

Submission

to

Senate Standing Committee on Employment, Workplace Relations and Education

Inquiry into Workforce Challenges in the Transport Industry

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Addressing the Skills Shortage in the Road Transport Industry



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EXECUTIVE SUMMARY

The road transport industry operates in a diverse and extremely competitive environment. Over 80% of companies have less than ten employees and the majority are Perth based. Within the industry there has been an attitude of procurement rather than development of drivers which has led to a situation where the number of drivers due to retire in the next five years is dramatically higher than the rate of replacement.

The industry itself has changed significantly with the introduction of graduated licensing, heavy vehicle accreditation, increasing documentation and security procedures. Some of these requirements are increasing the rate of attrition from the industry even though it is acknowledged that they are at the same time lifting the standard of operations.

Critical to the process of addressing the skills shortage is understanding the development of a training culture at both an industry and a company level. "Quick fix" arrangements are unlikely to provide any real outcomes if the groundwork has not been undertaken appropriately. Under a program initiated by industry in 2002 under the then Minister for Education, the Hon John Kobelke over 9600 workers have been trained to Certificate III in Transport and Distribution (trade equivalent). This paved the way for new workers to enter the industry under traineeships and the introduction of a VET in Schools program in 2006, which is growing rapidly.

Two new programs: fast track driver training and fast track management training are yet to be introduced. Whilst the fast track management training can be funded through normal programs, the fast track driver training will need additional consideration. The fast track driver training is modelled on the extremely successful programs funded by the Federal Government in the 1990s.

A range of other strategies to promote the industry as an excellent career choice should also be considered including video interviews with young people in the industry and the use of careers promotion on company curtainsider trucks. Industry tours and industry speakers are already conducted and this program should be expanded. A range of support materials, from best practice "lifestyle" employee/employer agreements to appropriate business skills training should be made available to the industry.

A basic action plan has been developed which includes the facilitation of a skills summit in 2007 and the formation of a "Capacity Committee" to ensure coordination between industry and government initiatives.

Recommendation 1

That a fast track driver-training program be implemented with an appropriate level of government funding.

Recommendation 2

That the Transport and Logistics industry be identified by State and Federal Governments as an area of priority skills shortage.

Recommendation 3

That appropriate funding is provided to ensure that school /work linkages are fostered.

Recommendation 4

That a promotional strategy is established to highlight the career opportunities that are available and the positive contribution this sector makes to the community.

Recommendation 5

That business support, including best practice "life style packaging for employees," technology innovation for document management and recruitment and retention strategies is introduced.

Recommendation 6

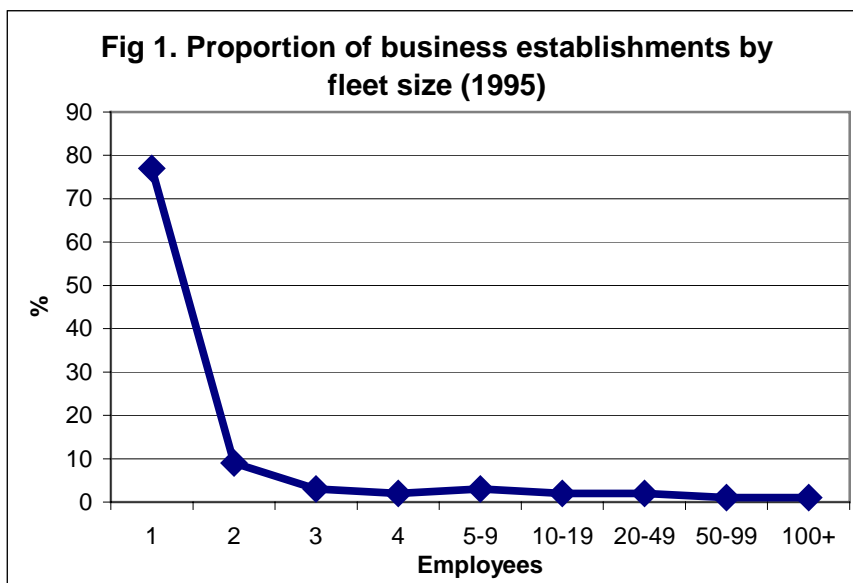
That a summit on the skills shortage is developed and a "capacity committee" be formed to ensure that there is coordination between Government and industry initiatives.

SECTION ONE: CURRENT AND FUTURE EMPLOYMENT TRENDS IN THE INDUSTRY

The Road Transport industry is noticeably being affected by the skills shortage which is resulting in the underutilization of capital equipment (predominately trucks) and delays in freight movement which has a roll on impact through the major contributors to GDP such as mining, manufacturing, agriculture and retail as well as intermodal operations such as stevedoring and rail. Before considering in more detail employment trends it is important to gain a broad understanding of the structure of the road transport industry.

For a number of years concern has been expressed by the industry about the growing skills shortage however there were a number of significant barriers to addressing the issue. The lack of training culture was addressed through the existing worker traineeship program that stimulated a much greater understanding of and commitment to training by industry. The second barrier is the graduated licensing system that can create barriers as the costs of progressing through the classes can be significant and opportunities for companies to support progression can be limited contingent upon the fleet structure. The final barrier is the most significant as it relates to transitioning from school to workplace. For many companies employing school leavers has not been an option and indeed opportunities are limited by industrial relations and work safe requirements. However without movement from school into the transport workplace the challenge of addressing the skills shortage is made additionally difficult as the industry needs to attract people 26yrs and older in from other sectors.

Road transport is a critical service industry that underpins the Western Australian economy. Australia's truck fleet travels around 12,505 million km and transports some 1,549 million tonnes of freight per year. Trucks provide nearly all urban freight transport and are the only mode available in may country areas. Only about



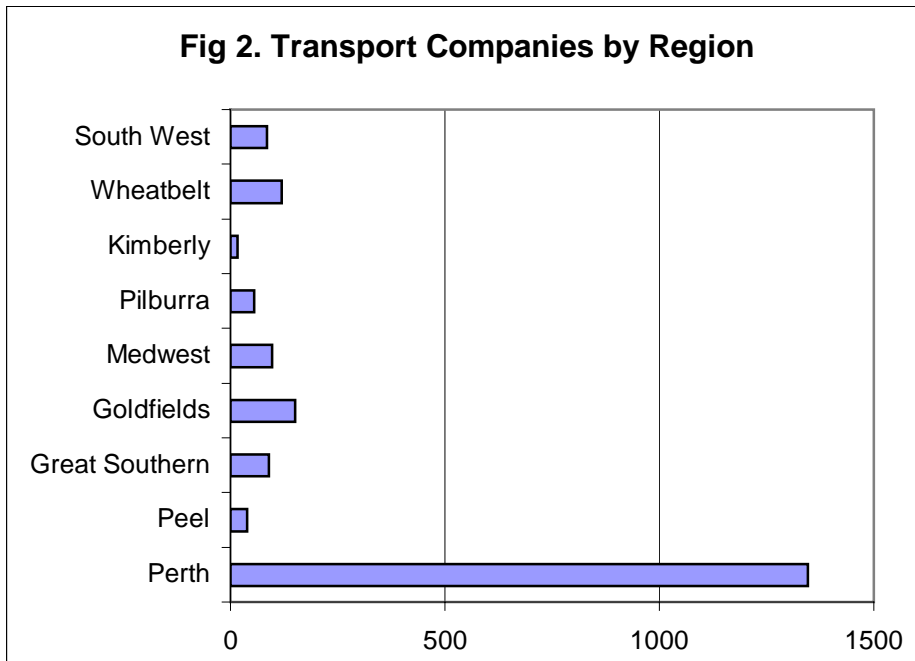
15% of the road freight task is contestable by rail.¹

Nationally the domestic freight task is expected to double over the next twenty years and the National Transport Commission has commenced a study "Twice the Task" to explore how the land transport system will cope with the projected growth and identify potential regulatory measures to improve safety, the environment,

infrastructure and transport cost outcomes. It is clear that one of the key outcomes is the sustainability of the supply chain including the ongoing viability of the owner-driver who provides a vital link in the service. The dominance of extremely small fleets can be seen in Figure 1.

Road transport companies operate around the state with a dominance of Perth based companies that may have depots in a number of regional centers (see Fig 2). Road transport links all components of the supply chain including farm produce, mining, manufacturing, retail and the import/export movements.

¹ BTRE (2003)



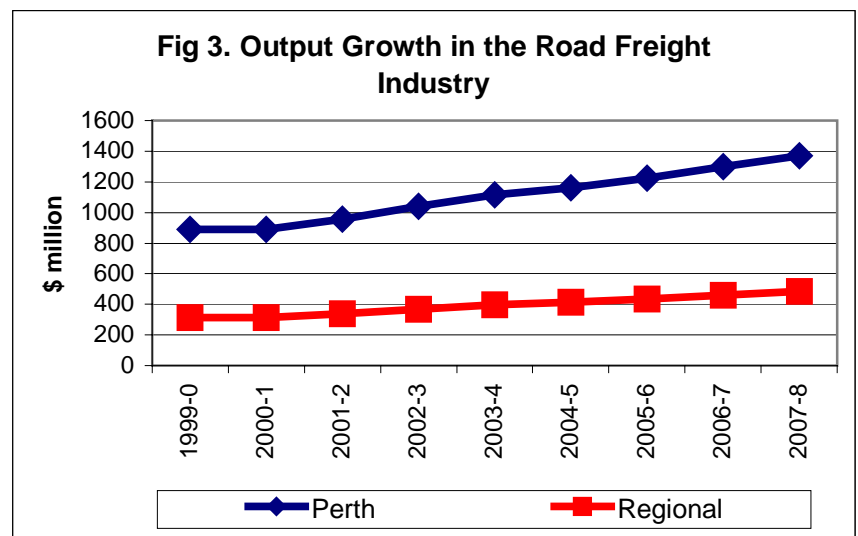
The road transport sector is currently growing at 1.5 times as fast as the Australian economy. Over the five years to 2002 the road transport sector has seen an average growth rate of 4.8% per annum.

In Western Australia the output growth in road freight is forecast to increase 70% between 1999/00

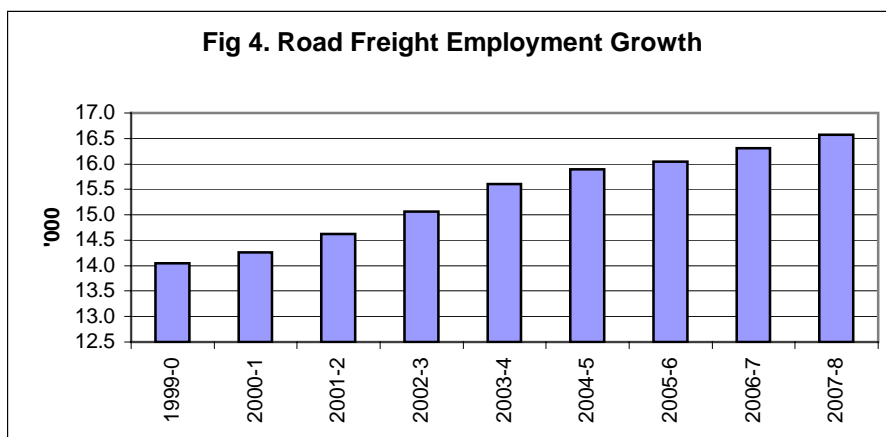
and 2007/08 (see Fig 3).

ACTIL Tasman estimated that for every \$10million generated in the road transport industry a further \$8.5 million is created through the multiplier effect of trucking supply companies and other support services.

Australian's rely on trucks more than most other economies as they suit our geography and population density. Australia wide there is over 7,000 tonne-km travelled per person per annum, leading the USA, France, Canada and the UK.



Labour productivity has increased through most of the last three decades, for example in the 1990's productivity increased at an average rate of 2.84%. Further improvements may be expected due to increasing use of information technology and other strategies.



The freight task is increasing more rapidly than can be absorbed through productivity increases and significant employment growth is forecast to 2007/08 (See Fig 4).

One of the limiting factors is the ongoing low freight rates which in real terms have

almost halved over the past 35 years. Whilst more efficient trucks, greater use of larger trucks, better roads and improving management skills are contributing factors to the low rates, intense competition has kept profitability in road transport companies low.

As can be seen from the table below that whilst constituting only about 15% of the heavy vehicle registrations, articulated vehicles move more freight than rigid trucks. Articulated trucks dominate in the long distance market, rigid trucks are often used for local deliveries.

	Light Commercial	Rigid Trucks	Articulated Trucks
Total registered vehicles Western Australia	216,200	44,400	7,700
Total registered vehicles Australia	1,769,600	338,400	62,600
Total Kilometers travelled – Australia (million km)	30,728	6,627	5,321
Tonnes moved per annum - Australia (million)	103	683	697

Overview of the Workforce - Drivers

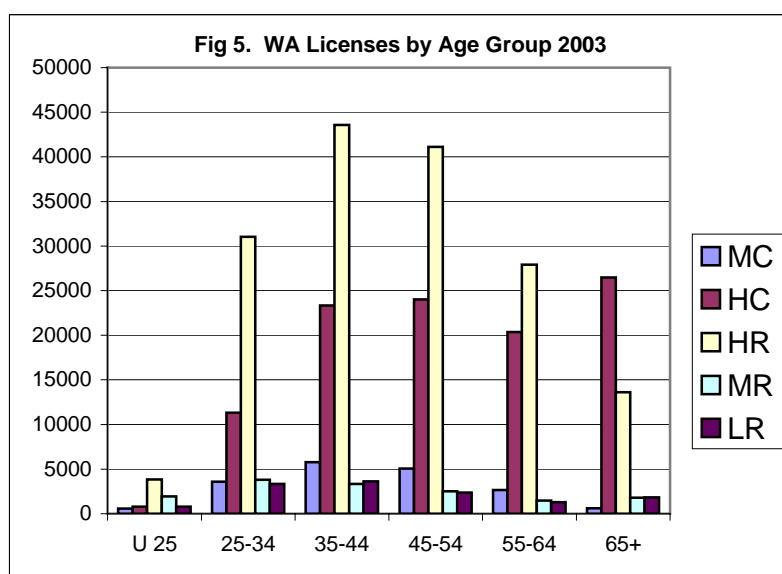
In November 2001 around 150,000 people were employed as truck and delivery drivers representing some 1.7% of overall employment in Australia. Employment has grown at 23% for truck drivers and 24% for delivery drivers over the past decade, stronger than the entire workforce of Australia.

Truck driver employment increased by 7% over the two years from February 2002 and was at a higher rate than for all occupations. Over the ten years from February 1992 to February 2002, truck driver employment rose 20%. Whilst cyclical in nature the overall trend is one of rapid growth.

Contrary to popular belief, the rate of turn over for truck drivers was equal to the average of all industries with the high vacancy level primarily caused through growth. The combination of an aging workforce and maintained increases in the freight task will exacerbate the current skills shortage. It is clear that with the forecasts that predict a growth in the freight task of between 75% and 100% over the next decade that there will need to be a significant recruitment of drivers aged 25-34, particularly in the multi combination vehicle class, to address the potential gap. See Fig 1.

Employee Drivers

The road transport industry is faced with an aging workforce with an average age of 49 years. Whilst licensing data demonstrates a more even spread of license holders the industry suffers badly from public perception of the industry which is fed by misleading and sensationalized media reports. Regional areas and long distance operators are facing the greatest shortage of drivers and life style is a major barrier with significant periods of time spent away from home.



DEWER estimated that there were 42,000 vacancies for truck drivers filled in the 12 months to February 2000 and company experience is that it is becoming increasingly difficult to attract suitably qualified and experienced drivers to fill vacancies. The driver shortage has been exacerbated by the introduction of the graduated licensing system that breaks the old "C" class license into Heavy Rigid (HR), Heavy Combination (HC) and Multi Combination (MC) licenses and the ongoing low unemployment nationally.

Subcontractor Drivers

Statistics show that up to 80% of road freight companies are small businesses – this however does not translate to 80% of drivers. Industry approximations are that 80% are incorporated, 15% partnerships and 5% sole traders. Around 50% employ another driver.

The subcontractor falls into three categories:

- Painted subcontractor – operates vehicles under the banner of the prime contractor including vehicle markings. Is likely to be prevented from contracting to other prime contractors but usually has sufficient hours guaranteed.
- Permanent subcontractor – works for a prime contractor with their own vehicles but has sufficient hours that they do not work for anybody else.
- Jobbing subcontractor – used by the prime contractor to manage peaks in the business. May work for multiple prime contractors during the year and undertake a variety of tasks from container movement to grain haulage depending upon where the work is.

Whilst all three types of subcontractor are officially small businesses, only the “jobbing” subcontractor is able to “walk away” from work. It is far harder for those who gain 100% of their income from a prime contractor. Subcontractors are used by prime contractors to either minimize the capital exposure of the prime contractor and/or to manage peaks and troughs in demand. The attraction for the subcontractor is the freedom of their own business however this perceived benefit is rapidly disappearing due to increasing regulatory compliance and increasing pressure by prime contractors for compliance reporting.

Subcontractors may be “full rig” or hauliers, where the prime contractor provides the trailers, depending upon the requirement of the prime contractors.

Overview of the Workforce - Others

Drivers are not the only skills shortage in road transport with computer literate logistics managers now being a critical component of the industry. Historically the industry has been dominated by family owned companies however many companies are now second or third generation and are bringing in outside logistical specialists. Training for this critical area is almost non-existent on a practical level with most companies being reluctant to share their “secrets.”

Supervisors have been traditionally promoted from the ranks of the general workforce and there is extremely limited supervisor training that is based in the road transport industry. This creates problems of relevancy for supervisors and impedes their ability to apply the examples provided in any training in the workplace.

Administration staff, if they receive training at all, are often enrolled in generic administration courses. The development of Transport Administration Certificate levels I-III is an important step forward for the industry and should be vigorously promoted.

Bus Drivers

There is a growing shortage of bus drivers, particularly in regional Western Australia. Bus drivers hold the same class license as truck drivers with the addition of the “F” classification. Some regional areas in WA are affected by the high rates of pay in the mining industry, others are suffering from the impact of the drought and the reluctance of people to move into those areas. The additional skills required for tour and charter operators in dealing with the public decrease the pool of suitable workers. For school bus operators dealing with children and the part-time, split shift nature of the work is also unattractive to many employees.

Future Employment Trends in WA Transport Industry

The employment trends reflect not only the changing strategies but also changes to the industry in terms of freight movement patterns. Key issues include:

- The rise of just in time freight delivery leading to the growth of smaller delivery vehicles in particular 5 tonne through to 12 tonne in metropolitan areas.
- The growth of high productivity vehicles in metropolitan areas, such as B-Doubles and Road trains, as a result of freight consolidation through increased volumes.
- Increasing numbers of double and triple road trains to service the rapid expansion of the mining industry in the North West and growth of truck freight movement between WA and the Eastern States.
- Rapidly increasing numbers of oversized machinery moved on low loaders required with movements up to 8m wide.

To service these changes there will be a growth in the licensing categories Light Rigid, Medium Rigid and Multi-combination. This separation within the industry will increase the challenges of achieving a multi combination vehicle license, as increasingly companies will not have the vehicle fleet structure to enable them to progress drivers up through the licensing pathways. This is already showing up in some companies that predominantly service the line haul industry.

Subcontractors have been increasing steadily as both an “overflow” workforce and for some companies, the total workforce. For the latter group subcontractors are likely to continue to be preferred as it mitigates high capital investment costs. For those companies using subcontractors for overflow work, there appears to be a trend towards increasing employees primarily due to the increasing costs of subcontractors.

Other industry skills requirements such as dock workers, fork lift operators and administration staff, whilst impacted on by increasing technology, are able to be trained more readily through traineeship programs.

Due to the highly competitive employment environment new recruitment strategies are being developed. VET in Schools program participants have increased eight fold in the last twelve months but considerably more recruits will be needed to ensure that future recruitment levels meet demands created through the older workforce exiting the industry.

SECTION TWO: INDUSTRY NEEDS AND THE SKILLS PROFILE OF THE CURRENT WORKFORCE

Attempts have been made to ascertain the extent of the skills shortage however the answer cannot be given in simple mathematical terms. Some sectors, operating shifts and regions are impacted more severely than others. For some companies it is about the quality of the workforce, for others the outcome is idle trucks.

In August 2003 the Australian Trucking Association, in conjunction with the Commonwealth Department of Education, Science and Training, released the Report and Action Plan: Addressing the Skills Needs of the Road Freight Transport Industry. The report compiled both statistical and qualitative information on the current status of the industry and the needs and attitudes of both employers and employees. A Focus Group during the development of the report identified the following priorities:

- Improvement in the public image of road freight transport industry
- Development and promotion of structured career paths for young people
- Development of a structured long term contract of training for drivers
- Reduction in the minimum ages for driving heavy vehicles for training purposes
- Improvements in the breadth and standard of driver training.

In addition TFWA members have identified the following barriers:

- Employer expectations of driver experience
- Resistance by insurance companies to younger, less experienced drivers
- Impact of increasing regulation
- Increasing induction requirements
- Lack of connectivity between schools and employers
- A culture of procurement rather than development
- Growth of outsourcing
- Graduated licensing system
- Wages and profit margins

Employer expectations of experience

The industry is changing rapidly. Not only is there increasing emphasis on customer service and compliance documentation, the vehicles themselves are becoming increasingly complex. There is a massive demand for experienced Multi-Combination (MC) vehicle drivers because of the common usage of B-Double and pocket road train vehicles in the metropolitan areas and road trains in regional areas. The barriers created through the graduated licensing system and insurance are integral to drivers failing to move up through the license classes however in addition employers are seeking a minimum of two year's vehicle experience. The reluctance to employ inexperienced drivers is understandable. A new prime mover can easily cost over \$400,000 and trailers over \$100,000. A driver in control of a triple road train may be managing a vehicle and freight combination in excess of a million dollars.

Employers are looking beyond the basic license when looking for drivers. Skills qualities and other attributes sought in recruitment include:

- Relevant license
- Appropriate experience in the type of work the employee is to perform
- Good planning and time management skills
- The ability to read maps and street directories and plan appropriate routes (essential for drivers of large vehicles which cannot be turned around in the case of a mistake)
- The ability to complete paperwork associated with the job
- The ability to adapt to different customer working environments as they move from one destination to another
- The right attitude to the job and the right behaviour on the road

- Acceptable conviction and accident records
- Evidence of any insurance claims

There is a massive variation in the quality of drivers in the industry and whilst experience does not necessarily mean that the driver is of high quality, the employer can at least make a retrospective judgement rather than a forecast on the potential skills of a new driver. It should be remembered that licensing testing provides a minimum acceptable level of performance on the road – many companies have much higher expectations for their drivers.

With over 9500 trainees completing the Certificate III in Transport and Distribution since 2002 the industry now has a significant number of qualified workers. This has allowed for entry level workers to enter into the industry through traineeships and the continuing development of the industry skills base. Employers in the metropolitan area are now routinely employing new recruits on traineeships however this approach has had minimal penetration into regional areas.

It remains a major issue that this change in industry training culture is not being communicated to the general public and the industry continues to be judged by an out of date image, even by some key stakeholder in the industry. Stories on programs such as Stateline have evoked interest in people entering the industry with up to a dozen placements from a single screening however the lack of formal driver entry level training programs creates a mismatch between the expectations of the potential employee and what is currently available.

SECTION THREE: CURRENT AND FUTURE SKILL AND LABOUR SUPPLY ISSUES

There are a number of significant issues relating to achieving a sustainable, skilled workforce in the road transport industry which are outlined below.

CASE STUDY ONE

TA NATHAN HAULAGE

TA Nathan Haulage is a small subcontract company primarily running triple road trains between Perth and the North West. "I came out of retirement to help Todd in the business, but we were looking for a younger driver" says Derek Nathan.

They found a 22 year old driver and approached their broker about insurance. "The problem was," says Derek, "the broker accepted the principle's refusal to insure the 22 year old at face value and didn't push it." Derek approached the insurer directly and was able to get insurance for the driver. The insurance includes a 300km restriction from Perth and truck limitations. TA Nathan Haulage will use the young driver to do "dog runs" (double trailer to the marshalling yards north of Perth) for the first 12 months and then the insurance company and TA Nathan Haulage will review and hopefully have the restrictions lifted.

It is important not to accept refusal at face value. If you have a young driver with a good history you can get insurance.

Impact of increasing regulation

In the past few years in Western Australia, and indeed across Australia, there has been increasing pressure on drivers to comply with government regulations. This means more paperwork that many drivers, particularly those who have been in the industry for many years, resist. This can be due to lower literacy skills or a lack of understanding of why these records need to be completed. WA Heavy Vehicle Accreditation and the Fatigue Regulations are just two of the requirements adding to the driver's administrative workload. Whilst this is a factor in some older drivers dropping out of the industry, the improved standards is actually improving the attractiveness of the industry to new entrants.

The new security requirements, in particular the port security arrangements which includes a Maritime Security Identification Card (MSIC), complete with Federal Police, ASIO and Immigration clearance, will also see drivers either dropping out of that sector or out of the industry completely. Whilst the current rate of refusal for the MSIC is less than 1 in 10,000, some drivers are simply not applying and are therefore not being picked up in the statistics.

Increasing induction requirements

Drivers are becoming increasingly frustrated with the ongoing requirements for worksite inductions. This is both time consuming and monotonous as much of the same information is repeated in each session. It is often these smaller issues that mount up and impact on retention of drivers. The national competency standard TDT F1 97A is mandatory for heavy vehicle accreditation and provides a good foundation in occupational health and safety. Drivers who have completed that unit should simply need to have specific work place instructions ie emergency assembly areas, emergency numbers and any workplace specific instructions. The coordination of private and government inductions will be a challenge that should be taken up at the highest level.

Resistance by insurance companies to younger, less experienced drivers

Insurance is a risk-based industry and statistically young drivers, particularly young male drivers, represent a high risk. Insurance companies are increasingly recognising the need to provide flexibility to companies but are approaching this through the segmentation of the market into age, experience and risk (at fault accidents). An example of this is summarised in the table below.

GENERIC RISK PROFILE FOR YOUNGER DRIVERS.

AGE	EXPERIENCE	ACCIDENTS (at fault)	COMMENTS	RESPONSE
	Under 2 years	2 or more	Propensity for losses	Unacceptable
		One		Unacceptable
		Nil		Acceptable PaQs Profile Driver Training Excess Penalty 25% additional of combined Basic+Age
Under 21 years	Over 2 years	2 or more	Propensity for losses	Unacceptable
		One		Acceptable PaQs Profile Driver Training Excess Penalty 25% additional of combined Basic+Age
		Nil		Acceptable PaQs Profile Driver Training
21 & 22 yrs	Under 2 years	2 or more	Propensity for losses	Unacceptable

It is essential that service industries such as insurance be increasingly brought into the dialogue on the skills shortage. National Transport Insurance (NTI) has been working with industry associations around Australia to increase understanding by industry of their priorities and the management of risk. If programs are established that clearly articulate the risk factors and provide guidance to employers on recruitment processes to eliminate high-risk candidates, the gap between the commercial realities of insurance companies and the needs of transport companies will reduce considerably.

Whilst currently it is still a challenge to get insurance for younger drivers, this can be achieved. NTI have promoted at national conferences their approach to addressing risk factors for younger drivers such as a defined route or radius but the penetration of this approach is still limited. With knowledge of what can be done, young drivers can get insurance as demonstrated in the case study on the following page.

Growth of Outsourcing

Companies are now outsourcing more than ever to either labour hire companies or to subcontractors – however the driver supply in those areas is also becoming scarcer. The issue for subcontractors is that most are very small and unlikely to take on the development of a young driver, particularly if they only operate road trains. Labour hire companies have been used increasingly to smooth out peak labour demands. Unfortunately drivers are becoming extremely rare and the waiting list of companies looking for those drivers is growing as shown in Case Study Two on the following page. Driver Recruitment, a specialist labour hire company in WA, has implemented a training program for young people however it will be several years before this will result in new drivers into the industry.

Lack of connectivity between schools and employers

When you ask workers over 45 how they came to work in the transport industry, they say they either “fell into it” or a close relative was a driver and they had experience of the industry from a young age. It is that latter group that has been eliminated through changing OH&S laws and work place practices. Twenty or more years ago fathers would take children on a run, some times interstate and those young people grew up with knowledge of the industry. They would spend time earning “holiday” money washing trucks, greasing trailers etc and then graduated to being a yard hand who may be involved in shifting the prime mover or coupling up trailers on site. The outsourcing of some tasks and the movement away from youth in the industry has created a gap between school leavers and the industry. At this time school leavers exit into another industry and then need to be lured back into road transport. This is a considerably harder task, given today's extremely tight labour market, than to create an employment pathway straight out of school.

Considerable work has been undertaken in Western Australia to improve the connectivity between schools and industry. The growing VET in Schools program is testament that companies are prepared to “create” positions as an investment for a future full time employee. In this program employers provide a paid position one day a week in their company whilst the year 11 and 12 students complete all the requirements to graduate high school. Not only do these students undertake formal training towards a qualification, they also have the opportunity for full time employment at the end of year twelve. In the first year of implementation all students in the program moved on to full time employment in a range of training opportunities including heavy vehicle mechanic, administration and operations. Whilst this is still a boutique activity it is growing as awareness is raised. There is an additional benefit for the industry as year 12 students not in the program can also be placed into traineeships through awareness of the pathways into the industry by VET Coordinators in the schools. Development of this program is extremely expensive in time required to set up relationships with schools and in mentoring and nurturing students. Whilst TFWA is funding this activity without Government support and off setting it against other commercial activities, it will be difficult to sustain that level of investment over the longer term for some of the ancillary careers like heavy vehicle motor mechanic where the total costs are borne by the Association.

A culture of procuring drivers rather than development

In face-to-face industry surveys conducted in 2001 and 2002 by the Transport and Storage Industry Training Council (T&SITC) who asked the question “*how many workers do you have under 40?*” It was common for company managers to be quite shocked when they realized that only some of the front office staff were under forty and that they had no succession planning in place. Whilst concerned, most of the companies felt powerless to change the “inevitability” of the skills shortage, indeed for some there is the attitude that somebody else would solve the problem or the labour shortage would ease. There was an underlying mentality that “we will just need to pay them more” based on the assumption that they needed to attract workers from other companies. Many managers are now realizing the situation is grim and there will be a critical shortage of drivers however they are unsure how to impact on the situation.

In the past there were a range of companies that have been “employers of choice” which have traditionally had a wait list of drivers wanting to work for them. These “employers of choice” have always been the most likely companies to embrace innovation such as quality assurance and other best practice approaches. Unfortunately they did not perceive that there was a critical driver shortage looming because they had a wait list. This meant they were slow to actively embrace a training culture to address the issue. If those leading edge companies did not go down that path, others organizations were extremely unlikely to either. The culture of procurement is still strong as it is often easier to pay a few dollars more than embark on a training program that may take years to come to fruition. This culture is gradually changing and is discussed in more detail in the following section.

CASE STUDY TWO

Fred Heldberg
Driver Recruitment

Driver Recruitment is the specialist recruitment and labour hire company for the road transport industry.

"I've stopped selling. There is no point in talking about drivers – there are none," says Fred Heldberg who has worked in the industry for more than 30 years in senior roles including as State Manager for a major national transport company. He has never seen it this bad.

In the twelve months since November 2005, Driver Recruitment has gone from having a surplus of drivers on their books to now not being able to get drivers, even utilizing extensive advertising campaigns. Clients are now parking trucks, in one instance a company has less than 25% of their planned equipment running on nightshift due to the shortage of drivers. In another case the national manager flew across to help load trailers because they just could not source labour.

Fred has been concentrating on a longer term solution by placing trainees into companies in a range of roles, including driver's off-siders. These trainees may eventually be trained up as drivers once they have a better understanding of the industry.

"This is a two year solution, but it is a start" says Fred who believes that many companies are still stuck in a 1950's mentality and don't understand what drivers want. For example, as wages are rising absenteeism is growing as drivers now feel that they can afford to have a day off. This is putting pressures on companies to cope with unexpected labour shortages.

The critical thing is to measure the extent of the driver shortages to get a better understanding of the problem however surveys are unlikely to work due to the low response rates. Fred believes that only about 50% of companies are showing concern about the driver shortage and only about half of them are prepared to do something about it. That leaves 75% of the industry currently not doing anything to deal with the shortage of skilled labour.

To make matters worse you would expect driving schools to be very busy but the opposite is true with at least one parking trucks through a shortage of students. Without intervention the consequences will be significant.

Fred's view of the future is gloomy although some companies are now embracing the need to attract, train and retain young people in the industry. Fred's view is that those who see this as an investment in the future of the company will be around in the longer term.

Graduated licensing system

For some of the companies the graduated licensing system introduced in February 2001 has created a stumbling block for in-house skills development. Whilst the industry is supportive of the recognition that a higher skills base is required for the multi-combination vehicles, many companies cannot train their own workforce as they do not run vehicles in the Heavy Rigid (HR) class or below, a minimum staging requirement for drivers moving from a car driver ("C" class) to an MC. Support systems will need to be developed to help these companies.

Wages and profit margins

Road transport is an extremely competitive industry with real freight rates almost halving over the past 35 years. Productivity gains are usually passed on to clients in the form of cut rates to secure tenders. In this environment there has been a traditional view that wages are too low and that the labour market will right itself as wages rise.

The rising wages in Western Australia is having a surprising effect on the workforce. Absenteeism is increasing as drivers are finding that they can make as much money through less work. Rather than addressing the skills shortage through higher wages, drivers are choosing life balance as a priority. Higher wages are likely to assist recruitment however a total package will need to be worked out between employers and employees to improve retention.

CASE STUDY THREE

Stewart Beard

National OS&H / Training Manager
WA Freightlines Group of Companies

WA Freightlines is striving hard to be an employer of choice. Whilst they have an adequate number of drivers at the moment approximately 27% are regarded as not being of sufficient skill to meet the company standard. There is an increasing use of Subcontractors to fill in any gaps for company drivers. "This can undermine quality as well" said Stewart Beard, "in some cases we have dismissed a driver only to have him return as a subcontractor."

Five years ago there were numerous drivers available and the company had less than 9% that they would regard as below company standard. Twelve months ago drivers became scarcer and the company needed to begin advertising and are now doing so weekly. They are also starting to employ drivers from the East coast which they have never done before. The major problem is that they are not getting drivers of the quality that they desire.

The introduction of accreditation has raised the standard and professionalism of the industry but some drivers either could not or would not meet the standards and it has driven some of the older drivers out of the industry. "Drug testing, Fatigue Management and other documentation has weeded some of the non professional drivers out of the industry," says Stewart. But on the up side those entering the industry are generally more accepting of the higher standards. Stewart believes that they are now "better trained and better equipped to do their job."

The graduated licensing system is a hindrance as the shortage of drivers can no longer be addressed in twelve months. To fully go through the process of becoming a multi combination vehicle driver can take up to five years.

WA Freightlines is in the process of developing a strategy to retain drivers. "In the past because of the greater number of and availability of drivers we never had to consider additional incentives for drivers in this way. Now we have to find the right package that will attract and retain drivers," says Stewart. Strategies may include quarterly fatigue leave breaks where additional weeks of leave on pay may be given to improve the quality of life for the families of drivers. Higher quality motel accommodation while they are away is also seen as an incentive as is the rescheduling of interstate runs so there are no pick ups and deliveries at the end of the trip.

WA Freightlines has a very strong commitment to ongoing training with quality outcomes. "If you haven't actually taught them anything training doesn't lead to retention," says Stewart. WA Freightliners are also trying to attract younger people into the industry to develop as drivers. WA Freightlines was the winner of the WA Medium Employer of the Year in the State Training Awards, the winner of the Industry Award and a finalist in the national category of Medium Business of the Year in the Australian Training Awards. Their VET in Schools students this year won both the top State School VET in Schools student and the CILTA/LAA VET in Schools Student Awards.

Stewart believes that it is going to get harder to find quality drivers and there will be shortages until the gap can be filled of those leaving the industry. "If we can fast track driving opportunities that would be great," says Stewart.

What does Stewart think will happen in the next 5 years? - If skills shortage is not addressed, many companies will have to close doors as drivers are the greatest asset to the transport industry – with no drivers freight will not travel. Stewart believes that if WA Freightlines leads and makes their changes now, they will not have to worry so much in the future. The driver shortage is very much a current industry problem that will require individual Company solutions to neutralize the negative effects.

SECTION FOUR – STRATEGIES FOR ENHANCED RECRUITMENT, TRAINING AND RETENTION

Training

Research demonstrates that companies committed to training will become an employer of choice and attract and retain staff. Industry sectors that are perceived to have no career pathways or training qualifications struggle in a competitive labour market. A critical factor, however, is that the training must be of good quality or the positive impact on attraction and retention do not materialise.

Transport Forum WA (TFWA), as the peak industry association for the heavy vehicle industry in WA, has been working on a program to develop a training culture in this industry. Until recently companies were focused only on regulatory requirements such as licensing. There was a strong belief that only drivers with at least two years experience were employable – but how could they get this experience?

In order to demonstrate to industry that training could provide the skills base that they were looking for, five programs have been planned with the first three now being implemented. The fifth requires considerable cooperation between funding agencies and industry.

The five programs are:

- Program I – Training the existing workforce to establish a training culture
- Program II – Schools program
- Program III – Entry level workers targeting 17 - 24 year olds
- Program IV – Fast track manager training
- Program V – Fast track driver training

Program I – Training the existing workforce

This program, which had support from both employer and employee bodies, was introduced to establish a training culture in the WA road transport industry. The program has had a major impact on the skills pool for the road transport industry in Western Australia and importantly greatly increased the commitment by employers to training. Evidence of this is that for the first time a WA road transport company was a winner of the WA state training award and a finalist in the national awards.

Some employers have utilized the program to upgrade driving skills to achieve a higher license for the workers however this is not overly common. Over 6,000 people have been through the initial program which targeted current employees and that progress is now being reinforced in many companies by all new workers, regardless of experience, being placed onto a traineeship.

Regional roll out for the program is still patchy, as is uptake in smaller road transport companies. A review by industry in 2006 suggested that a more targeted strategy for small and regional firms needed to be implemented.

Program II – Schools Program

To address the demographic issues of an aging workforce a school based program has been established. Whilst still in its infancy there is an industry target of 100 participants by Jan 2008. It is expected that the majority of these students will move on to full time employment and undertake Certificate III training. This is the experience of the initial intake in 2006. School based traineeships (SBT) combine on-the-job paid work/training and off-the-job unpaid accredited training. SBT's provide an opportunity for full time secondary school students to begin preparing themselves for a career in the workforce. Because of their age some will not be in a position to drive in the short term but they can work through a program which will expose them to yard, dock, administration and sales experience. If they wish to pursue a career as a driver their industry experience will assist in obtaining appropriate, affordable insurance.

An SBT enables students to work towards secondary graduation and an industry recognized qualification. Many key transport companies are now taking this program on board with WA Freightlines taking on the first participant in 2005. Students in this program have already received multiple awards including the top VET in Schools Student for all government schools.

The major problem with schools based programs is the time that is required, student by student, to establish a successful placement. TFWA brings together the employer, parents, school and employer to ensure that all parties are comfortable. This process as well as ongoing mentoring, has led to 100% completion rate for the students. Unfortunately in pure business terms there is insufficient remuneration in the program to make this process viable. At the moment it is funded simply because it is an industry priority for the association and continues to be promoted as seen in the article on the following page.

Program III – Entry Level Workers (18 – 24)

The purpose of this program is to establish a pathway to support the transition from school to transport company by providing a link between the employer and the job entrant and ongoing support through a workplace mentor. All trainees would have OH&S training prior to commencing in the workplace. The employer would make a commitment to participate for twelve months however if the original placement does not work out satisfactorily it is possible for another job entrant to be allocated. The entry level worker would remain in the program for 12 months and graduate with a Certificate II – Transport and Distribution. The host employer would then have the option to employ the trainee with the opportunity to undertake Certificate III. These young people may have an outcome in logistics, administration, sales, driving or as a heavy vehicle mechanic or transport IT worker.

Program IV – Fast Track Manager

To operate in a similar manner to Program III this strategy will target future managers ie school leavers that would normally consider a university/TAFE management pathway. These students will be initially placed on the relevant traineeship and then complete a Diploma in Logistics.

Program V – Fast Track Driver Training

This program was run regularly ten years ago however Federal funding ceased. The program takes entry level workers and puts them through an intensive driver training program as well as other skills such as forklift, load restraint, OH&S and quality systems. It is intended the program would run with a reference group consisting of representatives from an insurance company, an employer, government and industry representation. If the program could be run it would be expected that the outcome would be a Heavy Rigid license, but for those with natural ability and an exemption from the Licensing section, an outcome of Heavy Combination could be achieved. This would create a workforce ready for the road, under route restrictions, that could readily be employed. There is significant work to be done to get this program operational however it could provide a continuous flow of drivers for the industry. Industry would need to ensure that they allocate sufficient resources to support the new drivers to gain relevant, supervised experience and support after completing the course.

Recommendation 1

That a fast track driver training program be implemented with an appropriate level of government funding.

It should be noted that many resources are at capacity and consideration should be made for Skills Centre funding to support programs in the industry. A vehicle simulator would also effectively provide initial exposure to the driving task and decrease the quantity of one-to-one training required in a training vehicle. This approach will also challenge some of the traditional views held by Government on the funding of licensing training.

A key issue is that Government is still not recognizing the shortage of drivers. It is not listed in the "SKILLS IN DEMAND," produced by the Commonwealth Department of Employment and Workplace Relations as of September 2006. This impacts on funding opportunities. (See appendix 1)

Recommendation 2.

That the Transport and Logistics industry be identified by State and Federal Governments as an area of priority skills shortage.

Recruitment

To understand the recruitment issues for the transport industry it is essential to understand the transition over the past two decades. Most of the drivers today either had family connections, military background or simply "fell into the business." The family connection has been weakened as the opportunities for school leavers were severely reduced in the 1980's and 1990s through a combination of increasing OH&S regulation, outsourcing of tasks such as vehicle washing, automation of some tasks and increasing insurance demands. This meant that students exiting schools needed to seek work in another field and then be attracted back into the industry. There are exceptions to this such as the furniture removal industry, but as a general rule work for school leavers was restricted.

The military was a strong source of drivers, for example Vietnam veterans are quite common in the industry. With military numbers decreased as a percentage of population this source of drivers is no longer as strong.

For those who fell into the industry two or three decades ago it was easier to become a truck driver as the size and complexity of the vehicles was not as great as it is now and the licensing classes were very simple with the old "c" class covering most larger commercial vehicles.

Key to addressing the skills shortage is to encourage companies to create positions for school leavers. Formal school based programs have been developed and are growing rapidly with companies readily embracing these new recruits. The TFWA program grew from 4 participants in March 2006 to 32 enrolments as of February 2007. Developing the links with schools and employers is extremely time consuming and expensive – TFWA funds a full time officer to manage and grow this program. The success of school based programs is directly proportional to the number of officers working and a significant increase in participation and geographical distribution could be achieved with additional funding support for more officers. This program is essential as it is easier and cheaper to attract a school leaver than to encourage a worker to change fields during their career.

Recommendation 3.

That appropriate funding is provided to ensure that school to work linkages are fostered.

A program to attract 18 – 25 year olds has been trialed in WA utilizing a group training company. This has had some success in attracting candidates into the industry, particularly in administrative and dock roles. Unfortunately with no training programs for drivers being available at an affordable level, the conversion of these recruits to drivers has not occurred. It is essential that the funding of commercial vehicle driver training be revisited by Government as part of a traineeship program for the industry.

Overseas recruitment through the 457 visas has also been discussed and whilst some companies may make use of this option, it will have minimal impact on the overall number of drivers required.

Clear career pathways need to be developed and traineeships continue to be fostered in the industry. In Western Australia over 9500 workers in the road transport and distribution industries have achieved Certificate III qualifications over the past five years. Prior to that time virtually no qualification training took place beyond licensing requirements. Unfortunately this leap forward in training culture has not yet translated into a community perception of a professional industry and image continues to be a major barrier. Improved promotional tools are also required to assist in recruitment. Suggestions include:

- Success Stories: Video interviews with students in the programs who have successfully entered the workforce. These can be made available on the internet through a range of websites.
- Moving Billboards: Curtain-sider trucks provide excellent marketing by acting as a moving bill-board with basic information about the job opportunities and a website and phone number for contact.
- Industry Tours: Popular with teachers, students and parents this program can be extended to show the diversity in this industry.
- School Speakers: A register of industry speakers be developed and participants provided with regular updates, briefing notes etc. The target audience is school students.

Recommendation 4

That a promotional strategy is established to highlight the career opportunities that are available and the positive contribution this sector makes to the community.

Retention of Staff

The issue of retention of staff varies significantly from company to company. Contrary to popular belief the rate of turnover for truck drivers is equal to the average of all industries with the high vacancy level primarily caused through growth. There are a number of reasons that people exit the industry including frustration with the increasing paperwork, working hours and wages expectations – particularly with the rates offered in the mining industry.

Retention packaging is an innovation that is being considered by some companies to recognize lifestyle issues not just remuneration. Strategies can include additional leave for line haul drivers and improved conditions when away from home. As this is a newly emerging trend good practice of lifestyle attraction and retention packaging should be identified and promoted to provide all companies with strategies to retain drivers in the industry.

Career pathways are important in retention of staff including the participation in relevant training programs. Studies show that staff that are involved in relevant, quality training are more likely to be satisfied in their employment and companies enjoy higher retention rates. Employees also need some clarity about career pathways, contingent of course on the size of the company.

Some staff are exiting due to increasing paperwork and other requirements such as inductions at multiple sites. Inductions are not only an issue for attraction and retention of staff, they represent a productivity issue for companies. A single induction strategy for road transport operators would need to be part of a cooperative approach by both Government and private enterprise. Paperless systems in transport are gradually being introduced however a research and development program to support cost effective road transport systems would be invaluable. This could mean that onboard, customized, affordable computer systems could replace a range of documentation currently required from drivers and ease some of the compliance pressure. Literacy programs are also essential in combating the negative perception of the increasing paperwork and compliance task.

Retention is also an issue for small business and subcontractors who struggle to remain viable in the extremely competitive environment of the road transport industry. Appropriate small business training,

customised for the road transport industry will assist small business to manage their operations in a sustainable manner and enable those with employees to invest in training.

Recommendation 5.

That business support, including best practice “life style packaging for employees” technology innovation for document management as well as recruitment and retention strategies be introduced.

Promotional material for the VET in Schools Program 2006

Transport Forum of WA (TFWA) – ensuring a skilled future

Have you considered taking on a trainee? Has your son or daughter expressed an interest in the transport industry, but doesn't know where to start?

Training is the only way to ensure a skilled and professional workforce for the future of transport industry. Unfortunately, the industry is not always marketed as the most attractive option to young people and companies often view employing unskilled trainees as an inconvenience. But it doesn't have to be this way.

With quality training programs and gratifying training outcomes, both employers and trainees can reap the mutual benefits a traineeship can offer. This is where the Transport Forum of WA can help.

When choosing a registered training organisation (RTO), ensure it has the right qualities to suit your needs and time requirements and that it provides quality-training outcomes, following up trainees and assessing individual needs.

Personal and professional growth

The transport industry is without a doubt, one of the largest and most varied and exciting industries to be a part of. From warehousing to truck driving, office admin to accounting, training to occupational safety and health and supervising to management, there are endless interesting and exciting areas to fill with room for personal and professional growth. And there is a training program to suit all requirements.

Stewart Beard, national OS&H and training manager for WA Freightlines Pty Ltd Group of Companies has had only positive experiences and successes with trainees. The company is even in the running to win a national training award, leading the way for traineeships in transport.

“As a company if you are considering taking on trainees, but don't know where to start, TFWA has all the resources, programs, knowledge and experience to help you and guide you through the course. They will even work within your time frame and needs, which is essential in the transport industry and provide the guidance and supervision required to ensure successful outcomes,” says Stewart.

“We were the first transport company in WA to take on school based trainees through the TFWA. The trainees have each completed twelve months with us and have done exceptionally well in their courses and will now be employed full-time by WA Freightlines.”

Go for it!

These two trainees are Sam Pelicano and Kelley McDonald. Sam's Mum, Carmella

Pelicano says she is behind the traineeship 100 per cent:

“Sam has gained confidence, motivation and focus. He is a hard worker, but would have slipped through the system at school.

“The traineeship has got him out of the classroom and provided some hands on experience and responsibility... He even won the 'Government School Trainee of the Year' award. I urge all employers to get behind the program.”

Sam, although modest about his achievements, says he was pleased to win the award and has enjoyed the whole experience, having learnt about the pace and hard work involved in the transport industry.

“I would tell others all about it and to give it a go,” says Sam.

Kelley McDonald is the second school-based trainee to have been taken on by WA Freightlines. With graduation of high school complete, Kelley will be taking on a role in the customer service and operations area of WA Freightlines full-time and says the program has been excellent at giving her an insight into the various areas of the transport industry.

“The traineeship is so well-structured,” Kelley says.

“I would definitely recommend it to others and I think that more people should be giving it a go. I'm lucky to be going straight from school into a full-time job with such a big company.”

Kelley's Mum Sue McDonald agrees the traineeship is a positive step and tells other parents to “go for it!”

“The trainees are assigned an area they're suited to and it gives them an opportunity to do real work and learn on the job,” says Sue.

“Kelley has always been confident, which is a benefit to the work place, but she has



Sam signing up for his traineeship

matured and gained independence too.”

So, whether you are a parent, teacher or company interested in learning more about the school based traineeship and what it can do for you, your company, trainees and the future of the transport industry, give Navinder Singh a call at Transport Forum WA on 08 9470 1245 and see how you can make a difference. ●



Kelley's happy in her work

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SECTION FIVE – STRATEGIES TO MEET EMPLOYER DEMAND IN REGIONAL AND REMOTE AREAS

The issue of regional and remote employees in the transport industry can be addressed in the longer term through the general strategies outlined above, particularly the development of strong school to workplace programs. The current shortage of drivers in regional areas is a more significant issue and would require regionally based fast track driver programs and traineeships. Viability of those programs will be challenged by the far greater costs of delivery.

Key to success in regional areas is coordination of available resources and initiatives. At a state level strategies should be developed and clearly articulated with the support of all stakeholders.

Recommendation 6

That a summit on the skills shortage be developed and a “capacity” committee be formed to ensure there is coordination between government and industry initiatives.

SECTION SIX - ACTION PLAN

ACTION	PURPOSE	RESPONSIBILITY	DATE
Retention Packaging	Publish and promote a best practice guide to quality approaches to employee agreements including recognition of lifestyle needs.	Industry	2007
Success Stories Promotion	A video interview of graduates of the 2006 VET in Schools program who have now entered the workforce which can be available on line and for careers expos etc	TFWA, and funding source	2007
Moving Billboards	company trucks with information about careers printed on their curtainsiders	TFWA, and funding source	2007
School Speakers	A data base developed of individuals who are willing to participate in schools visits. A support pack to be developed with industry information to assist the speakers	TFWA	2007
Summit and Capacity Committee	A summit is held of key stakeholders and a "Capacity Committee" established to ensure coordination between Government and industry initiatives	TFWA and State Government	2007
Small Business Planning	Basic business management including strategies for recruitment, training and retention of staff	Some Govt programs are available. These should be customised where possible.	2008
Single Induction	To encourage a base qualification (TDTF197A) for induction training which will reduce consigner, consignee premises induction to site specific information.	State Government, and TFWA	2008
Resourcing for Training	Road transport training requires an injection of funding to provide adequate classroom facilities as well as simulator and appropriate vehicles.	TFWA, State and Federal Government	2008
Research and Development	Facilitate development and introduction of effective electronic replacement for documentation and records management	Govt/Industry	2012
Industry Tours	To provide insight into the transport and logistics industry for teachers, students and parents.	State Government, and TFWA	ongoing
VET in Schools	Continuation of current program in 2007. Funding required to assist the industry initiative. A target of 100 places should be funded.	TFWA, State and Federal Government	ongoing
Traineeships	Ensuring that adequate places (approximately 500) are made available for the needs of industry through the various traineeship strategies for full time workers	TFWA, State and Federal Government	ongoing



Australian Government
Department of Employment and Workplace Relations

Skills in Demand Lists States and Territories – 2006

Skills in Demand

Western Australia

ASCO	Occupation	WA	Comments
CHILD CARE (July 2006)			
1295-11	Child Care Coordinator*	S*	Shortage is greatest in some regional and outer metropolitan areas.
6312-11	Child Care Worker*	S*	Shortage is greatest in some regional and outer metropolitan areas.
PROFESSIONS (July 2006)			
2112-11	Geologist	S	
2112-13	Geophysicist	D	
2119-15	Extractive Metallurgist*	S*	Based on research in 2005.
ENGINEERS			
2124-11	Civil Engineer	S	
2125-11	Electrical Engineer	S	
2126-11	Mechanical Engineer	S	
2127-11	Mining Engineer	S	
2127-13	Petroleum Engineer	S	Based on research in 2005.
2129-17	Chemical Engineer	S	
ACCOUNTANTS			
2211-11	Accountant*	D*	
<u>2231 INFORMATION AND COMMUNICATION TECHNOLOGY (click here to see SEPARATE LIST)</u>			
REGISTERED NURSES			
2323-11	Registered Nurse (general)	S	
	Accident/Emergency	S	
	Aged Care	S	
	Critical/Intensive Care	S	
	Neonatal Intensive Care	S	
	Oncology	S	
	Operating Theatre	S	
	Perioperative	S	
2324-11	Registered Midwife	S	Shortages are greatest in regional areas.
2325-11	Mental Health Nurse	S	Shortages are greatest in regional areas.
3411-11	Enrolled Nurse*	S*	Shortages are particularly evident in the aged-care sector.

HEALTH SPECIALISTS

2381-11	Dentist*	S*	Shortage is most evident in regional areas and in public health.
2381-13	Dental Specialist	S	
2382-11	Hospital Pharmacist	R	
2382-15	Retail Pharmacist	R	
2384-11	Optometrist	S	
2385-11	Physiotherapist*	S*	Shortage is greatest for aged care physiotherapists and for positions in regional areas.
2388-11	Podiatrist	S	
2391-11	Medical Diagnostic Radiographer	M-D	
2391-13	Radiation Therapist	S	
2391-15	Nuclear Medicine Technologist	S	
2391-17	Sonographer	S	

TEACHERS

2413-11	Secondary School Teacher*	D*	Recruitment difficulties are restricted to a small number of specialist teaching areas (see list below).
	Home Economics	D	
	Design and Technology	D	
	Maths	D	
	Physics/Chemistry	D	
	Languages other than English (LOTE)*	D*	Particularly Indonesian, Japanese, Italian, Mandarin and Chinese.

OTHER PROFESSIONS

2521-13	Solicitor*	S*	Shortages are for solicitors with 2-5 years post admission experience particularly in corporate litigation (including insolvency litigation), public and international floats, energy/resources (particularly oil and gas), taxation and industrial relations law and for senior energy/resources (particularly oil & gas) legal professionals.
2523-11	Urban and Regional Planner*	S*	Shortages for planners with 2-5 years experience.

Research for the following occupations undertaken across Australia indicates they are also in demand. However, there is insufficient information to establish if demand exists at the State level.

- 2122-11 Quantity Surveyor
- 2123-13 Surveyor
- 2129-17 Chemical Engineer
- 3122-11,13 Civil Engineering Associate and Technician
- 3123-11,13 Electrical Engineering Associate and Technician.

TRADES (March 2006)

ENGINEERING TRADES

4112-11	Metal Fitter*	S*	Shortages are especially for fitters with heavy duty plant experience to work in the resources sector.
4112-13	Metal Machinist	S	
4113-11	Toolmaker	S	
4115-11	Precision Instrument Maker and Repairer	S	
4122-11	Metal Fabricator	S	
4124-11	Sheetmetal Worker	S	

AUTOMOTIVE TRADES

4211-11	Motor Mechanic	S
4212-11	Auto Electrician	S
4213-11	Panel Beater	S
4214-11	Vehicle Painter	S
4215-11	Vehicle Body Maker	S
4216-11	Vehicle Trimmer	S

ELECTRICAL/ELECTRONICS TRADES

4311-11,13	Electrician	S	Shortage is particularly evident in regional locations.
4311-15	Lift Mechanic	S	
4312-11	Refrigeration and Airconditioning Mechanic	S	
4313-11	Electrical Powerline Trades	S	
4314-11,13	Electronic Instrument Trades	S	
4315-11	Electronic Equipment Trades	S	
4316-11	General Communication Trades*	S*	
4316-13	Communications Linesperson	S	

CONSTRUCTION TRADES

4411-11,13,15	Carpenter and Joiner	S
4412-11	Fibrous Plasterer	S
4413-11	Roof Slater and Tiler	S
4414-11	Bricklayer	S
4415-11	Solid Plasterer	S
4416-11	Wall and Floor Tiler	S
4421-11	Painter and Decorator	S
4423-11	Floor Finisher	S
4431-11,13,15,17,19	Plumber and Gasfitter	S

FOOD TRADES

3322	Chef*	S*	In metropolitan areas, the shortage is restricted to some Asian cuisines, particularly Japanese, Indian and Thai, although more general shortages are evident in regional areas.
4512-11	Baker	S	
4512-13	Pastrycook	S	
4513-11	Cook	S	

OTHER TRADES

4922-11	Cabinetmaker	S	
4931-11	Hairdresser	S	
4942-11	Furniture Upholsterer	S	
4981-13	Boat Builder and Repairer	S	
4982-11	Flat Glass Trades	S	

Research for the following occupations undertaken across Australia indicates they are also in demand. However, there is insufficient information to establish if demand exists at the State level.

4115-15 Locksmith
4416-13 Stonemason
4511-11 Butcher
4623-15 Tree Surgeon
4912-11 Printing Machinist
4912-13 Small Offset Printer
4913-11 Binder and Finisher
4914-11 Screen Printer
4929-13 Furniture Finisher.