



CAREERS IN TDL

LOCAL INITIATIVES IN THE TRANSPORT, DISTRIBUTION & LOGISTICS INDUSTRY



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In this time of very low unemployment and an ageing workforce, competition for young job seekers between industries is intensifying. The imperative to recruit the best quality candidates possible is essential for the economic viability of Victoria's supply chains.

For Victoria's large Transport, Distribution & Logistics (TDL) industry, this challenge is compounded by its sheer size and complexity. It is recognised that the industry suffers from an image problem, with many of the young people who contributed to the report thinking of TDL careers in very narrow terms. They believe jobs in TDL are limited to long-haul trucking or loading containers onto ships. Relatively few people understand the sophistication of the state's supply chains or its pivotal role in the national economy; still fewer see TDL as a desirable career destination. This image problem would be of marginal importance in a time of high unemployment. But in today's very tight candidate market, where skill shortages are now a fact of life in some TDL sectors, failure to attract job seekers, and in particular young people, is a very real threat to business.

Careers in TDL are in fact diverse, vibrant and full of opportunities, both here in Australia and overseas. The challenge for the industry is to overcome its traditional image problem by promoting the new face of the industry, and the variety of rewarding career opportunities on offer.

The *Careers in TDL: Local Initiatives Report* offers important insights into the triggers for making critical career decisions; how best to communicate TDL-based career information to young school leavers; and the methods for linking school-based training directly to TDL careers and education. The report is also notable for addressing differences in career and recruitment challenges between Melbourne and the large regional areas of Geelong, Shepparton, Wodonga, Gippsland and Mildura.

INITIATIVE 1: ENGAGING YOUTH

The *Engaging Youth* initiative involved extensive research with young people, TDL stakeholders and educators to highlight the importance of the industry's reputation. The perception young people have of a particular occupation, industry sector or job makes a big difference to the quality and quantity of high school and tertiary graduates entering the ranks.

This perception challenge is particularly acute within TDL. The project identifies the information young people need, how and in what form it should be provided, and who should deliver the message. It offers careers teachers and industry important insights into the factors influencing young people's career decisions. This knowledge, in turn, can be used to refine and improve the delivery of TDL career information to encourage young people into TDL careers.

INITIATIVE 2: TRANSPORTING YOUR FUTURE – SCHOOL-BASED APPRENTICESHIPS

Improving understanding of the TDL industry and promoting the diverse career opportunities available is the basis of *Transporting Your Future™*. The implementation of an Australian School-based Apprenticeship (ASBA) initiative from the Geelong region is described in a DVD (available at the back of this kit). On a very practical level, the DVD shows how the industry can work to promote career opportunities with students and schools through the (ASBA) program.

INITIATIVE 3: TDL CAREER INFORMATION CD-ROM (Available at the back of this kit)

The Shepparton-based *TDL Career Information CD-ROM* project has led to the creation of the industry's first interactive careers information tool that highlights and profiles jobs and careers, skills, qualifications and the licences required for careers in road transport and the warehousing industry. The CD-ROM will assist the local industry (and potentially employers throughout the state) to address recruitment challenges by providing a tangible, user-friendly resource for school students and careers counsellors.

INITIATIVE 4: TOLL VIRTUAL VICTORIA – SCHOOL-BASED PRACTICE FIRM

In Melbourne, students from several secondary colleges around Hoppers Crossing are proving that industry-school partnerships can play an important role in lifting the industry's profile and have a long-term role in building pathways into TDL careers. The program, based around a Certificate II qualification with a focus on TDL, shows that by exposing bright, motivated young people to TDL career opportunities at a young age, employers have a better chance of positioning themselves as an employer of choice rather than an employer of last resort. And while the benefits of this type of approach are indirect, the *Toll Virtual Victoria* project demonstrates the importance of careers education and industry promotion early in student decision-making.



INITIATIVE 5: CONNECTUS – CONNECTING YOUTH AND TDL CAREERS

Other projects like Melbourne-based *Connectus* take a more direct approach to skill shortages by linking actual job seekers (in this case unemployed youth and potential early school leavers) to TDL traineeships, training opportunities and jobs. While the *Connectus* program highlights the success of structured employment programs in raising awareness about the TDL industry and promoting career opportunities to young people, it also raised a number of challenges facing government, industry, employers, educators and young job seekers. These included the mismatch between skills in demand and the jobs young people (particularly Generation “Y”) are prepared to do. In particular, the project organisers noted a frequent disparity between the expectations, priorities and aspirations of Generation “Y” and their Generation “X” and Baby Boomer employers.

INITIATIVE 6: FROM LICENCE TO WORK READY

The Wodonga-based *From Licence to Work Ready* project addresses the particular challenges facing regional TDL centres through the creation of a community-based recruitment and training model designed to create a pool of job-ready workers. For transport operators in the Wodonga region this initiative was necessary to ensure companies were confident about employing inexperienced, yet trained truck drivers.

INITIATIVE 7: INCREASING THE APPEAL OF TDL

Gippsland-based research into *Increasing the Appeal of TDL* identifies the work needs of the region’s under-employed and unemployed people and matches these to actual TDL positions. This initiative of Gippsland’s TDL Regional Round Table highlights a range of issues including industry image and employment pathways on which TDL employers need to concentrate. Some of these issues add weight to the importance of the *Victorian Supply Chain Excellence Action Plan 2006* and the TDL Industry–Government partnership.

INITIATIVE 8: FORECASTING LABOUR DEMAND MODEL

In Mildura, the *North West Victoria TDL Regional Round Table* worked with local employers to create a TDL business model for accurate labour forecasting. The model is now being used to better understand patterns of TDL labour supply in the Mildura area, and to help employers assess the impact of increased freight and labour fluctuations in their businesses and the impact of skills shortages on regional supply chains.

CONCLUSION

These eight local Victorian initiatives sum up some of the recruitment and training challenges facing TDL employers, educators and government. The *Careers in TDL: Local Initiatives Report* offers both practical tools and theoretical models for addressing skill shortages and training needs. Clearly, the industry has a big task ahead in order to move past its stereotypical image and this report is a start. The challenge now is for the industry, employers and government to make TDL a first choice destination for the state’s school leavers, trainees and tertiary graduates as well as those within the industry who are seeking to broaden their career options.

1. MELBOURNE'S WESTERN METROPOLITAN REGION

ENGAGING YOUTH





LOCAL INITIATIVE: SUMMARY

WHAT: Identifying the critical decision points and information needed by young people for informed decision-making and careers in TDL

WHO: Western Metropolitan Region Transport Taskforce – a partnership of Local Learning and Employment Networks (LLENs), the Department of Innovation, Industry and Regional Development, Victoria University, the Victorian Transport Association and TDT Victoria

WHERE: Melbourne's Western Metropolitan Region

When choosing a career, an industry's reputation counts. How young people perceive a particular occupation, industry, sector or job makes a big difference to the number and quality of high school and tertiary graduates entering the ranks.

The perception challenge is particularly acute within TDL. To help address a lack of understanding about the TDL industry and debunk the widespread perception that TDL equals low-skill, blue collar jobs, coupled with the need to better understand how young people and new entrants would like to be engaged, requires a coordinated and strategic approach in developing the appropriate solutions. This includes the need to better understand how young people and new entrants would like to be engaged.

BACKGROUND

Engaging Youth is the initiative of the Western Metropolitan Region Transport Taskforce (WMRTT) – a group convened in recognition that a whole-of-government and industry partnership is needed to address the issue of disconnection between young people and new entrants and TDL companies in the Western Metropolitan Region.

The disconnection was brought to the attention of the TDL Industry Round Table in late 2005 by the three Western Metropolitan Region LLENs Project Managers. These professionals recognised problems in matching supply and demand. This initiative was developed to highlight when and how industry can support careers networks through the timely provision of careers and industry information.

It was recognised that although many initiatives were already addressing skills shortages, a number of gaps between programs and employment needs still existed. It was critical to bring the different parties together (governments, the TDL industry and LLENs) so that a coordinated response could be developed to improve connectivity between young people and new entrants seeking employment and the TDL sector looking to fill positions.

PROJECT APPROACH

The WMRTT decided research was necessary because of the high number of transport companies across the Western Metropolitan Region and that young people and stakeholders from this region should be interviewed.

30 people were involved in the research:

- Young people (still at school)
- Young people (left school)
- Career Advisers
- Parents of young school leavers
- TDL companies.

The project sought information in four key areas:

- Key decision points in a student's decision-making process
- Decision-making influences
- TDL career information and dissemination
- Entry points to the TDL industry.

The findings from this report are relevant across Victoria.

KEY FINDINGS

A significant outcome of the project was the discrepancy between current methods of engaging young people and entrants in TDL careers and what they actually require at each career decision-making point.

Young people need particular information at certain stages to meet key career decision-making points. The key decision points for young people at school are years 10, 11 and 12. There are also decision points once young people leave school and are making career and study decisions. A key to good decision making is having all the necessary information available.

“ WORKING TOGETHER, HAVING AN IMPROVED UNDERSTANDING OF SUPPLY AND MATCHING THAT TO DEMAND, SO THE GAP BETWEEN WHAT EMPLOYERS WANT AND WHAT YOUNG PEOPLE CURRENTLY OFFER CAN BE NARROWED ”

It is common in today's career lifespan, for people to have more than one career. When people choose to change their employment, they need to be able to access new career information to make the right choice.

Making a career decision is a complex process. Table 1 indicates the critical decision points with suggestions of what the TDL sector has to do in the development and the delivery of TDL information to engage youth.

Young people are influenced by parents, career advisers, school teachers, family, friends and peers in making career decisions. Other influences include personal experiences, part-time work and academic ability and achievements. Knowledge and image perceptions of industries also influence choice, as does information about career options and the way the information is presented.

TDL Career Information and Dissemination

There is already a vast array of printed TDL career information, but very little of the material showcased during the survey was known to young people, their parents, or even their career teachers.

It has also been identified that a large proportion of printed materials distributed to schools for dissemination to young people is not categorised or packaged for the target audience.

Young people, parents and career teachers alike are interested in comprehensive information on the full range of opportunities, career pathways and prospects in TDL. Some career teachers reported a desire to know more about the TDL industry before they would feel confident in recommending such a career to students.

It appears that parents, young people and career teachers are interested in simply presented materials, with a clear message and that these materials are available when decisions need to be made. Young people in particular have preference for information that is in their “own language” and is presented interactively.

They also prefer to receive information from site visits, direct contact with credible industry people and through work experience opportunities.

TDL career information needs to be delivered at each of the key decision-making points in a careers' pathway timeline. It should be packaged and delivered for students but also career teachers.

Young people source information from a range of avenues including the annual Jobs Guide. The main source was direct contact with people such as career teachers and TAFE course coordinators. Parents reported that they source information from career teachers, family, friends, personal experiences and the yearly Jobs Guide.

While parents and some young people reported that they did not frequently use web-based career resources, careers teachers did. The following sources were considered benchmarks of good practice for youth engagement:

- Careers in Logistics, United Kingdom (<http://www.careersinlogistics.co.uk>)
- Learndirect website – aimed at assisting youth to assess their aptitudes and find jobs/courses (<http://www.learndirect.co.uk>)
- Queensland Department of Education and the Arts, and Queensland Department of Employment and Training websites (<http://www.trainandemploy.qld.gov.au> and <http://education.qld.gov.au/students/careers.html>)
- South Australia – Logistics Information Navigation Center website (<http://www.the-linc.com.au>)
- Career Voyage website (<http://careervoyage.com.au>)

Entry points to the TDL Industry

TDL companies reported young people currently enter the industry through:

- Work experience and work placements
- Obtaining jobs in business via junior clerical/administrative roles
- Advertised jobs and meeting the job criteria
- A few people enter through school based apprenticeships.



Young people can start at a certain point in the TDL industry and then work their way across and up the career path; however this message needs to be clearly articulated by the industry. The TDL Industry-Government Career Map is a good first point of information describing career pathways. (see www.supplychainvictoria.com.au).

There are several barriers to entry for young people and they range from:

- Lack of school-based apprenticeships and structured traineeships
- Lack of VET opportunities in the TDL industry
- Transport to workplaces
- Unappealing TDL job advertisements
- Misconception of the requirement to be at least 18–19 years of age and possess a driving or forklift licence to enter the industry.

LOOKING TO THE FUTURE

What emerges through this initiative is a better understanding about the range of influences that are part of the career decision-making processes young people go through at different points in their lives. For the TDL industry, being aware of and understanding such complexity is crucial, given the industry’s ageing demographic profile and current challenges relating to skill shortages.

Changing the industry’s stereotypical image and addressing the challenges in engaging youth and new entrants into TDL is the responsibility of all in the industry. It’s only through working together and having an improved understanding of supply and matching that to demand that the gap between what employers want and what young people currently offer can be narrowed.

FIND OUT MORE:

For a full copy of this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

KEY INFLUENCES FOR CAREERS IN TRANSPORT, DISTRIBUTION & LOGISTICS (TDL)																	
Influences: parents, relatives, friends, peers and their experiences and perceptions about the TDL industry over a lifetime																	
YEAR Level			AGE														
Year 10	Year 11	Year 12	19/20	21	22	23	24	25	30	35	40	45	50	55	60	65	70
<p>Secondary School Years</p> <p>Campus Open Days</p> <p>Yearly Careers Expos</p>			<p>TDL Industry has to do more with Secondary Schools to:</p> <ul style="list-style-type: none"> ➢ Better articulate the range and scope of career opportunities in the TDL Sector ➢ Promote availability of tertiary education and training in TDL disciplines ➢ Ensure Careers Advisers are properly informed on education and career opportunities ➢ Improve the overall image of the TDL Sector ➢ Generally attract young people to the Industry 														
			<p>Tertiary Institutions, TAFEs, LLENs, etc</p>														
<p>School Work Experience Programs</p> <p>VET Programs</p> <p>Trainee & Apprenticeship</p> <p>Full/Part time/Casual Work opportunities</p>			<p>TDL Industry</p> <p>TDL Industry has to do more with VET programs to:</p> <ul style="list-style-type: none"> ➢ Identify the entry level jobs young people can do in TDL ➢ Provide TDL work placements for young people doing vocational training as part of their VCE program ➢ Promote TDL positions that target young people to undertake a traineeship/apprenticeship 														
			<p>TDL Industry has to do more with Tertiary/TAFEs/LLENs to:</p> <ul style="list-style-type: none"> ➢ Better articulate the range and scope of career opportunities in the TDL Sector ➢ Assist in course, content and relevance development ➢ Offer employment opportunities whilst students complete their education to secure them to the industry before they complete their studies ➢ Improve the overall image of the TDL Industry 														
<p>For Careers in TDL refer Careers Map Available on: www.supplychainvictoria.com.au</p>																	
Industry Participants:			VTA Freight Week Careers Day					Careers in TDL Tool Kit					Private Education and Training providers				
			Labour Hire Industry					Recruitment Industry									

Table 1: Key influences for careers in TDL.

2. GEELONG

TRANSPORTING YOUR FUTURE™ – AUSTRALIAN SCHOOL-BASED APPRENTICESHIPS

LOCAL INITIATIVE: SUMMARY

WHAT: A DVD exemplar of an Integrated School Apprenticeship Program titled *Transporting Your Future™*

WHO: School students in Years 10–12 participating in the Australian School-based Apprenticeship Program (Certificate II in Transport and Distribution) in Geelong, parents, teachers, industry stakeholders and Banksia Consulting (the program developer)

WHERE: Geelong

Many career teachers find it hard to provide accurate, accessible information on careers in transport, distribution and logistics (TDL). TDL's size, diversity and the number of representative organisations often frustrate efforts to present young people with a simple, digestible overview of the industry and the educational and career opportunities it offers. The *Transporting Your Future™* DVD, showcasing an Australian School-based Apprenticeship (ASBA), sought to address this challenge and it targets a diverse range of stakeholders.

BACKGROUND

The production of the *Transporting Your Future™* DVD has been a collaborative effort between Banksia Consulting (the program developer) and TDT Victoria and aims to provide young people, industry stakeholders and those in the wider community with an accessible, user-friendly career education tool that demonstrates the successful implementation of the ASBA program, Certificate II in Transport and Distribution.

Through interviews with industry leaders, educators and real-life examples of young people pursuing TDL-related careers, the DVD will help to raise awareness and engage young people.

The *Transporting Your Future™* – ASBA program was developed by Banksia Consulting, a registered training provider, targeting the TDL industry. The program first started in July 2005 in Geelong with the participation of six Geelong employers and seven students from four local secondary schools. A second program was implemented in early 2006 and 15 students participated from the Altona/Laverton areas.

Following its success, Banksia Consulting is continuing to work with all stakeholders including the various Regional Local Learning and Employment Networks, schools and the TDL industry to establish programs around Victoria.

The program showcases the diversity of the TDL industry to young people, giving students the education and experience they seek without prematurely locking them into a specific occupation. Among the training options provided is the opportunity to undertake a Certificate II in Transport and Distribution.

ACHIEVEMENTS AND BENEFITS

Transporting Your Future™ – ASBA gives students the chance to see their peers engaged in an authentic work environment. At the conclusion of the ASBA, students will have completed two years' part-time work and a Certificate II in Transport and Distribution. These units are based on the transport industry and can be transferred to many other industries. The program is also a stepping stone for further studies and to obtain higher qualifications in TDL and other pathways.

Student participants are supported throughout the program by Banksia Consulting, the school, the various employers and the New Apprenticeship Centre. The active participation by schools is vital in offering students the opportunity to be involved in an industry-based program.

The industry also benefits from having the opportunity to work with school communities to promote the TDL industry as a career choice. It also fills the gap to access training delivery to young people that has been restricted by workplace safety and other regulations in recent years.

LOOKING TO THE FUTURE

The *Transporting Your Future™* program has been so successful that it may be extended to all regions of Victoria. Employers, schools, parents and students are encouraged to support and participate in practical and innovative educational and training initiatives like ASBA in the future.

The DVD outlining the program is included in this kit, at the back of this document.

FIND OUT MORE:

For information on the DVD, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au. For further information on the *Transporting Your Future™* – ASBA program, contact Banksia Consulting: (03) 9348 9144.

3. SHEPPARTON

TDL CAREER INFORMATION CD-ROM

LOCAL INITIATIVE: SUMMARY

WHAT: Career Information CD-ROM for prospective entrants to the road transport and warehousing sectors

WHO: Goulburn Ovens Institute of TAFE

WHERE: Shepparton

The aim of this interactive educational CD-ROM was to showcase career opportunities within TDL, profile career pathways and provide pre-employment information for potential entrants to the industry. Annually, in the Greater Shepparton region, TDL generates \$500 million in direct earnings and employs more than 1000 people. Clearly, TDL is an integral part of the regional economy and this initiative will support the growth of this critical industry. The initiative was developed to raise the TDL industry's profile amongst students and new entrants to the labour market and to boost it as a career choice.

BACKGROUND

The *TDL Career Information CD-ROM* initiative was developed in recognition of the limited resources and tools available to attract new entrants to the industry. In particular, the project organisers felt an interactive career information tool would appeal to young people because of their ease with computers. The project brought together a range of industry stakeholders including the Transport Workers Union, TDT Victoria, teachers from the transport delivery group, local employers, employees from the transport and warehousing sectors and the Goulburn Ovens Institute of TAFE.

By targeting the transport and warehousing sectors, the project team from Goulburn Ovens Institute of TAFE hoped to break down many of the information barriers preventing young people from considering TDL-related careers. To achieve this, the CD-ROM highlights job opportunities, skills required, prerequisite school subjects, qualifications and licences needed and a guide to expected salaries.

The target audience for the CD-ROM includes a broad range of entrants and their supporters:

- School students
- The unemployed
- New entrants to the industry
- Those currently working within the TDL industry
- Other industries facing decline eg. the farming sector where diversification is required due to the drought
- Workers who have been retrenched
- Career teachers
- Job networks.

OUTCOMES AND ACHIEVEMENTS

The initiative is a response to the lack of user-friendly career information resources specifically targeting the TDL industry and the needs of employers for quality, accessible information to encourage a greater take-up of TDL jobs. Young people in the Shepparton region and beyond now have a tool that will guide and assist them as they explore careers in TDL.

LOOKING TO THE FUTURE

The CD-ROM highlights and profiles a range of TDL jobs in transport and warehousing. It contains relevant information to help people make informed career decisions, and is a valuable tool upon which future career guides can be modelled. Potentially it may also serve as a template for future CD-ROMs covering other career pathways in the different TDL sectors.

FIND OUT MORE:

The TDL Career Information CD-ROM can be found at the back cover of this kit. For further information on this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

4. MELBOURNE

TOLL VIRTUAL VICTORIA – SCHOOL-BASED PRACTICE FIRM

LOCAL INITIATIVE: SUMMARY

WHAT: Promoting an understanding of the TDL industry as students manage and operate a virtual TDL business

WHO: Year 10–12 secondary school students and Toll Holdings

WHERE: The Grange P–12, Hoppers Crossing, Victoria

In today's competitive employment market, recruitment efforts need to start early. Where 10 years ago the focus was on trade and tertiary graduates, now schools are in the spotlight. Reaching students before they make a career choice, however, is particularly challenging for an industry as large and diverse as transport, distribution and logistics (TDL). The *Toll Virtual Youth Enterprise Project* seeks to influence students' choice of career path while equipping them with a practical TDL-related qualification.

BACKGROUND

The 12-month project started in February 2006 as part of the Federal Government's *National Youth Enterprise Strategy* and is a collaborative effort between Toll, TDT Victoria and the National Transport and Logistics Industry Skills Council (TDT Australia). The program is part of a national initiative with students in Years 10 to 12 operating a virtual business from a school in each state and territory.

Designed to build partnerships with industry and promote TDL careers, *Toll Virtual Victoria* brings together Year 11 Vocational Education and Training (VET) students from The Grange P–12 College, Werribee, and Galvin Park Secondary Colleges. The qualification outcome is a Certificate II in Business Administration and competencies from Certificate I & II in Transport and Distribution.

The program uses a 'virtual firm' to teach students how to set up and run a successful TDL business. Transport and logistics giant Toll Holdings acts both as business mentor and as the model for the students' virtual businesses.

Project Manager Eveline Young of TDT Victoria says the decision to base the project around a virtual TDL firm offers important advantages for the students, the school and for Toll.

"The project offers high school students practical exposure to TDL careers like marketing, finance and management and not just the more obvious ones of trucking and logistics. For Toll, there is the added advantage of exposing bright, motivated students to its organisation and post-school career pathways."

TRAINING APPROACH

The Grange, a leading state school in Melbourne's west, was selected for the project because of its location close to major TDL employers and its involvement in VET programs. Toll Holdings CEO Paul Little enthusiastically supported the project, agreeing to supply mentors from within Toll's senior ranks to assist students.

The project allows *Toll Virtual Victoria* to access an established network of practice firms operating in more than 130 educational institutions (schools, TAFE, universities) across Australia. Operationally, *Toll Virtual Victoria* follows the same rules of supply and demand as any real company. Students organise into groups that mirror major business units at Toll, including human resources, sales and marketing, finance, administration and operations.

The inclusion of an operational team gives the students exposure to the day-to-day challenges of running a transport and logistics firm. To keep the project as real as possible, students regularly meet their Toll mentors and even give presentations to senior managers from the company. Using virtual funds the students can shop online, enter into trading agreements with other practice firms in the network and promote their services at trade fairs. Students are even paid virtual salaries according to time spent at the 'virtual office'.

ACHIEVEMENTS AND BENEFITS

Ms Young says the students have already gained important insights into the industry, and some students are considering a career in TDL. For employers, the project highlights the benefits of actively engaging young people before they lock into post-school training or career choices.

"The practice firm gives students exposure to a major potential employer and at the same time teaches them about the types of roles and career paths available with that employer," Ms Young says.



By mid 2006, the virtual firm had achieved two of its three key milestones: the completion of a business plan (overseen by Toll mentors) and start of trading. The project has succeeded in opening students' eyes to the TDL industry and taught them how a real business operates. Keeping the business operating is the key with profitability being a bonus.

Throughout the program students are required to take on different roles and responsibilities such as chief executive or team leader. This also provides them with the real experience of having to manage, lead and motivate staff.

The value of having industry support and input is critical to the success of the program. This project really benefits from the active participation of Toll and its senior management team. Their enthusiasm and generosity means the students gain a much better understanding of the industry.

LOOKING TO THE FUTURE

While it is early days, all stakeholders are confident that *Toll Virtual Victoria* will become an integral part of the VET curriculum at The Grange. This project is about more than just doing assignments – the students are learning by practical experience, they are accessing real employers and networking with other students around Australia. In the process, they are developing their knowledge of TDL and sharing that knowledge with others.

FIND OUT MORE:

For further information on this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

CAREER WISE

Year 11 students Michelle Guiry, Ashley Vella and Shannon Hansford admit they knew little about the TDL industry when they enrolled in the Certificate II in Business Studies. Like many young people, they associated TDL with driving trucks and hard manual labour. But just six months into their course they have a very different view of the industry.

“On a personal level the course has really changed my ideas about the TDL industry,” says Shannon. “Would it make me more likely to choose a career in TDL? Probably.”

As the current CEO of *Toll Virtual Victoria*, Ashley Vella acts as business strategist, team leader and recruiter. Together with her team, she has built a TDL company from the ground up. Ashley says the course has offered important insights and opportunities. “I want to run my own business when I leave school and the skills we are learning will help achieve that goal,” she says.

The biggest surprise, they say, has been the range of career opportunities and sheer complexity of a large TDL company like Toll. Geoff Jackson, Human Resource Development Manager, Toll IPEC, acts as one of the mentors for the project. He says involvement in projects like *Toll Virtual Victoria* have many benefits for TDL companies like Toll.



“We need to connect with young people before they make permanent decisions about their education and career. It is also important to generate interest in our industry and make it a more exciting and accessible choice.”

Mr Jackson says participation in innovative career education programs like *Toll Virtual Victoria* helps Toll to meet the challenge of an ageing workforce and growing skill shortages. “We need to make sure there are clear career choices and career pathways that appeal to young people in order to attract a new generation of people into the industry. This project is a good start because it exposes them not just to the manual truck driving side of the business, but also the operational end and skills as diverse as marketing, sales, HR and administration.”

5. MELBOURNE

CONNECTUS – CONNECTING YOUTH AND TDL CAREERS

LOCAL INITIATIVE: SUMMARY

WHAT: A TDL career education and transition program for youth

WHO: At-risk, unemployed young people aged 16–20 under the auspices of VicHealth, funded by the Victorian Government's Premier's Drug Prevention Council

WHERE: Melbourne

Connectus is a unique prevention and early intervention program offering employment, education and training opportunities to disengaged young people aged 16–20.

An initiative of the Victorian Premier's Drug Prevention Council, *Connectus* aims to prevent disengagement leading to problematic drug and alcohol behaviours by providing young people with the support and opportunities they need to gain employment, enter training or return to school.

Every year, *Connectus* runs a series of training programs in local communities in partnership with Local Learning and Employment Networks (LLEN's), training groups, industry and businesses.

PROGRAM STRUCTURE

Each 12-month program takes a group of up to 20 young people through a series of steps leading to either employment or training. It starts with a four week accredited pre-employment training program that provides young people with life and employability skills training. The aim of the four weeks training is to build the employability skills of the young people and assist them in developing a vocational pathway they will commit to. At the end of the four weeks participants make the transition into employment, education or training.

Over the next 11 months the participants are supported through refresher workshops, one-to-one support courses and a two-day transition workshop. The program ends with a graduation ceremony recognising each participant's achievements, be it gaining permanent employment, starting formal training or even returning to school.

BACKGROUND

In late 2005, *Connectus*, with the support of the Transport Workers Union, approached the Victorian Transport Association and key businesses in the TDL industry to deliver a project that targets the skills required by the industry. After months of intensive planning and industry networking to secure the necessary training and employment opportunities, the *Connectus* Transport Industry Project was launched in February 2006.

Connectus Executive Manager Jodie Belyea said the model attempted to address two pressing workplace challenges: the ongoing skills shortage in TDL and attracting more young people into the industry.

"Many young people are not aware of the diversity of career opportunities available in TDL. It is not just about driving a truck but unfortunately they don't see the industry as sexy or attractive. We must think about the "Y" generation, who they are and what expectations they have of work and try to match this with opportunities."

This theme became one of the driving forces behind the *Connectus* Transport Industry Project. From the start, the project enjoyed high-level involvement from leading transport operators including StarTrack, Alex Fraser and CMV Volvo.

It was launched in early 2005 at a heads of industry meeting under the auspices of the Victorian Transport Association. Fourteen CEOs from leading transport and logistics companies attended, with many offering to make jobs available to young people in the program.

Following the meeting, *Connectus* conducted a recruitment drive in conjunction with local learning and employment agencies from Melbourne's west. The program started in March 2006 with four weeks of life and employability skills training including a wilderness camp, resume writing, interview skills, field trips to local transport employers and practice interviews.

Having completed the first two stages of the program, participants were ready to begin looking for work or training. For some, this meant taking up employment offers with TDL employers.



MILESTONES

To ensure accountability and keep the project on target, the *Connectus* team set a number of performance benchmarks including the number of:

- Recruitments of young people into the program
- Interviews to select participants
- Young people who start the program
- Parents and guardians who attend the parent information night
- Participants who make the transition to employment, education or training by the end of the program.

Participants are required to complete a weekly evaluation of their activities as both a record of their role in the project and to assist *Connectus* staff monitor their progress.

At the conclusion of the project, the *Connectus* manager produces a detailed report assessing the program's strengths and weaknesses against the agreed benchmarks.

The *Connectus* TDL project is also part of a study by Victoria University due to be completed in late 2006.

ACHIEVEMENTS AND BENEFITS

While the *Connectus* TDL program is in the early stages, Ms Belyea says several participants have already found employment or have applied for employment in the transport industry. Jobs gained through the program include a logistics position offered by Alex Fraser, a casual warehousing job with a large warehouse employer and a warehouse position with a large logistics company.

Ms Belyea said efforts to place young people in jobs were frustrated by a lack of support among the wider industry and a mismatch between the industry's required skills and the capability of this labour source to meet those needs. This same problem has been identified in other industries, for example with a mechanics apprenticeship for which no participant applied.

"This type of program, where we support the young person and the organisation for 12 months, could be very effective in addressing some of the persistent skills shortages facing TDL companies," she said. It is important to bring young people into the industry, demystify the career and job opportunities and train employers so they can engage and support young people.

OUTCOMES

While the *Connectus* program highlighted the success of structured employment programs in raising awareness of the TDL industry and promoting career opportunities to young people, it also identified a number of challenges that need to be considered by all stakeholders in any future program.

"We would like to run another program in the west of Melbourne, but before moving forward we need a better understanding of what employers are looking for in young candidates and what young people are looking for in an employer. This project highlighted the discrepancy between the skills that are in short supply on the one hand, and the expectations and preferences of workers on the other.

"More broadly, there needs to be greater investment in raising public awareness of the TDL industry as a whole if we are to attract more young people into the industry," Ms Belyea said.

Another lesson learned through the project was the importance of presenting jobs in the most positive way in order to attract young job seekers. In particular, the project organisers noted a frequent disparity between the expectations, priorities and aspirations of Generation "Y" and their Generation "X" and Baby Boomer employers.

"Many young people don't want to be an underling, they have issues with authority and they expect a higher level of material reward. That can be challenging for employers," she said.

LOOKING TO THE FUTURE

Ms Belyea says the *Connectus* program is a start in addressing skills shortages. But more needs to be done. "The ability to better understand the needs of the small transport operator or logistics company in terms of skills required and how these are matched to potential candidates is critical. The more accurately we do this, in terms of compatibility, the better we can cater for young people looking to enter this industry and garner increased support from employers."

FIND OUT MORE:

For further information on this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

6. WODONGA

FROM LICENCE TO WORK READY

LOCAL INITIATIVE: SUMMARY

WHAT: A recruitment project that provides a pool of work-ready transport and distribution candidates

WHO: National Industrial Skills Training Centre, Wodonga TAFE, North East Victoria TDL Regional Round Table (RRT), Leading local employers, local employment agencies and JobNet agencies

WHERE: Wodonga

In an effort to address skill shortages across the transport sector, the National Industrial Skills Training Centre (NISTC) at Wodonga TAFE, in partnership with the North East Victoria RRT, developed an employment program designed to create a pool of work-ready employees for local transport and logistics operators. The project, *From Licence to Work Ready*, is designed to equip workers with skills identified by prospective employers.

BACKGROUND

The large regional city of Albury Wodonga in Victoria's north-east is a major economic and transport hub. Its strategic location on the busy Sydney-Melbourne freight transport route makes it a particularly important road transport centre. In recent years, the city's rapid economic growth has stretched local employment networks to the limit. For the transport industry, greater demand for labour has resulted in a very tight candidate market, characterised by occasional shortages of skilled truck drivers and transport operators.

In early 2006, the *From Licence to Work Ready* project team met with several leading transport companies that included Border Express, O'Brien's, Mylon Motorways and Green Freight, as well as local employment agencies and JobNet agencies. The purpose of those discussions was to identify employer requirements, quantify reported skill shortages and establish the project parameters.

The project focuses on attracting unemployed people to the industry and the primary target is mature, unemployed people aged 24 years and over. Other target groups include workers from other industries seeking a career change and those eligible to upgrade their current drivers licence to other vehicle types.

The project also offers further skills development for existing transport and logistics workers in the following areas: multi-combination freight, dangerous goods, transporting livestock, fatigue management, mass management and load restraint were identified as priorities.

Employers were most interested in developing the following skills: heavy vehicle driving, inspections, maintenance, route planning, map reading, the handling of manuals, communications, calculations, OHS, accident and emergency procedures, customer service skills and first aid.

FEATURES

Program participants are recruited from job networks around Wodonga, through media advertising or via contacts within the transport companies. To ensure program continuity and commitment, local transport operators sponsor participants. A work agreement or memorandum of understanding, detailing the responsibilities of each stakeholder, underpins the process.

Participants are organised into groups of 8 and undertake a 4 to 6 week intensive training program at Wodonga TAFE. While the program has the flexibility to meet the specific skill sets required by the individual employer, all participants undertake basic training, designed to build awareness of the TDL industry and their part in it.

On successful completion of the training course, participants undergo a pre-employment interview, after which they are placed into a traineeship or signed to an employment agency. In the latter case, agencies hire the workers as trainees to sponsor transport companies.

Once placed with a transport company, participants continue their training for one year, which is based on curriculum developed in collaboration with the employer and a registered training organisation, with expertise in transport and distribution education.

One advantage to those participants taken on by the employment agency is the opportunity to be placed with various sponsors, and the opportunity to gain a broader range of skills (live stock, general cargo, tanker, tipper etc). Each placement is controlled by the employment agency to ensure participants gain the maximum benefit.

On completion of the 12-month traineeship, participants in the employment agency stream are, subject to availability, given the option of taking a position with one of the sponsor companies.



“ PARTICIPANTS RECRUITED AS PART OF THE ‘FROM LICENCE TO WORK READY’ MODEL HAVE THE ADVANTAGE OF A FORMAL INDUCTION INTO THE TDL INDUSTRY THAT HAS BEEN DESIGNED BY INDUSTRY OPERATORS. ”

OUTCOMES

The project showcases recruitment and training for TDL-related careers education by targeting participants who have the interest and base training to take up the challenge to become long-term contributors to the industry.

It has the potential for a new group of trainees to commence every 12 weeks, which would allow local employers and employment agencies to quickly develop a pool of trained and work-ready employees for the local transport industry. The model offers a cost-effective alternative to past recruitment and training efforts which have often fallen short of the mark, particularly in rural Victoria. Participants recruited as part of the *From Licence to Work Ready* model have the advantage of a formal induction into the TDL industry that has been designed by industry operators.

LOOKING TO THE FUTURE

It is anticipated that a complete *From Licence to Work Ready* program will be conducted in early 2007 with all stakeholders confident that the results will provide the inducement for other sponsor companies to come on board.

FIND OUT MORE:

For further information on this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au



7. GIPPSLAND

INCREASING THE APPEAL OF TDL

LOCAL INITIATIVE: SUMMARY

WHAT: TDL skill shortages in Gippsland and Victoria's TDL Industry–Government partnership response

WHO: Gippsland TDL Regional Round Table (RRT) and Monash University Family and Small Business Research Unit

WHERE: Gippsland

Gippsland's TDL Regional Round Table (RRT) recognises the difficulties local TDL companies are having in recruiting workers. This initiative was developed by the Gippsland TDL RRT to explore the work needs of under-employed and unemployed people, particularly mature age women and the requirements of employers in the TDL industry.

BACKGROUND

Gippsland has a higher unemployment rate than other regions in Victoria and research was needed to measure supply against demand for TDL skilled labour. Fifteen employers across Gippsland were surveyed to find out the demand for workers in their business, the recruitment issues faced by them and general skill shortages.

WIDESPREAD SKILL SHORTAGES

The research identified important trends and skills shortages facing employers. A key finding was a shortage of interstate truck drivers with two firms having vacancies for six drivers each. The strategy adopted by one was to train current employees and recruit new staff to fill the positions requiring less experience. The seasonal nature of the industry was also identified as an issue with some employers keeping a standby list of potential drivers as one strategy for continuity of employment.

LESSONS LEARNT

TDL employers also have difficulty attracting school leavers and young people into the industry. Two hundred people were randomly surveyed from across Gippsland regarding their perceptions of the TDL industry and its job potential.

The under employed and unemployed participants in the survey were mainly older females who had completed some or all of their secondary schooling. The perception of this group about the TDL industry was that it was male dominated, stressful, unsafe and involves long hours.

Even though some of the unemployed participants had appropriate driving licences that would enable them to start in the industry, albeit with a need for additional training, the industry image does not appear to be conducive to attracting them to these roles. The project highlighted the low level of public awareness about the diversity of careers within the industry. This is despite the view expressed by one survey participant who worked in the industry that "there are some excellent opportunities in the transport industry for those willing to take them".

Other comments showed that people value the work of the TDL industry and appreciate its importance in the efficient functioning of business and society. Promoting this message, along with the codes of conduct and safety record through the media, local chambers of commerce or local councils, may help to combat some of the more commonly held perceptions of the industry.

The impression of the TDL industry is of road and rail freight, and passenger services. The almost singular perception is that driving is the main employment opportunity and this is perceived negatively in terms of work and employment conditions. This image is a barrier even for some candidates who hold some of the prerequisite licences.

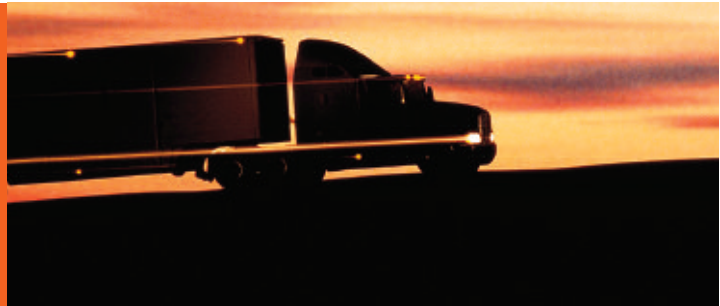
ADDRESSING SKILL SHORTAGES

Employers looking to recruit from the unemployed need to work with the agencies that deal with these people to ensure there is an awareness of the array of jobs available within the industry. While a number of survey participants had considered working in the industry, their comments suggested mixed outcomes. As one survey participant said: "It was too hard to break into", with another participant citing "I haven't seen enough opportunities and vacancies that I could apply for".

LOOKING TO THE FUTURE

Employers need to think creatively about how work can be segmented and made accessible to potential employees whose capacity and/or interest in working the standard working week is minimal. With road freight employers keeping 'reserve lists' of drivers who are on-call for short trips or overnight trips, matching people to jobs is occurring in a small way.

Regardless of personal circumstances, people seeking employment will be influenced by their experience of a particular industry and by the views others hold. A marketing and media campaign highlighting the breadth of career options in the industry could positively influence those considering working in TDL.



A key message should be the value and contribution this industry makes to the effective functioning of businesses and the local community. Emphasis on the safety management and regulations operating within the industry could mitigate negative perceptions.

The findings of this Gippsland project are reflected in the *Victorian Supply Chain Excellence Action Plan 2006* which outlines the agenda for the partnership between the Victorian Government and the TDL industry over the next four years. The Action Plan is designed to build on the success of the *TDL Industry Action Plan 2002–2005* and the Government-industry partnership that delivered its initiatives, including the creation of the TDL Industry Round Table.

The Action Plan recognises that a key challenge in pursuing supply chain excellence is the broad lack of knowledge and misperception of the industry within the community. Further, government and industry recognise the need to increase community awareness and understanding about the importance of TDL as fundamental to the state's supply chain capability.

The TDL Industry Round Table will continue to play a key role over the next four years by:

- Working to develop a strategic communications plan to improve understanding and awareness of the TDL industry among key opinion makers in government, industry and the media
- Providing an industry point of view on the marketing of the TDL industry to the marketing professionals responsible for a marketing campaign
- Supporting a drive for a public information campaign using print, radio and internet to credibly present and position the industry
- Supporting, contributing and participating in events, activities and initiatives of member organisations
- Showcasing excellence through a series of "media friendly" case studies on CD-ROM and DVD to promote best practice and reward innovation in the industry.

Skills shortages are noted in the Action Plan as a challenge for the global and Australian TDL industry. Several initiatives are proposed to ensure that an appropriately skilled TDL industry workforce exists to meet the needs of a growing economy and to facilitate the growth of international and national trade to and from Victoria.

One of these initiatives is the promotion of projects to disseminate industry careers and education information to a wider audience. This *Careers in TDL: Local Initiatives Report* is a good example and a first step in sharing the knowledge gained in each of the eight initiatives occurring in Victoria in 2006. Each initiative can now be replicated and the resources (eg. the kit's multimedia resources at the back of this document) can be utilised to improve community awareness about TDL career opportunities.

FIND OUT MORE:

For further information on this initiative, call TDT Victoria on (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

For a copy of the Victorian Supply Chain Excellence Action Plan 2006, call the Victorian Business Line: 13 22 15 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

8. MILDURA

FORECASTING LABOUR DEMAND MODEL

LOCAL INITIATIVE: SUMMARY

WHAT: Development of a predictive labour forecasting tool to measure regional skills shortages

WHO: North West Victoria TDL Regional Round Table (RRT), TDL employers in the Mildura region and Sunraysia Mallee Economic Development Board

WHERE: Mildura

Mildura is one of Victoria's leading regional centres and a major TDL employer. Over the past 20 years, Mildura's TDL industry has grown hand-in-hand to accommodate the region's large growing horticulture and viticultural sectors. In recent years, however, the TDL industry has experienced persistent skills shortages partly due to a steady exodus of young people from the region as they pursue educational and employment opportunities elsewhere. Compounding the tight labour market is the region's highly cyclical economy. Variable global and domestic trade conditions, drought and local economic factors mean labour demand and supply are seldom in balance.

BACKGROUND

In late 2005, Victoria's TDL Industry Round Table (IRT), supported by the Hon. John Brumby, Minister for State and Regional Development, the Hon. Peter Batchelor, Minister for Transport and the Hon. Lynne Kosky, Minister for Education and Training and the North West Victoria TDL Regional Round Table (RRT) assessed skill shortages in the TDL industry as a critical issue for the Mildura region.

To help employers better manage the challenges of labour supply and demand, the North West Victoria TDL RRT, in conjunction with TDT Victoria and independent consultants, worked with employers to create a TDL business-owners model for labour forecasting, with particular focus on transport and logistics. The model is now being used to better understand patterns of TDL labour demand in the Mildura area and to help employers assess the impact of labour fluctuations on their businesses.

THE MODEL

The *Forecasting Labour Demand Model* provides a formula to determine future labour demands. Targeted at senior TDL managers, the project focused on accurately assessing the labour impact on Mildura-based TDL businesses in the event of a significant increase in freight demand. An example of this would be winning a major new contract and/or a doubling of the freight task.

Four of the region's largest TDL businesses were consulted via a detailed questionnaire followed by face-to-face interviews. The four businesses were chosen specifically because they account for more than 80 per cent of the region's total freight task.

The model recognises a strong link between increases in freight volumes being moved and the flow-on labour demand that consequently occurs throughout each company. If the freight task in the Mildura region were to increase by 25 per cent, the number of additional drivers required would increase 16 per cent from the existing 306 to 364. According to the model, if the freight task increased by 50 per cent, the number of drivers required in the region would increase from 306 to 402, a rise of 24 per cent.

The model will also assist in the forecasting of future labour needs based on actual business activity within the Mildura region. Table 2 summarises the formula based on the analyses conducted for this project. It should be noted that these formulas are based on the commercial data on TDL businesses in a specific region and may not necessarily be applicable or transferable to other TDL businesses or regions.

The project's main focus was to develop formulas to determine and articulate overall future labour demands across a TDL business. However, as the table shows, the impact of changing business conditions on labour demand varies according to occupation and position within the company. Flow-on labour demand was highest among forklift operators, drivers and mechanics and lowest for managers and supervisors, fleet controllers and store persons. This finding is particularly important as it highlights the complexities of managing labour supply across diversified transport and logistics companies.

The project also highlighted the relatively low level of tertiary qualifications among the administrative, clerical, supervisory and managerial staff across the four companies. Out of a total of 484 employees (including all operations, administrative, supervisory and managerial staff), only five had tertiary qualifications relevant to their employment.




<p>This much freight: (annual freight moved)</p> 	550,000 tonnes	Typically equals	77	Drivers
			6	Storeperson
			5	Mechanics
			8	Admin/Clerical
			10	Managers/Supervisors
			4	Fleet Controllers
			6	Forklift Operators
			5	Casuals
<p>This much more freight: (25% increase in annual freight moved)</p> 	685,000 tonnes	Typically triggers these additional positions	15	Drivers
			1	Storeperson
			1	Mechanics
			1	Admin/Clerical
			1	Managers/Supervisors
			0	Fleet Controllers
			3	Forklift Operators
			1	Casuals
<p>This much freight: (50% increase in annual freight moved)</p> 	825,000 tonnes	Typically triggers these additional positions	24	Drivers
			1	Storeperson
			2	Mechanics
			2	Admin/Clerical
			2	Managers/Supervisors
			1	Fleet Controllers
			3	Forklift Operators
			5	Casuals

Table 2: TDL operators model for labour forecasting

BENEFITS FOR EMPLOYERS

This predictive labour market model will help employers estimate the number of TDL positions across regions or within companies in response to an increase in the freight task. These calculations will help identify future skills shortages in regional areas and enable proactive, targeted responses.

This economic model also complements the Victorian Government and the Commonwealth Department of Employment and Workplace Relations Regional Skills Shortage Survey Project (RSSSP) conducted in October 2005. This showed that out of 23 employers, 190 vacancies for intermediate production and transport workers were difficult to fill and 25 remained unfilled.

The majority of vacancies (filled and unfilled) were for truck drivers. Using the *Forecasting Labour Demand Model* and assuming a 50 per cent freight task increase, the RSSSP data suggests that 96 additional drivers are required in the Mildura region in addition to 25 unfilled driver positions. This data reinforces employer (and job network) feedback that the region faces a major driver skills shortage.

OUTCOMES

The project highlights the need to raise the level of education and employment programs designed to attract young people to the TDL industry, particularly in light of current skills shortages. The project also highlights the lack of formally qualified supervisors and managers in the TDL industry: an issue of some importance given innovations and advances in technology within the industry. To have appropriately trained and qualified

managers benefits employers and industry alike. The project reinforces the need for further training of supervisors to ensure they are appropriately qualified and that their competencies match industry requirements. A further insight gained from the project is the importance of industry involvement in order to address skill shortages and training needs.

Using the findings of this project as a microcosm of the challenges facing the wider industry, and assuming a 5 per cent retirement rate across the Mildura region, the region's skills shortage will worsen before it improves. More broadly, the project resulted in the development of formulas that can be used across the industry to forecast future labour demands. These are particularly relevant to regions and companies in predicting, with a fair degree of accuracy, the number of employees a business will need during a period of growth.

LOOKING TO THE FUTURE

The mismatch between labour demand and supply is an issue requiring the collaborative effort of industry and government. The need is current and real and will escalate in line with the National Transport Commission forecast of a doubling of the freight task in Australia over the next 10 years and current indicators that thousands of workers in the TDL industry will retire over the coming decade. Importantly, this local initiative offers important insights to inform and shape future efforts to address the predicted skills shortage in the Mildura region.

FIND OUT MORE:

For further information on this initiative, call TDT Victoria: (03) 9326 7211 or visit the Supply Chain Victoria website: www.supplychainvictoria.com.au

ACKNOWLEDGMENTS

This project has been a collaboration between Transport and Distribution Training (TDT) Victoria and the Victoria Transport, Distribution and Logistics (TDL) Industry Round Table. It was initiated and funded by the Victorian Government's Department of Innovation, Industry and Regional Development and supported by the Department of Education and Training in order to develop and share materials to promote careers within the TDL industry.

The Steering Committee would like to acknowledge the contribution of each of the following organisations in the development of the initiatives in the *Careers in TDL: Local Initiatives Report*:

Initiative 1	Engaging Youth <ul style="list-style-type: none">• Western Metropolitan Region Transport Taskforce, a partnership of: Local Learning & Employment Networks, (Brimbank/Melton, WynBay, Maribyrnong/Moonee Valley) the Department of Innovation, Industry and Regional Development, Victoria University, the Victorian Transport Association and TDT Victoria• bREX
Initiative 2	Transporting Your Future™ – Australian School-based Apprenticeships <ul style="list-style-type: none">• Banksia Consulting• School students across years 10–12 in the Australian School-based Apprenticeship Program, Certificate II in Transport and Distribution• NMG
Initiative 3	TDL Career Information CD-ROM <ul style="list-style-type: none">• Goulburn Ovens Institute of TAFE
Initiative 4	Toll Virtual Victoria – School-based Practice Firms <ul style="list-style-type: none">• Toll Virtual staff and students• Toll Holdings• The Grange P-12 College• Galvin Park Secondary College
Initiative 5	Connectus – Connecting Youth and TDL Careers <ul style="list-style-type: none">• Connectus
Initiative 6	From Licence to Work Ready <ul style="list-style-type: none">• North East Victoria TDL Regional Round Table• Wodonga Institute of TAFE
Initiative 7	Increasing the Appeal of TDL <ul style="list-style-type: none">• Gippsland TDL Regional Round Table• Monash University Gippsland (Family and Small Business Research Unit, Faculty of Business and Economics)
Initiative 8	Forecasting Labour Demand Model <ul style="list-style-type: none">• North West Victoria TDL Regional Round Table• Extran Consulting

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