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# **Inquiry into Workforce Challenges in the Transport Industry**

*Submission from:  
The Bus Industry Confederation*



## **Information about the Inquiry**

The Senate has referred an inquiry into workforce challenges in the transport sector to its Employment, Workplace Relations and Education Committee. The committee has broad terms of reference to look at current and future employment trends in the industry; industry needs and the skills profile of the current workforce; current and future skill and labour supply issues; strategies for enhanced recruitment, training and retention; and, strategies to meet employer demand in regional and remote areas.

The purpose of the inquiry is:

- to address the scope of the problem of labour and skill shortages affecting all sectors of the transport industry and the likely consequences of serious labour shortages;
- to review labour supply research undertaken for the transport industry, to canvass the views of industry, consumers and unions in regard to recruitment and employment practices in the industry;
- to alert Parliament to the projected labour shortage in the transport industry which will seriously affect the distribution of all goods and most travel services in the next ten years; and,
- to make recommendations on Commonwealth-led coordination of improved training delivery for the sector, and address issues related to employment incentives and disincentives that are characteristic of the industry.

## **Terms of Reference**

The Senate Committee for Employment, Workplace Relations and Education to inquire into and report on workforce challenges in the Australian transport sector, with particular reference to the following:

- current and future employment trends in the industry;
- industry needs and the skills profile of the current workforce;
- current and future skill and labour supply issues;
- strategies for enhanced recruitment, training and retention; and,
- strategies to meet employer demand in regional and remote areas.

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## Executive Summary

The Australian bus and coach industry consists of two separate areas; manufacturing and operations. Both these areas are finding shortages of labour, particularly those with trades. The predominant reasons for this are;

- The current low rate of unemployment,
- The mining boom,
- The industry has relatively low profit margins, which makes it more difficult to compete against other industries for labour, trades and management.
- Increasing regulation is a barrier to industry growth.
- The industry suffers from an image of being an 'unattractive' industry to work in, for apprentices, mechanics and drivers.
- There is a lack of focus in schools and universities to attract people to the industry and a lack of knowledge regarding the true scope of opportunities in the field.
- Training and education programs are not sufficiently geared toward meeting the shortages.
- The declining number of skilled employees who are ageing and departing the industry.
- Staff retention can be difficult due to the nature of the work. i.e. shift work for drivers.
- Manufacturing trends are seasonal because of their reliance on state government tenders and this complicates labour supply and demand.

While exploring these issues through the course of this submission we make some key recommendations that we believe would greatly help our industry. They are;

- Establish a National Government/Industry Taskforce to better match training programs with industry needs within and between states under the banner of the National Industry Skills Council.
- Undertake a study of the transport sector labour market to identify where shortages exist, why and how they might be solved.
- Government support industry initiatives including departmental support and funding.
- Government to provide increased employers incentives to promote skills training and promote traineeships and apprenticeships, especially for new entrants, specifically in the transport sector.
- Develop an educational / promotional campaign to promote the range of employment opportunities that exist in the transport industry.
- Integrate and expand degree level education at a tertiary level to provide inroads for well educated people into the transport and logistics field.
- Introduce and promote an industry 'University' diploma and the development of a specific degree such as a Bachelor of Transport and Logistics.
- Address mutual recognition and national uniformity of transport qualifications and their portability.
- Recognise vocational qualifications as part of university entry and degrees.
- Provide support for tailored training courses to supply skilled labour to niche transport manufacturing in regional areas.

## **The Bus Industry Confederation (BIC)**

The Bus Industry Confederation represents the collective interests of bus and coach operators and suppliers. BIC promotes the safety, efficiency, effectiveness, accessibility and increased use of bus and coach transport in Australia as part of a broader approach that seeks to achieve optimal public transport services for the nation.

### **BIC Vision – To Build a Public Transport Culture for Australia**

Our vision is to make public transport a viable alternative to the motor car for the maximum number of Australians. Public transport is integral to the sustainability of our cities, towns and regions, the quality of life in our nation, economic growth, protection of our environment and improvements in health, education and other social opportunities through the access it provides to services. Public transport must be acknowledged as a priority by all levels of government, as they work together for the benefit of the Australian community. The Bus Industry Confederation is helping to create a public transport culture by promoting the benefits of public transport and offering practical policy initiatives to governments.

### **About The Bus Industry Confederation**

BIC is the peak national organisation representing the interests of the bus and coach industry, both operators and suppliers.

The bus and coach industry carries approximately 1.4 billion passengers annually in Australia and employs over 30,000 Australians.

The BIC promotes increased use of public transport in order to reduce the economic, social, environmental and public health impacts associated with the excessive use of cars.

As the primary voice for the bus and coach industry in Australia, the BIC works with all levels of government, regulatory authorities, industry and the community to:

- Ensure a “National Moving People” strategy is developed
- Encourage investment in public transport infrastructure
- Implement an effective tax and pricing regime for industry and passengers
- Coordinate and make more effective existing Federal, State and Local Government policies and programs that relate to passenger transport
- Improve public understanding of the contribution made by the bus and coach industry to Australia’s economy, society and environment
- Ensure that the accessibility and mobility needs of Australians are met, regardless of where they live or their circumstances
- Ensure that buses and coaches operate safely and effectively
- Improve the environment and community health through greater use of public transport.

## Introduction

The Bus Industry Confederation welcomes the opportunity to make a submission to the Senate Inquiry into Workforce Challenges in the Transport Industry. The Australian bus and coach industry *is* one of the industries being affected by skills shortages, and unless measures are taken to address the burgeoning gap between the few entering the workplace and the many leaving, it will remain so.

For the purpose of this submission we will talk broadly about two separate components of the bus and coach industry and the particular challenges that they currently endure. The first area is bus and coach *manufacturing* and the second is bus *operations*.

Bus and coach manufacturing encompasses almost the entire production of buses that operate in Australia, this involves the importation of manufactured chassis which are then built locally to be entire operational buses. It also includes the fitting out and refurbishment of buses and coaches in Australia, which includes seats, electronic signage, air conditioning etc.

The other facet of the industry is bus operations which also faces unique challenges. Bus operators are constantly seeking staff to fill a range of positions in the workforce from drivers to mechanics to executive level sales, marketing, accounting and management roles. In fact, most of the varied kinds of jobs that are required to perform the day to day operations of a bus line are difficult to fill. The lack of management training in the bus and coach industry is already affecting it. A concern of the industry is that as family run businesses exit the industry after several generations of business there may be a short term knowledge drain. Management courses to ensure this does not occur must be delivered at the tertiary level in a recognised way.

## Current and Future Employment Trends in the Industry

### *Manufacturing*

Employment trends in the bus manufacturing sector could be described as “seasonal”.

The Bus manufacturing industry is very reliant on State Government tenders and private operators contract renewals for the bulk of new vehicle production to provide route/school and coach services.

These services are generally provided by private bus operators under a State Government contractual arrangement. These contractual arrangements vary in most States.

The key contractual differences which impact on the bus manufacturing industry are:

- The inclusion/exclusion of “capital” costs in the contract which is a key determinant of vehicle replacement today.
- The inclusion of an average age of the fleet requirement in the contract.

Some services (STA in Sydney/Newcastle/Wollongong, ACTION in Canberra etc) are fully owned by State Governments.

Approximately 3100 buses were Government owned of 70,196 registered in Australia in 2002.

The bus manufacturing sector is therefore subject to seasonal type conditions in that it has to make predictions about production based on:

- The varying vehicle replacement regimes that exist with Government contracts in each state.
- The growth of the passenger task and increasing services, which vary in each state, as can the State Governments response to the increased passenger demand.
- The current age of the fleet.
- The impacts of other legislation such as the Accessible Transport Standards.
- The requirements of the de-regulated coach/long distance/charter operator.

These conditions but most particularly the timings and delays that relate to the issuing of State Government tenders for new vehicles has serious effects on the bus manufacturing sector.

These highs and lows in the industry can see annual production vary between 800 – 1200 buses and results in shortages of skilled people in the peaks and oversupply in the slow periods through the entire manufacturing supply chain.

The effect of this has seen companies forced into mechanising production lines to cope with price pressures from overseas products, meet required production capacity when sales are good and avoiding the massive costs of redundancies when sales drop off.

To compound the situation the bus and coach manufacturing industry is struggling to attract the necessary skills for apprentices because of the relative unattractiveness of the industry.

Compared to other competing sectors, for example; housing, construction, infrastructure and mining, the industry has relatively low profit margins which make it difficult to attract skilled labour or new people eg. Boilermakers and sheet metal workers can easily be paid in excess of \$25 per hour where most in the bus building sector would struggle to offer \$19 - \$20 per hour. Added to this is the future possible impact of the introduction of fully built up bus imports from China and Malaysia.

Australia cannot compete with the wage rates from these countries and carry more “on costs” than these countries.

Another potential threat to industry is anecdotal evidence that suggest how easy it is for fully built imported buses to be certified to enter Australia and how easy it could be for off-shore factories to “cut corners” if they are not subject to the same vehicle compliance and certification processes as the Australian industry.

## ***Operations***

Employment trends in the bus operations industry.

For quite some time the bus and coach industry has been lacking in terms of finding young people to enter the industry at anywhere near replacement rates for those departing. As mechanics, operations managers and senior managerial staff get closer to retirement ages, the industry will struggle to fill the vacancies created. This fact is exacerbated by the reality that young people seem to have no wish to have a career in the transport sector or bus and coach industry and the perception that the only opportunities that exist are for careers as a 'bus driver'. Change to this is required and the following problems addressed;

- Little or no promotion of the transport industry to the wider public as a possible career path which could highlight opportunities for mechanics, workshop managers, operations managers and other executive level jobs in the field.
- There is a lack of focus in schools of all levels, (primary, secondary and tertiary) regarding the opportunities that exist in the Australian transport sector and bus and coach industry above and beyond just 'driving a bus'.
- A lack of national consistency and co-ordination for industry relevant training programs. i.e. differing standards and accreditation requirements between states. Competency of operators and drivers across all states should be defined in terms of national training unit package of competency (operators and drivers) and national licence classifications (drivers).
- The lack of inter-changeability between jobs across the transport sector and non-recognition of skills and qualifications.
- Difficulty in retaining employees who are attracted to the industry due to the nature of the work (shift work, particularly for drivers) and pay and conditions, particularly in the context of competing with other businesses and industries.
- The steadily declining number of skilled employees who are ageing and leaving the industry.
- The over-regulation of passenger transport industry being a further barrier to industry growth.
- Smaller bus operations having difficulty coping with the expanded burden of regulation, causing them to question whether it is viable to continue operating.

These problems are exacerbated by the fact that the Productivity Commission has estimated the annual growth in Australia's workforce at only:

- 175,000 pa between 2000 and 2005
- 138,000 pa by 2010
- 57,000 pa by 2020 to 2030

These estimates demonstrate the mounting pressure that many industries are facing.

Therefore the current and future trend for the industry in both bus manufacturing and bus operations would have to be seen as difficult, even though in a climate of rising fuel prices and the need for travel alternatives, demand for bus services should significantly rise.



# Industry Needs and the Skills Profile of the Current Workforce

## *Manufacturing*

Volvo Buses Australia report they have workforce deficiencies in the following areas, which are typical of the industry;

- Skilled, trained mechanical staff.
- Skilled, trained drivers and driver trainers.
- Skilled, trained staff with electronics/diagnostic ability &
- Skilled, trained panel and body operators.

And of the current Volvo Buses Australia workforce, it is estimated that the skills profile is as follows;

- 80% skilled, certified trades staff.
- 15% apprentices, trainees.
- 5% unskilled.

## *Operations*

The Australian bus and coach industry is currently made up of many family based companies and this fact does influence the make up of the industry at a managerial level. In most other areas of bus operations, employment shortages are evident for all forms of labour, particularly those with trades, due to difficulties attracting and retaining staff as discussed. A far greater percentage of workers would be fit for employment in the industry if they were better able to obtain the appropriate skills through better training.

Following are the outcomes of a Bus and Coach Association of NSW (BCANSW) industry forum into the training needs of the bus and coach industry;

- The need for a national training framework for the industry.
- The need for a cooperative approach from regulators, operators, training providers and transport organizations to develop such a framework.
- The need for better coordination in the development and delivery of training.
- The value of both competencies based (registered training organisation) and curriculum based (university) training, and the need to better align these often diverging training streams.
- The need for training to focus on life long learning skills that would enhance operator satisfaction, industry performance and staff retention.
- The need for government to recognise industry training as an alternative to ever-increasing regulation.
- The lack of a forum/body to facilitate this cooperative approach and map the needs of employers and employees.

## **See recommendation 1.**

We also need to look toward diversifying the employee pool from which we currently draw the majority of employees in the industry. The average worker in the bus and coach sector is male, the average age is 53 years.

There are a variety of circumstances under which a bit of 'thinking outside the square' may suit filling these needs. They include;

- Attracting retired or semi-retired workers to return to the workplace in a limited or part time capacity. i.e. driving school routes.
- Attracting more women to the industry in both driving roles and other skilled positions not typically undertaken by women.
- Attracting more part-time workers or those who need flexible hours that the industry can accommodate due to the nature of shift work. i.e. university students who can fit part time work into study.

**See recommendation 2.**

## **Current and Future Skill and Labour Supply Issues**

### ***Manufacturing***

As discussed there are skill shortages in the bus manufacturing sector.

These skill shortages exist for;

- Diesel Mechanics/Technicians,
- Boilermakers,
- Sheet Metal Workers,
- Air Conditioning Mechanics,
- Motor Trimming,
- Class 3 (Mig) Welders,
- Qualified Fitters and Fabrication Area Operators,
- Auto Electricians,
- Fibre Glassing; and
- Automotive Spray Painters.

### ***Operations***

There are also significant skill shortages in the bus operations sector in the following areas;

- Driving (route, school, tour and charter),
- Mechanics / Diesel Technicians – This is a particular area where the trade is changing. The move from a diesel mechanic to a bus technician trained on computer analysis of engines that may be Hybrid (electrical/diesel) or Hydrogen Fuel Cell etc. is a reality that training is currently not addressing or focussed on.
- Workshop Managers,
- Fleet Operations,
- Management,
- Business Development and Sales; and
- Marketing.

We would expect these employment shortages to continue and have made several recommendations to the inquiry which BIC believes will assist in addressing these problems.

## **Strategies for Enhanced Recruitment, Training and Retention**

The Bus Industry Confederation on behalf of the Australian bus and coach industry is working pro-actively to address the current workforce and skills shortage imbalance. A key industry initiative in this area is;

**OzeBus** - [www.ozebus.com.au](http://www.ozebus.com.au) (*pronounced aussie-bus*)

The OzeBus web portal has been developed by BIC as part of our efforts to assist in developing career pathways into the industry. The website has been operating for about 6 months and has the tagline 'recruit, train, inform', which is a fair summary of its purpose. The website has various functions that contribute to fulfilling this aim including providing a Job Centre tool for employers to recruit staff, and for prospective employees to post their skills and availabilities on the site and therefore find work in our industry through the site. OzeBus also features training and accreditation information, links to Universities and TAFEs who provide transport and logistics tertiary qualifications as well as general information about the Australian bus and coach industry.

The portal approach was developed as part of the outcomes of the BIC National Conference in 2005 where it was agreed Industry needed a national approach to focus on the issues of "Recruitment to the Industry – Skill Shortages – creating a Career path & Training and Education".

We aim to make the site a first port of call for enquiries relating to the Australian bus industry, its primary initial focus is on the Job Centre aspect of the portal which is about providing employees – prospective employees and people looking for a career into the Industry a central point that they can place jobs vacant – jobs wanted or apply for jobs and seek information about training opportunities and so on.

We also have undertaken an agreement with the Federal Governments JobSearch website <https://jobsearch.gov.au> to have all jobs listed on the OzeBus website automatically re-posted to JobSearch which means we can take advantage of the JobSearch website's penetration into the employment market, and consequently the opportunities that exist in our industry, and are advertised on OzeBus have the best chance of finding willing applicants.

We have established a network of contacts throughout the bus and coach industry who now receive regular updates regarding exactly what the state of play is in the bus industry employment market. One way this occurs is via the circulation of a fortnightly OzeBus Newsletter which is circulated throughout the industry, and to other stakeholders from the public and private sectors. **See recommendation 3.** The newsletters regularly feature information such as this:

## **Commonwealth Funding**

Opportunities are available for operators or individuals to access government funds for basic or improved skills training from the 1<sup>st</sup> January 2007. The Commonwealth will fund a variety of schemes under the '**Australian Skills Vouchers Programme**' with the aim of helping the various industries train new people and upgrade the skills of current workers.

These training opportunities whilst well received could be improved by putting in place a specific focus on the transport sector and the required training programs with increased funding by the federal government.

**Refer recommendation 4.**

## **Vocational Strategies**

A strategy to promote vocational opportunities in the transport industry as a whole may be long overdue. Earlier in this submission we looked at the lack of appeal that sectors of the transport industry suffers from, for us we feel there are no effective practices in place that demonstrate to young people that the bus industry holds opportunities beyond those of a bus driver.

The Transport and Logistics Centre (TALC) is a National not-for-profit group whose aim is to assist the Transport and Logistics (T&L) sector of the Australian economy to improve its capacity in terms of attraction, recruitment, education, retention, career and professional development. TALC is jointly funded by the Commonwealth and NSW State governments. It has been presented that TALC may be a bit NSW-centric to offer national solutions, but this type of initiative should be expanded with greater funding to have a broader national focus.

**Refer recommendation 5.**

## **Transport and Logistics – Integration & Inter-changeability of Skills**

Promoting the positive careers that can be had in our industry will require adequate investment in and organisation of training courses to ensure that applicants develop the correct skills to be successful.

BIC has some concerns about existing training and education practices. There is little integration of tertiary courses across the transport fields, nor overarching syllabus relating to transport and logistics at that level. Our industry finds that University is not providing courses to equip students with the skills to develop a career in the transport & logistics field. Education and training at tertiary level should be multi disciplinary and cross transport and logistics boundaries to create career options within the sector as a whole and not pigeon-holed to a specific task and mode for life. The BIC also recommends the establishment of a Bachelor of Transport & Logistics or similar dedicated university degree to provide well educated personnel for the industry for the future. We also suggest the development of a mid-range qualification such as a diploma that would be a one year university level course that would be appropriate for an operations manager or middle management in a transport company for example.

**See recommendation 6.**

There are other problems with current training and educational arrangements that are hindering skilled and educated personnel growth into the transport and logistics field. The Commonwealth government needs to address mutual recognition and national uniformity of transport qualifications and their portability between differing fields in the transport sector, i.e. between road, rail, sea and air transport.

There would also be real value to the industry if recognition was made to vocational qualifications as a part of university entry and to contribute toward degrees.

**See recommendation 7**

## **Employment Demographics**

A further strategy to attract more workers to the industry is to look to draw employees from not-typical areas. These include women, retired or semi retired people and opportunities for the employment of more part time staff and those employed in other parts of the transport industry.

Technological advancements are changing the way employees in the bus and coach industry work. There are new electronic diagnostic equipment in the workshop, drivers having access to satellite navigation and real time traffic information, and many other areas of the business. The advent of these and other new technologies means that employees in the bus and coach field can develop a variety of skills that will be marketable in the modern workplace.

Due to technological developments like ergonomically designed chairs, power transmissions, steering, electronic diagnostic equipment for engines, etc. many tasks in the modern workplace are less physically demanding. Jobs like bus driving which may have been seen as traditionally male in orientation are now more easily accessible to a wider percentage of the workforce which would include women and older workers. Transport Women Australia Ltd is a national independent organisation that is focussed on supporting, guiding and informing women about career opportunities in the transport industry. **(See Recommendation 2)**

## **Strategies to Meet Employer Demand in Regional and Remote Areas**

The NSW Government Standing Committee on State Development recently completed an Inquiry into skills shortages in rural and regional NSW, which found that serious deficiencies exist in the areas of automotive trades. The DEWR *Skills in Demand Lists: States and Territories – 2006* listed a shortage of motor mechanics, auto electricians, panel beaters, vehicle painters and vehicle body makers in NSW. This has made life particularly challenging for Express Coach Builders in Nambucca Valley, who have approached the problem in a pro-active and positive way that sets a useful precedent that could be used in other regional or remote areas.

The Nambucca Valley is an emerging manufacturing location in New South Wales. The vehicle manufacturing industry is a key driver of the local economy, supplying 98% of sales generated outside the region and employing 126 people, with aims to increase employment by 75% in the next four years.

The Nambucca Vehicle Body Manufacturing Cluster was identified in 2001 and the NSW Department of State and Regional Development conducted a scoping exercise to identify the group's key development issues. Skills development and training were identified as two major priorities. While the Cluster did consider programs to attract existing skilled labour to the Nambucca Shire, these were seen as stop-gap measures that did not address the long term issues of developing and retaining the required skills locally. To support this decision, the cluster proposed the delivery of two new qualifications: a Certificate II Traineeship and Certificate III Apprenticeship in Automotive Manufacturing – Bus, Truck and Trailer.

Seven young people completed the Certificate II in 2005 and have progressed to the Certificate III, meanwhile eight new trainees completed the Certificate II in 2006, all with Express Coach Builders.

This initiative is an example of how government and industry can work closely together to collectively beat the skills and labour shortage, and create training programs specifically suited to industry. This works particularly well in a regional environment where local industries play such an important role in the prosperity of the community.  
**See recommendation 8.**

Further opportunities exist in regional areas to develop some of the recommendations made by this submission. These would include supporting industries efforts to address their own skills shortages by supporting initiatives such as OzeBus which enables regional employers to advertise vacancies and promote training opportunities. There are also many benefits to be had in regional areas by further exploring part time workers, flexible working hours and conditions and thinking outside the typical industry profile for workers, i.e. focus on attracting more women to the industry.

## **Immigration**

The immigration of skilled workers has the potential to ease the skills shortages in the bus and coach industry. Schemes such as the Regional Sponsored Migration Scheme (RSMS) and the Temporary Business Entry (Long Stay) may be a solution in the short term but are not the solution that the industry is after due to the fact that these schemes do not adequately address the industries needs. For example the RSMS is only for regional areas and is not applicable to operators or manufacturers in urban areas. Other skilled migration schemes such as Regional 457 might also have the potential for short term results but do not address the overall problems of better and more appropriate training for young people, and promotion of the industry and its opportunities.

## Conclusions

The Australian bus and coach industry is operating, as are many industries, under the combined weight of;

- Possible competition pressures from overseas imports.
- Seasonal fluctuations in the supply of manufactured buses due to government tender variation.
- Skills shortages restricting growth.
- Lack of promotion of employment opportunities that exist in the industry.
- Industry is incorrectly type cast as lowly-paid and lacking advancement opportunities.
- Insufficient and/or uncoordinated education and training programs to appropriately skill workers to join our industry.
- The need to diversify the pool of workers from which vacancies in the industry might be filled.
- Staff retention problems in the face of competition from other sectors. i.e. mining.

These problems can be overcome with the involvement and support of government initiatives such as those outlined by the recommendations made in this submission.

## Recommendations:

### **Recommendation 1:**

BIC recommends the Committee further explore the causes behind the training issues and establish a government/industry representative body to address better suiting training arrangements to industry needs and establishing a national framework for the industry.

### **Recommendation 2:**

BIC suggests that the government undertake a study of the transport sector labour market in an effort to better understand skill and people shortages with the aim to identifying possible initiatives and solutions.

### **Recommendation 3:**

The Federal and State governments to provide assistance to support industry specific initiatives aimed at addressing the recruitment, training and retention of employees to specific transport industry sectors through a transport industry employment and careers promotional fund.

### **Recommendation 4:**

The government needs to provide employers incentives to improve skills training and promote apprenticeships. They need to have a specific focus on the transport sector and training new people rather than up-skilling. This might include consideration of providing salary incentives to retain traineeships and apprentices after the completion of their apprenticeships.

**Recommendation 5:**

The BIC recommends the development of an educational program to promote the entire range of opportunities that exist in the transport sector. This is to encompass needs both at the secondary and tertiary level and at the trade level for those seeking apprenticeships. BIC also recommend that the educational program be undertaken by a State and Federal Government funded Transport and Logistics Centre (TALC) that has a national focus and works directly with national and state industry associations to promote employment in the sector.

**Recommendation 6:**

That the provision of degree level tertiary studies in the transport and logistics realm be expanded and better integrated to support increased demand for education in this field as a response to promotion of career opportunities as outlined in recommendation 5. This will include the development of a transport specific university degree, for example a Bachelor of Transport & Logistics and a diploma level qualification.

**Recommendation 7:**

The BIC recommends that the Commonwealth address mutual recognition and national uniformity of transport qualifications and their portability. The BIC also recommends that universities recognise vocational qualifications as a part of university entry and degrees.

**Recommendation 8:**

The BIC recommends that an appropriate action is put in place to address shortages in automotive manufacturing by creating tailored training courses. Particularly in regional areas such as occurred in the Nambucca Valley. This should include an agreed Federal and State agreement to establishing 'Centres of Manufacturing Excellence' to promote participation in Australian manufacturing including vehicle manufacturing, refurbishing, etc.

We would like the opportunity to appear before the Committee as a witness in proceedings to further explore the ideas contained in this submission.