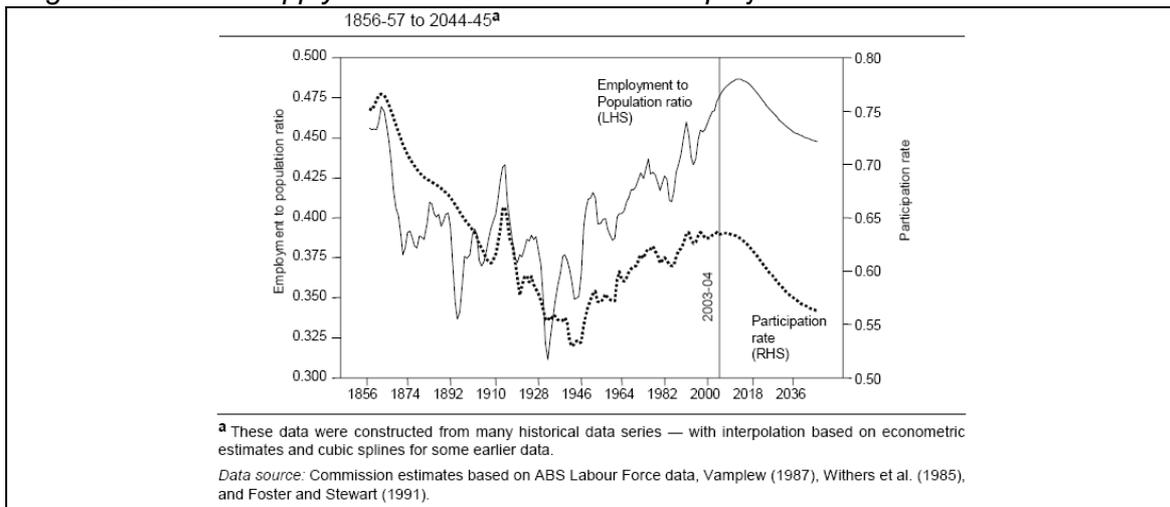
¹ Bases on 2001 census figures.

² Australian Logistics Industry Strategy & "Twice the Task" (NTC)

Demographic Issues

Australia has an aging population, brought on by a combination of factors including declining birth rates (especially in relation to the “Baby Boom” years) and extended life expectancy. This will manifest itself in a declining employment to population ratio and workforce participation rate – less people will be working to support the needs and wants of the rest of the population.

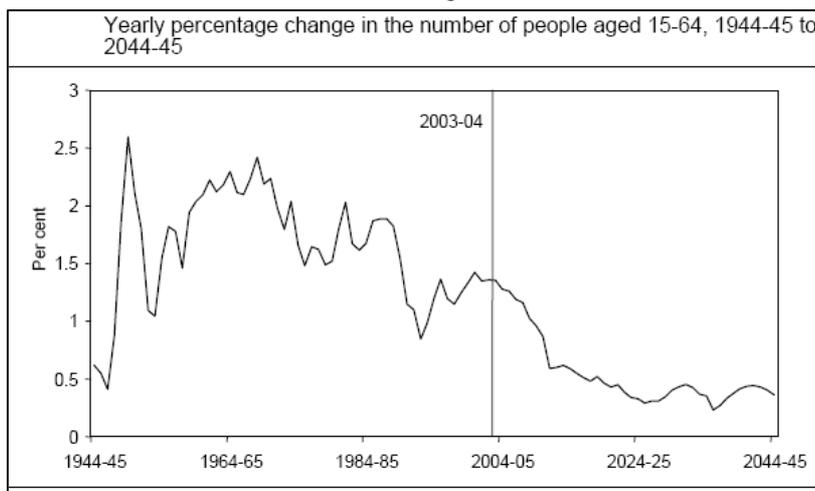
Figure 2: Labour Supply in Australia – historical and projected.



Source: Productivity Commission, Economic Implications of an Ageing Australia, March 2005

As workers leave the workforce due to retirement, new workers are needed to replace them, and to account for growth in the economy (and hence freight task). However, the percentage of new workers that are entering the workforce will be small, as people are tending towards having smaller families and delay having children to later in life.

Figure 3: Growth in the core workforce age bracket



Source: Productivity Commission, Economic Implications of an Ageing Australia, March 2005

As the graph above suggests, after approximately 2010 the growth in the traditional potential workforce age band (15 – 65) will be 0.5% per annum or less. Even with

increases in productivity and technology, it is exceedingly unlikely that this workforce growth (assuming it translates to the transport industry) will be sufficient to meet the demand created by a doubling of the freight task.

Job Market issues

Australia currently has an unemployment rate of around 5%, and the latest figures for South Australia were as low as 4.6%³. These figures are very close to the definition of “Full Employment” used by the ABS, indicating that further reductions are unlikely.

It is likely that all industries will find it difficult to gain skilled workers over the next decade unless there is a major economic downturn. In combination with the population information discussed above, it becomes apparent that there is very little room for industry to increase its base of skilled workers through traditional position advertising in the job market.

Competitive Threats

There are also significant competitive threats to the current employee base of the industry. The resource (mining) sector in particular – currently going through a boom phase on the back of strong world demand – is expected to continue to target current transport industry workers, including offering higher wages.

As an example of one possible impact – SAFC understands that BHP Billiton has ordered some 880 dump trucks for its expansion plans at Olympic Dam, with each vehicle having a total mass of up to 600 tonnes fully loaded. If they run two shifts per day, on a two weeks on, two weeks off roster (common in the mining industry), this will require approximately 3500 truck drivers to be taken out of the mainstream industry. While it is understood that Olympic Dam is a very large mine in global terms, scale impacts will occur with any new mining operation. The total resource industry impact is likely to be significant.

Image Issues

The T&L industry does not have a positive image as a career choice by potential entrants or the community at large⁴. Much of this is a legacy of the past and includes lasting images of grease monkeys, militant unionists on the waterfront, blue singlets and “navvies cleavage”.

Transport, storage and logistics occupations are seen as 100% “blue collar” – an impression that is certainly not true in today’s increasingly complex and integrated industry. There is also an unwarranted impression of low pay and poor career pathways.

Across the board, the industry still has image problems with regards to worker safety. Despite industry and government efforts to the contrary and significant improvements,

³ 6202.0 Labour Force, Australia, ABS July 2005 & South Australia: State of employment, The Advertiser, 12 August 2005.

⁴ Driving Australia’s Future, ATA, August 2003

the T&L industry is still one of the more dangerous industries in which to work in Australia with an incident occurrence rate twice the national average⁵.

Generational issues

Industry stereotypes (which may have been accurate in the past) have affected community attitudes to jobs within the industry. These attitudes are being passed on to the youth of today (generation Y or Gen-Y, born during or after 1980⁶) by their parent's generation (baby boomers, born 1946 - 1964).

Generation X (also known as Gen-X, born 1965 – 1979) appears to have similar attitudes to the baby boomers with regards to the transport industry. Given that the average age of persons within the industry is 45⁷, it becomes apparent that it is a lack of take up of positions within the industry by Gen-X (persons currently aged 27 – 41) that has fed the pre-crisis situation the industry finds itself in today. This generation may be more willing to seek opportunities in the area with the discrediting of established attitudes.

Growth in non-traditional industries (in particular information technology and telecommunications) during the Gen X employment period may also have drawn workers away from the T&L industry.

In addition, as the middle class has grown (particularly in the baby boomer generation) people have looked towards jobs that are perceived (whether accurately or not) to have incomes within this bracket. This generational attitude has been passed down from baby boomer parents to Gen-X and Gen-Y children, who then implement it in their career decisions.

Many other “Blue Collar” industries are also having difficulties in finding appropriate workers (see case studies below).

If current trends continue, almost half of the current transport industry workforce will retire by 2020, at a time when the industry is forecast to be grappling with a massive increase in the freight task.

Educational issues

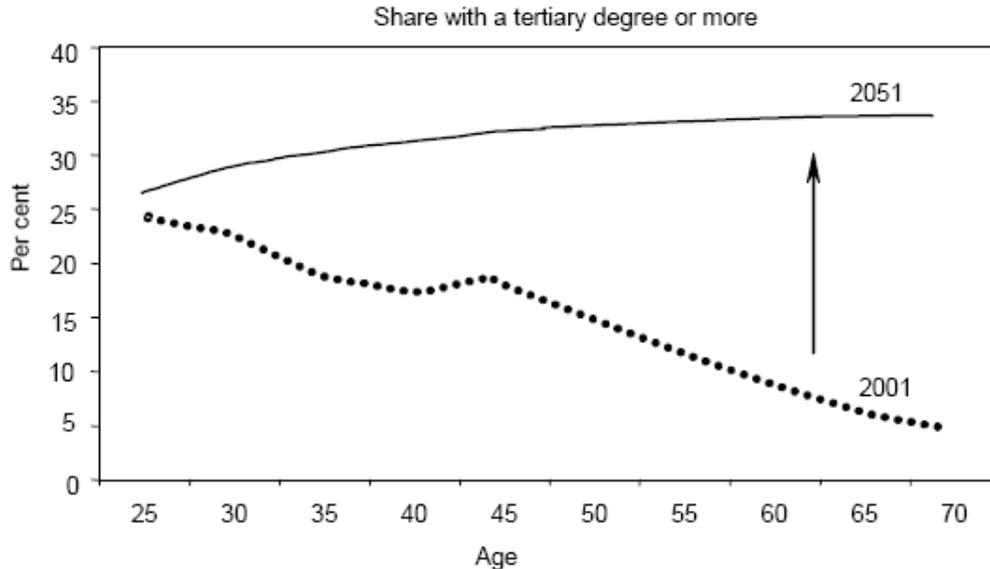
Increased tertiary educational levels (see figure 4 below) may also be adversely affecting the chances of the T&L industry to attract increased numbers of workers.

⁵ Statistical Reports based on Workers Compensation-based data: Transport & Storage, National Occupational Health and Safety Commission 2004

⁶ Exact definitions of the various generations vary widely, however those used in this document are median or generally used definitions

⁷ Workforce Planning for the TSLI in the North West Crescent, AMACC, May 2005

Figure 4: Change in Tertiary degree representation 2001 to 2051



Source: Productivity Commission, Economic Implications of an Ageing Australia, March 2005

Persons holding tertiary degrees are less likely to undertake work actually or perceived as unskilled or “blue collar”. In addition, this results in less of the possible working population (those aged 15 - 65, see figure 3) participating in the workforce during the years in which they study, and in part is the reason for the decline in the participation rate outlined in figure 2.

It is worth noting that the transport and logistics industry will require an influx of tertiary qualified employees – accountants, marketers, it professionals, engineering graduates and the like.

Internal industry issues

Anecdotal evidence suggests that companies within the industry have moved away from skilling their own workers to purchasing those skills required through the job market. Over time, this results in a smaller pool of skilled workers that are more fiercely competed over. Potential entrants find it difficult to gain the training they need to enter and be productive within the industry.

Many operational jobs within the industry are essentially the same that they were 50 years ago. There has been little interest or thought put into making these positions more attractive through job redesign – and where redesign has occurred it has been through job enlargement or job rotation rather than job enrichment.

A recent report into the T&L industry workforce in the north-west crescent of Adelaide⁸ also found that 26% of workers intend to leave the industry within the next 2 years. While there is some doubt as to the veracity of this figure due to the level of response, if even half of this number do leave it will be a major blow to the industry.

⁸ Workforce Planning for the TSLI in the North West Crescent, AMACC, May 2005

Other Industry examples/Case studies

Australian Defence Forces (ADF)⁹

It was recently revealed that the ADF, despite spending more than half a billion dollars on recruitment campaigns over the last 5 years has a shortfall of some 1500 full time persons, with actual defence force numbers falling for the last two years in a row. The ADF seems to be meeting requirements in the areas of officer and RAAF recruitment – the core deficiency is in the Army.

This has parallels to the T&L industry – white collar recruitment and positions in socially recognised jobs (ie pilots) have not been a problem, where as blue collar recruitment has foundered.

South Australian Police

Despite a large recruitment campaign, the South Australian Police have failed in recruiting an extra 200 officers over attrition announced by the State Government in 2003. This is despite recruiting a large number of officers from the United Kingdom. The problem has been recognised to be of the magnitude to warrant a Legislative Council Select Committee to investigate the issue.

In both these cases, recruitment failures despite large media presences are attributed to a tight job market and the changing job expectations of young people.

Fragmented nature of current initiatives and responses

Within the transport and logistics industry there is a general realisation that there is a future workforce problem, although not necessarily of its scope or the fact that it spans multiple sectors.

Within the core group of peak bodies and training organisations there is a better understanding, as is to be expected, of the problem now, and its likely consequences for the future.

In order to have measurable impact, buy-in from all interested parties, especially peak industry organisations is essential. These groups are beginning to become more co-ordinated in their efforts, but this is a slow process and significant communication gaps and “doubling up” of initiatives are still issues.

Current Workforce/Skills Shortages

While the information and discussion above demonstrates that in the medium to long term all transport and logistics industry sectors will be affected by workforce skills shortages, there are significant shortages being reported now. These are occurring in

⁹ Warning on Defence Recruiting, The Australian 10 August 05 & Defence Force on lookout for new recruits, Transcript of ABC AM program, 11 August 2005

all modes and industry sectors, demonstrating that this is a whole of industry problem, and certainly not confined to one or two industry sectors.

Those roles most frequently highlighted as having current workforce issues include:

- Ø Truck Drivers (all licence classes, but in particular interstate drivers [Heavy Combination and Multi Combination])
- Ø Train Drivers
- Ø Forklift Operators
- Ø Rail Track Infrastructure Workers
- Ø Transport Engineers
- Ø Roles requiring higher level marine qualifications (eg marine surveyors, marine engineers, pilots etc.)
- Ø Mechanics

This is by no means an exhaustive list, merely those that come up most frequently when discussing industry shortages. It should be noted that of those mentioned above, most have a significant number of employees in the category today – for example “truck driver” is Australia’s largest profession according to census data. It is highly likely that there are significant shortages in niche positions that have not been identified by industry organisations due to the small total volume of workers in these positions. Nevertheless, many of these roles are critical to the efficient operation of the Australian freight transport system and the economy in general.

Overarching Strategies for Enhanced Training, Recruitment and Retention

Image Change

As previously discussed, apart from a few isolated exceptions such as Aviation Pilots, the transport and logistics industry as a whole has a poor public and professional image that is not conducive to encouraging a significant influx of skilled and enthusiastic workers.

This must be addressed, capitalising on the industry’s position as a key enabler of general commercial activity and one of the primary battlegrounds in international trade. New industry focuses on supply chains and vertical integration also provide opportunities for image improvement, defining the industry as high tech, vibrant and constantly changing.

As discussed below, common industry branding will be one of the primary tools required to establish a new public concept of the Transport and Logistics industry.

Better information

The general community has a poor conceptual understanding of the importance of transport and logistics to their everyday lives, or the complexity of the systems that are in place to see that they receive the consumer goods they want when they want them, and at the lowest possible price.

The industry and governments must make an effort to educate the public on the industry's constant facilitation of modern lifestyles. A side advantage to this methodology is a possible reduction of "NIMBY"¹⁰ reactions to new transport infrastructure and general freight operations.

Careers, not Jobs

The general public perceives the transport and logistics industry to contain "jobs" – singular positions, rather than "careers" – a defined pathway of positions with progression over time including increased pay, challenges and responsibilities.

While it sounds simple, these two words have a great impact on the way the public views the potential to join the industry. "Jobs" that are not parts of "Careers", are merely professional parking areas – or expressed another way, a "position you hold to earn money while looking for something else". This may contribute to creating a transient workforce – one that is no sooner skilled (often at significant cost) than it moves outside the industry to perceived better long term outcomes.

The AMACC report on Transport and Logistics Careers in the North West Crescent of Adelaide (2005) found that 26% of transport and logistics workers in the area were looking at leaving the industry within 2 years, a clear demonstration that not even those employed within the industry had a clear idea of career paths going forward.

Better Training

In terms of its contribution to National GDP (conservatively estimated at 9%) the Transport and Logistics industry receives a very small proportion of the national pool of training dollars. There is a perception in industry that many of the dollars claimed to be spent on transport and logistics training, are actually spent on delivering logistics components to other areas, such as Manufacturing. This perception is especially strong in the Vocational Training area.

There are also entrenched perceptions that the development and delivery of training packages for the industry is often driven by the desire to access government funding pools, rather than achieving real outcomes for industry. As such, the good intentions of government are not being achieved in reality.

SAFC makes no comment as to the accuracy of these perceptions, but believes that their pervasiveness within the industry dictates that they are brought to the attention of the Inquiry, where they can be further explored.

SAFC believes that as a general rule of thumb, vocational training dollars should be allocated (within states) based on percentage of contribution to Gross State Product, with some proportion "sliced off" for allocation to emerging industries. Thus, in Western Australia where the mining industry accounts for some 20% of GSP, 20% of general training dollars should be allocated to this industry (noting that transport and logistics accounts for a significant proportion of this task). In South Australia, mining is an

¹⁰ NIMBY – in common parlance "Not In My BackYard". Refers to reactions that value personal amenity over the public good.

emerging industry, which while contributing approximately 2 -3% of GSP today is likely to account for up to 10% within 10 to 15 years. Some state by state investigation would be needed to identify actual GSP percentages, but across the board this will result in significant increases in transport and logistics allocations, especially given the projected doubling of the freight task in the 20 years to 2020. One of the advantages of this method is that training dollars will become responsive to industry needs – as an industry grows so will funding for training, with discretionary spending available to promote growth industries.

There are some recent positive signs in transport and logistics training. The first is the recent development by some universities of logistics related graduate and post graduate degrees, such as the Bachelor of Supply Chain Management from the University of South Australia and the Masters of Transport Policy from the University of Melbourne.

The second is the development of two professional accreditations by the industry – Certified Transport Planner (**CTP**) and Certified Practising Logistician (**CPL**). It is hoped that these will enhance professionalism within the industry, and recognition of that fact from outside. More information on these programs can be found at <http://www.cplinstitute.com/> and <http://www.ctpinstitute.com/> .

SAFC and the T&L industry in general have watched with interest the Commonwealth's plans to introduce 24 new Technical Colleges in 2007 & 2008. While SAFC has no argument with the Technical College concept, we find it inconceivable that **(to our knowledge in South Australia)** despite representing 9 percent of the economy not a single college is intending to provide T&L industry training. This constitutes another disadvantage that the T&L industry will need to overcome to provide the services required to facilitate the ongoing operation of the economy.

T&L, as a service industry, is nationwide – one college offering (for example) courses in Queensland may cater to Queensland and possibly northern NSW, but will not serve the needs of the rest of the nation. The same is applicable if only one or two colleges, placed anywhere in the nation, offer T&L related courses. Each state will need a minimum of one Technical College that offers a comprehensive T&L curriculum.

In addition, in some instances it has become practise by some institutions to insert T&L related subjects into non transport and logistics courses (eg manufacturing) and claim this as providing T&L training. These courses, while advantageous to the sector in which the subject is placed has no benefit to the mainstream T&L industry, and the funding allocated to these areas should not be falsely credited as "T&L training".

Removal of Barriers to Entry

Despite work undertaken by industry, there are still some barriers to entry into some sections of the industry.

The most commonly identified is the general refusal of the insurance industry to insure persons under 25 to drive heavy vehicles (those that require Multi Combination licences, generally B-Doubles and larger). This provides limited career pathways from

school to working in these positions, despite the ability to gain an MC licence several years earlier.

It is noted that a very limited number of companies have been able to negotiate insurance on an individual driver basis. However, in general, the restriction still remains. This may result in frustration of the driver in not being able to achieve career goals, and a loss to the industry. Alternatively, faced with this restriction some potential drivers may choose to seek a career in other areas.

Given the size of the road freight task, a skewed age profile towards retirement and the impressive growth forecast for the industry, impediments such as this need to be eradicated to maintain Australia's road freight productivity and efficiency into the future.

Maritime Security Identification Cards (or MSICs) have also been brought to the attention of SAFC as a barrier to entry. An applicant for a MSIC must have a current need for access to secure maritime precincts (ie ports) in order to receive a card. MSICs take a considerable time between application and issuing, due to the need for an in-depth background check to be performed.

This means that (for example) a shipping line looking to employ a new person must either recruit from the pool of persons who already hold a card (ie within the industry) or employ a new person who can not fully undertake the role for which they were employed for an extended period while a card is being issued. This represents a significant impost on any business, with the associated costs likely to be passed on to user industries.

SAFC understands that the security of transport networks is of national (and international) importance. However, there should be some means by which a person looking to gain entry into a position that will require an MSIC can be provisionally approved, with issuance upon commencement of employment in a relevant position. Such a methodology would be unlikely to compromise national security, and meets the needs of industry without unjustifiable imposts.

Current SAFC and Industry Initiatives

The following information indicates some of the initiatives that are being pursued by the South Australian Freight Council, or by other transport and logistics industry bodies that SAFC is aware of. This list is by no means exhaustive – no doubt other organisations are undertaking projects about which we are not aware.

The Logistics Information and Navigation Centre (LINC)



LINC is an initiative of SAFC directly aimed at addressing the top three overarching strategies above – Image Change, Better Information, and Careers, not Jobs.

LINC is *currently* a web portal linking the public and industry to information aimed at demystifying freight operations and services and presenting logistics industry careers to prospective entrants in a positive light. Designed, researched and project managed in-house by the SA Freight Council, LINC contains careers briefs and pathway information, industry information for the general public and links to more complex information for industry professionals.

LINC was launched in May 2006 by the Hon Patrick Conlon MP, the South Australian Minister for Transport.

LINC can be found at <http://www.the-linc.com.au>

The LINC website was also central to the Logistics Hub at the 2006 National Careers Expos held in Adelaide, Sydney, Canberra and Hobart¹¹. Live internet connection enabled those talking about T&L careers on the stands to show prospective industry entrants career briefs on those positions they were interested in. By the Sydney Expo a second computer and internet connection had to be added to cope with demand.

To date, 15,000 bookmarks advertising the site have already been distributed, to students, career counsellors and to educational and industry organisations. Targeted distributions will continue to occur.

LINC Stage 2

LINC is not intended to be a static resource, but rather one that is continuously evolving to improve its reach and response to industry and public needs.

As such, SAFC is undertaking a comprehensive redevelopment program of the current web resource. SAFC is undertaking this upgrade through partnering with TALC to become a pilot program partner in the TILIS (Transport Integrated Learning and Information System) web mega-portal. The LINC Stage 2 web resource is expected to be launched in early 2007.

In concert with web redevelopment, SAFC is undertaking a program of partnering with like interstate organisations to improve the quality and volume of information provided. With the two upgrade programs complete, LINC will be able to create targeted state specific information “on the fly” to enhance accuracy and usability to national audiences.

LINC Stage 2 also envisions the acquisition of a full time human resource to be responsible for the ongoing maintenance and upgrade of information provided through LINC, and to undertake transport and logistics related careers programs and interventions.

A substantial increase in funding is required to facilitate the ongoing development of LINC. Whilst sustainable options for funding the development of the resource are being investigated, it is expected that government funding (both State and Federal) will be required.

¹¹ Those held after the launch date

A major marketing campaign is also being planned for early 2007 to promote both the industry as a career option and the resource to the general public and industry alike.

Project Based Learning Pilot Program

SAFC has developed a Concept Project Based Learning Program, which it intends to pilot in conjunction with schools and industry in 2007. The program aims "To attract today's school attendees to future transport and logistics careers by practical involvement in transport and logistics related activities".

Spanning school years 7 – 10 (with the pilot focussing on years 8&9) the program concept aims to break down misconceptions about the industry via practical interaction – undertaking projects that have a transport and logistics industry flavour, with assistance and interaction by/with current industry personnel. It is hoped that by practical interaction with the industry over a number of years students will come to view the industry as an employer of choice.

In brief, the outline for the pilot program is:

Year 8 – Class Integration Project

Integrating different subjects to show cross relationships, and the practical reasons dictating student's studies using transport and logistics case studies. For example, Mathematics, Systems Technology/Electronics and Information Technology could combine to create a working transport signals microcosm, with associated events including a site visit to a Traffic Control Centre. Various integration projects are being considered/developed.

Year 9 – Industry Based Project 1

A suggested 0.5 day per week project running for a term (preferably running in terms 1 or 3 to avoid clashing with major assessment periods). It is suggested that at this year level the program is still conducted primarily in-school, however an industry mentor should run the projects and be present at all times. Some limited field trips for research or demonstration purposes may be acceptable. A variety of programs should be offered, each being developed in conjunction with interested companies.

A variety of supporting programs for teachers, career councillors and parents are being developed.

Again, a substantial funding injection will be necessary to expand the pilot program to other areas.

National Career Expo Series

SAFC has been involved with the National Careers Expo Series for some years, with the ALC (Australian Logistics Council) taking on a national co-ordinating role in 2006.



These Expos give industry the ability to directly interface with prospective industry entrants of all ages – to enthuse and encourage people to consider the industry as a viable career choice.

LINC has proved an invaluable tool with the younger generation at these expos. Having all the details on a prospective career at the stand operator's fingertips enables detailed responses taking into consideration the prospective entrants individual needs and interests. LINC will operate "live" on stand in each state in 2007.

In 2007, the ALC (while providing some overall support) is stepping back from the direct co-ordination of the Expos, with state organisations (including SAFC in SA) taking on this role. The ALC project plan for 2007 also signals a move to a Transport Corridor, where transport and logistics businesses will cluster, supported by a "lock" stand staffed by local industry organisation volunteers. This stand will direct potential industry entrants to the stands of participating businesses in which they are interested.

Common Industry Branding

One of the methods that has been identified to attract new persons to the industry is to create a holistic industry brand, which the general public can relate to, and which can be built up by marketing campaigns.

A common brand "T&L" along with the slogan "get into T&L" and draft marketing materials were initially developed by the Transport and Logistics Forum of Queensland (TLFQ), itself an initiative of CILT (QLD). This brand gained widespread approval from industry, and was passed on to the ALC for rollout. The ALC officially launched the brand at the WA Supply Chain Conference in November 2006.

It is hoped that this brand will be accepted throughout the industry, and that it will be included in positive marketing campaigns to "build the industry's brand".

SHIFT

SHIFT stands for SHaping Individual Futures in Transport, and is a South Australian initiative aimed at providing training and experience to allow direct entry into the transport and logistics industry after the completion of secondary schooling.

SHIFT is funded jointly by:

- The Department of Further Education, Employment, Science and Technology (DFEEST) through the South Australia Works program
- The Department of Education and Children Services Futures Connect
- Murraylands, Kangaroo Island, Adelaide Hills and Fleurieu Peninsula Regional Development Boards
- Cities of Onkaparinga and Marion

Other partners include:

- The South Australian Freight Council
- Statewide Group Training
- The South Australian Road Transport Association
- The Department of Trade and Economic Development



- Alloomba Visions and Solutions

Each SHIFT training program is tailored to the needs of a particular sector of the Transport and Logistics industry, for example Warehousing, Road Transport, Transport Administration or Automotive. SHIFT links with employers in the chosen sector to ensure that the content of the program meets their requirements.

While initially a South Australian program, SAFC understands the program has now expanded into New South Wales, and will continue to expand nationally.

More information on the program can be found at <http://www.shift.net.au/> or by contacting the program manager:

Mr Neville Campbell
Futures Connect
Email: nevillec@schoolandbeyond.com.au
Phone: (08) 8398-2723
PO Box 301
Birdwood SA 5234

Adopt a School

Adopt a School is an initiative of the Transport and Logistics Centre (TALC) which provides a framework for schools and industry to work in partnership to provide students with a concept of what the industry does. This initiative is similar to SAFC's "Project Based Learning" concept outlined above, however it provides only the framework and background resources for such interactions rather than being an interaction itself.

More information on this program can be found at:
<http://members.talc.com.au/GettingintoTL/AdoptaSchool/tabid/224/Default.aspx>

Or by contacting the Program Manager

Ann Pitkeathly
Transport and Logistics Centre
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Email: ahand@talc.com.au

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