



GOVERNMENT

skills australia

ENVIRONMENTAL



2011
E-scan

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INTRODUCTION

WHAT THE GSA 2011 ENVIRONMENTAL SCAN IS

The purpose of the GSA 2011 Environmental Scan is to provide readers with a clear strategic understanding of existing and emerging skills shortages, and the context and driving force behind the continuous improvement of GSA's training packages for the coming year. The scan will review factors currently impacting on workforce development within the government and community safety industry, and consider the responsiveness of training packages and the broader system.

The shaping of policy to build the capacity of vocational education and training (VET) systems to respond with timely, practical solutions to the identification of emerging trends is fundamental to realising the goals of the Australian Government. What sets this scan apart from other reports in the VET system is its capacity to operate as an early warning system to alert policy makers to potentially significant issues at a grass roots level, enabling early identification of those trends. Based on real-time industry views and intelligence gathered from across Australia, the scan is a concise, readable document with a level of insight and predictive capabilities to inform the consideration of future directions in the VET system.

WHAT THE GSA 2011 ENVIRONMENTAL SCAN IS NOT

This scan does not reproduce existing data analysis or economic analysis found in a wide range of sources elsewhere. It is increasingly recognised by policy makers that historical data and analysis of past trends are not the most effective manner of predicting the future skill needs of the nation. The GSA 2011 Environmental Scan is not a strategic plan.

PERIOD OF COVERAGE

The GSA 2011 Environmental Scan draws on industry intelligence gathered during the period February 2010 to December 2010.

2011
E-scan

Executive

SUMMARY

Government Skills Australia (GSA) is the national Industry Skills Council (ISC) for the government and community safety sectors representing the vocational education and training (VET) and workforce interests of Correctional Services, Local Government, Public Safety, Public Sector and Water. GSA provides industry intelligence on skill needs and training solutions to the Australian Government to develop a skilled workforce. GSA services industry through the provision of quality training products and qualifications, workforce development and career advice.

This environmental scan (e-scan) provides a targeted, relevant and up-to-date profile of industry issues and concerns to inform the ISC, National Quality Council and Skills Australia to identify significant issues at a product, operational and systemic level. The scan relies on real-time industry views and evidence captured from across Australia by a variety of mechanisms.

This environmental scan has collected data from consultation with GSA's stakeholders through enterprise visits, annual conferences, and online surveys and feedback; analysis of current policy and workforce data; and information gathered through GSA's industry engagement activities in 2010. GSA also has conducted in-depth interviews with key industry stakeholders. Appendix B provides further details on this methodology.

GSA's 2011 Environmental Scan has focused on its sectors of government and community safety, seeking to:

- identify key industry drivers at the macro and industry levels that shape the workforce
- provide an overview of the industry in relation to the VET market and the VET system responding to industry demands
- identify existing and emerging skills shortages and industry training needs
- identify training barriers
- describe and analyse the factors currently shaping workforce development
- comment on how Training Packages are relevant
- identify the drivers behind the changes that need to be made to Training Packages and training products to meet emerging skill needs.

GSA has identified key drivers that will influence workforce development needs in 2011, which include:

- the multiple interplay of market pressures, including the global financial crisis, local financial accountabilities, increased approaches to productivity, competition for labour and demand in services
- new demands from government policies and guidelines on climate change and 'green' skills, which could necessitate a change in job design and cross- and inter-organisation collaboration, and/or affect workforce planning in establishing a competent workforce to accomplish these new strategic objectives
- new challenges from climate variability and related factors, such as drought, floods, fire and related community emergencies
- further innovations in new and emerging technologies and communication systems
- demographic issues, such as the ageing population and changes in job expectations of generation X and Y and their effect on the workforce; with a significant number of industry professionals set to retire within the next five to ten years, which will leave the sector with substantial voids in these specialist areas and job roles
- the dominance in the sector to respond to legislative and regulatory changes, and their impact on the workforce, including training implications
- the challenges in training provision in thin markets, rural and remote areas, and areas with limited access to and use of public-funded training.

GSA applies a systematic approach to enable its team of workforce development advisors – with considerable experience and expertise in workforce planning, training and development and strategic human resources – to acquire essential and substantial workforce intelligence.

GSA workforce development advisors achieve this by conducting detailed workforce development audits through adopting a multi-stage approach, using workshops for industry leaders, interactive online tools and site visits. Through personal consultation and by analysing a range of customised multi-level surveys

results, GSA has been able to identify the following workforce development challenges that require urgent and focused attention from industry leaders.

The main findings in relation to workforce development and current enterprise practices were found to be:

- drawn out recruitment and selection policies and practices
- limited structured workforce planning and succession planning
- under-utilisation of induction training, exit interviews and mentoring programs
- limited structure for multi-skilling the workforce
- limited use of VET across the workforce (which however does not apply to the public safety sector)
- misalignment of training delivery methods and training method preferences
- underutilisation and application of performance management systems and insufficient career management and development policies.

GSA's knowledge of the Australian Qualifications Framework (AQF), specifically but not limited to its five Training Packages, and a continuing understanding of the issues facing the government and community safety workforce ensure that the solutions it offers industry are relevant and appropriate.

GSA intends to continue to address these issues by adapting and developing Training Packages and gathering industry intelligence through a range of mechanisms.



Section 1.

LATEST INDUSTRY INTELLIGENCE

INDUSTRY OVERVIEW:

The industries covered by GSA are in the following sectors:

Correctional Services

The correctional services industry is a key service provider to the justice system in Australia, responsible for managing the supervision of offenders in secure care and community-based environments. In general, correctional services are the responsibility of state and territory governments and there is a Correctional Services Department in every State and Territory. In addition, in several States some services are contracted to private service providers with the state departments operating in a contract management capacity. Private prisons operate in five jurisdictions (New South Wales, Victoria, Queensland, Western Australia and South Australia) (Productivity Commission, 2011). There are custodial centres in all capital cities and in many regional centres. Community corrections offices in metropolitan and regional centres are based on the concentrations of corrections clients. Correctional staff members also travel to remote and Indigenous communities to supervise and monitor the progress of offenders in meeting their sentence obligations.

Local Government

Local government plays an essential role in the development and maintenance of the local community infrastructure and services. The sector provides services that complement those provided by other tiers of government. Sometimes, such as in the area of planning and development, councils work jointly with the state government, and their decisions may be subject to advice and direction from state government.

Public Safety

The public safety industry works to prevent natural and man-made threats and to provide the community with protection from those threats; seeking to ensure the safety and security of all Australians. It represents a significant number of volunteers and covers defence, police, fire and emergency services.

Public sector

The public sector consists of the governments of the Commonwealth, States and Territories, statutory bodies and state-owned corporations. The sector delivers diverse economic and administrative services in cities as well as rural and regional areas.

Water

The water industry provides a fundamental service to communities and enterprises across Australia. This includes supplying irrigation water to farmers and other users and providing drinking water and wastewater services, including sewage treatment, to households and industry. Core water industry skills are also required in a number of industries, including mining, hospitality and local government. The skills of the water industry workforce and enterprises are critical, given Australia's highly variable rainfall and frequent water shortages. Efficient use of water resources is essential for the long-term sustainability of Australia's productive land and natural environment.

MACRO ENVIRONMENTAL FACTORS

Climate change and climate variability

Climate change is the largest threat to Australia's environment and represents one of the most significant challenges to our economic sustainability. Failure to address this threat would have severe consequences for weather patterns, water availability in cities, towns and rural communities, agricultural production, tourism, infrastructure, health and Australia's unique biodiversity. The social and economic consequences of failing to act would be severe. (Intergenerational Report 2010)

Climate change, environmental sustainability and energy efficiency will increasingly impact on the government and community safety industry and the community generally in the future. Predicted changes are:

- global warming with temperatures to increase 1-6°C, with the greatest warming to occur over land and at high northern latitudes
- more heat waves and floods

- increased rainfall and run-off in high latitudes and tropics, and over the tropical pacific in particular, with decreases expected in the sub-tropics
- run-off is projected to decline in many mid-latitude regions (southern Europe, the middle east, southern USA, southern South America, South Africa and southern Australia) and some tropical regions (central America, northern Africa)
- increased drought risk in some areas
- more intense storms in many regions
- sea levels to rise - 0.18-0.59m, relative to 1990 levels (BOM, 2010).

These changes are particularly relevant to GSA public safety and local government sectors and have resulted in a range of legislative requirements, policy imperatives and consumer expectations, that impact on the work of the sector. Furthermore, climate change has direct implications for the government and community safety industry sectors, such as water, as well as service implications for local government, public safety and public sector.

Climate change and climate variability are major influences on activity for workforces in those three sectors, as the effects of rising sea levels, bushfires, storms, droughts and heat waves influence policy and services to communities. The advent of bushfires and floods brought about by the weather variability will impact on Training Packages in these sectors in terms of increased emphasis on emergency management, community consultation, fire management and swift water rescue.

Consideration of sustainable planning and development is pertinent across all areas of local government. Local councils increasingly seek workers skilled in environment management and sustainability in order to deliver sustainable services, such as waste and recycling management, public works maintenance and construction, and management of water resources. For the public safety sector, climate change is another major issue, as it results in an increase in the frequency, intensity and duration of natural disasters, such as fires and floods. In the public sector green skills and sustainability are reflected in government policy and approaches to the public safety sector.

New demands from government policies and guidelines on climate change and 'green' skills could necessitate a change in job design, cross- and inter-organisation collaboration and/or affect workforce planning in establishing a competent workforce to accomplish these new strategic objectives. Government policies are modified according to environmental disasters, such as oil spills, which in turn impact on government and community industry as personnel in government, local councils and public safety need to deal with emergencies, marine oil and hazards and noxious pollution. Similarly,

the emphasis on green skills in government will result in the government and community safety industry needing knowledge, experience and know-how to address environmental impacts and introduce a stronger culture of sustainability.

For the water industry, the impact is extensive with significant focus in 2010 on managing the Murray-Darling Basin and the extremes of weather resulting in drought and flood. All levels of government have been concerned with water supply and water quality.

The effects of climate change, drought and water management require a workforce skilled in strategic environmental sustainability. Increasingly climate change has changed services, knowledge and skills around safety and public awareness, water quality, water meters and dam safety monitoring. In the water industry, this is manifested through programs related to urban water recycling and approaches to desalination.

CASE *study*

NATIONAL WATER INITIATIVE

The National Water Initiative (NWI) is Australia's enduring blueprint for water reform.

The Intergovernmental Agreement on a National Water Initiative was signed at the 25 June 2004 Council of Australian Governments meeting. Through it, governments across Australia have agreed on actions to achieve a more cohesive national approach to the way Australia manages, measures, plans for, prices, and trades water.

Under the NWI, governments have made the following commitments:

- prepare water plans with provision for the environment
- deal with over-allocated or stressed water systems
- introduce registers of water rights and standards for water accounting
- expand the trade in water
- improve pricing for water storage and delivery
- meet and manage urban water demands.

For the 2011 biennial assessment, the NWI also requires the National Water Commission to comprehensively review the NWI and assess:

- the extent to which actions under the NWI have improved the sustainable management of Australian water resources and have contributed to the national interest
- the impact of the implementation of the NWI on regional, rural and urban communities.

CASE *study*

OF THE SEA BY OIL AND OTHER NOXIOUS AND HAZARDOUS SUBSTANCES

The National Plan is a national integrated Government and industry organisational framework enabling effective response to marine pollution incidents.

The Australian Maritime Safety Authority (AMSA) manages the National Plan, working with State/Northern Territory governments, the shipping, oil, exploration and chemical industries, emergency services to maximise Australia's marine pollution response capability.

The National Plan Management Committee (NPMC) provides strategic management of the National Plan while the National Plan Operations Group (NPOG) handles operational functions.

There is also a national training plan to be implemented.

Market pressures and productivity demands

The government and community safety industry is affected by changes resulting from the global market economy in several ways. Global trade increases competition for labour, which has created recruitment problems; driven increases in productivity and increased accountability in government spending.

During 2010, the global financial crisis continued to have a mixed impact on the government and community safety industry. In some areas, such as the public sector and local government, it improved retention rates. Yet this contrasted with areas where there were pockets of boom in mining and building, which attracted workers away from the government sector.

The expected rise in 2011 of other industries, such as resources and construction, may provide challenges to the public sector in recruiting and retaining experienced staff. Mining booms, particularly in Western Australia, may see shortages of skilled personnel for the public sector. However, responsibilities of the public sector and local government in relation to various national disasters, such as floods, may necessitate a growth in the public safety, public sector and local government.

The global financial crisis and demands on financial accountability of the public sector have seen reviews of state budgets which have in some cases resulted in cutbacks with changes in services and infrastructure programs. However, at the same time the national infrastructure building programs implemented to strengthen Australia's economy and encourage recovery have had a direct impact on the skills needs of the public service: infrastructure development, financial management, regulatory compliance and education.

These programs at both the federal and state levels have led to considerable internal restructure and role redesign within many government departments. For example, a significant increase in infrastructure development has placed additional demands on the public sector in occupational areas such as procurement, contract management, engineering, planning, project management and financial management. In the public sector recommendations from the Blueprint for Reform of APS administration encourage improved capability, leadership, talent management and workforce planning.

Consumer demands and accountabilities

The government and community safety industry has experienced increased expectations from customers and clients, which have resulted in accountability frameworks becoming more sophisticated. All employees need to be well informed of policy and procedure changes and their impact on the consumer. Across government and related industry sectors, consumers are more able to articulate their views and identify their rights in the provision of services.

State investigations and their implications, such as the Victorian Bushfires Royal Commission, as well as national programs such as Regional and Local Community Infrastructure Programs all give rise to a focus on government accountability and demands.

Such new environments mean that those who come in contact with customers must have very good interpersonal and conflict-management and negotiation skills to deal with customer dissatisfaction.

The correctional services sector is impacted by community expectations and political decisions in relation to offender management. In Western Australia, the debate and introduction of mandatory sentencing in relation to public officer assaults provides one example that has the potential to create increased demand on this agency, both in relation to prisoner accommodation and offender programs (custodial or non-custodial).

Demographic changes

A major continuing challenge for the public sector is the ability to attract talented and retain skilled and experienced employees to counter the impact of the ageing workforce, demographic change, current and projected service demands and the economic environment.

Ageing of the population is the most significant demographic change in Australia as 'baby boomers' (born between 1946 and 1964) reach retirement. The proportion of working age people is projected to fall, with only 2.7 people of working age to support each Australian aged 65 years and over by 2050 (compared to 5 working aged people per aged person today and 7.5 in 1970) (Commonwealth of Australia, 2010). This has also emerged as a significant factor in consultations with GSA industries.

Australia's ageing population remains an ever increasing issue for the public sector workforce. The government and community safety industry has high numbers of mature aged workers, and services an ageing population as clients. Local government employees are proportionally an older workforce and so will be hit particularly hard by the retirement of the 'baby boomers' and secondly local government services such as health and aged care will require more workers. There could be a decrease in demand for childcare and maternal services (ASU, 2009). Corrections also has an ageing workforce, and in public safety a later retirement age has been introduced.

The public sector has seen the retention of mature age employees who have deferred retirement due to poorer than expected superannuation returns. Statistics show that the median age of employees in the public sector is around 45 and that 44% of the workforce is older than 45 years of age. The ageing of Australia's workforce is also reflected in the demographics of the water industry. The

Water Skills Taskforce reported that a large percentage of people in the industry are over 50 years of age. Research for this scan showed that for the water industry, one third of the workforce is above the age of 50; a sharp increase in retirements is expected over the next 5-10 years. In 2017 over 30% of the current workforce will be retired; female turnover rates significantly higher than male counterparts; water sector will have higher than average retirement rates.

Global labour trends suggest that businesses are more subject to a nomadic workforce where tenures have been reduced considerably to an average of 3-5 years. The idea of joining a company for life is not a popular concept for young people today, yet at the same time the ageing of the population will increase skill shortages. The descendants of the baby boomers are reputed to, on average, value permanency less than those born earlier. The ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment. The government and community safety industry will need to address the retirement of older employees by further implementing succession and workforce planning.

Legislation and regulation

The government and community safety industry is particularly subjected to changes in regulatory compliance and the need to address government policy initiatives. The Councils of Australian Governments' (COAG) reforms such as Intergovernmental Agreement for Regulatory and Operational Reform in Occupational Health and Safety (IGA) and National Water Initiative have implications for the industry.

The government and community safety industry must also respond recommendations arising from government enquiries, such as on bushfires, which influence workforce development. The Bushfire Cooperative Research Centre (CRC) is undertaking a research program through to 2013 with significant support from the Australian Government, which is providing \$15 million for research into national issues arising out of the fires and the Royal Commission. The outcomes of this research will also inform skills shortages best dealt with through the VET system. Potential areas where skills shortages may be identified include 'working with communities to respond, prepare and mitigate risk in the context of broader societal frameworks'; 'communication of warnings and information' and the relationship to community education and, finally, 'dealing with events that are irregular and are not as well understood as more routine occurrences.' All three areas potentially may require the development of competencies to address identified skill shortages.

New technology and equipment

Core basic skills remain unchanged but the main change has been significant changes in skill requirements that have been a result of general advances in information technology, design technologies and telecommunications. (Misko, 2010)

Increasing advances and uptake of information and communications technology (ICT) have continued to be an area of rapid change for the government and community safety industry. The great majority of workers in most occupations have had to develop new skills to use different software packages for administration, documentation, reporting and data analysis. The increased use of web-based applications and telecommunications means that communication is more efficient.

In emergency management, emergency alerts and new Emergency Operations Centre (EOC) software have required specific training in some jurisdictions. Correctional services organisations are using technology to increase efficiency and reduce operational costs. For example, the Western Australian Department of Corrective Services has entered into partnership with the WA Police to expand the digital communications network through the use of the Police Metropolitan Radio Network. In the water sector, desalination technology is becoming an increasingly competitive water treatment option. The National Water Commission encourages research and development in these areas. Workforce planning and training to integrate technology upgrades, improvements and new developments will continue to be essential for the government and community safety industry.

INDUSTRY FACTORS

The following emerging trends will have a direct bearing on the skills and workforce development for the government and community safety industry. GSA has identified these factors through an analysis of workforce development audits undertaken throughout 2009/2010, and interviews with enterprises.

Changing environments and continuous improvement

Currently, public sector reform is planned at the national and state levels, which in turn impacts on the government and community safety industry.

GSA field research indicates high levels of change occurring and impacting on many participant organisations. In the past, management could be characterised by long periods of stability, interrupted occasionally by short periods of change. However, continuous improvement strategies, characteristic

of good management approaches, result in constant change. A number of local government and water industry organisations have indicated proposed mergers with other organisations and/or total restructuring. These transformational changes have historically led to uncertainty, fear and low morale.

Workforce planning issues

The constant changing environment that the organisations operate within requires regular realignment between strategic objectives and support structures. It is imperative that all human resource and operational activities can be linked to these strategic objectives. The need for an accurate analysis tool that renders clear results for future changes is vital in workforce planning initiatives.

A major concern among almost all organisations seems to be the difficulty encountered in establishing what human resource and related skill requirements are actually needed in the future.

Although some organisations have been able to determine the projected human resource requirement, these results are mostly quantitative in nature and do not specifically address the knowledge, skills and experiences required to meet future organisational objectives.

A consistent trend regarding workforce planning was present among all reviewed the government and community safety industry organisations. Many organisations seem to understand that there is a sizeable workforce gap forecast due to the following range of factors.

- A significant number of industry professionals are set to retire within the next five to ten years, which will leave the industry with substantial voids in their specialist areas/job roles.
- These specialists have had extended tenure (average 15-20 years) and there has been little or no succession planning initiatives set in place.
- The normal attrition rates that pertain to personnel voluntarily leaving the workforce.
- New demands from government policies and guidelines on climate change and 'green' skills could necessitate a change in job design, cross- and inter-organisational collaboration and/or affect workforce planning in establishing a competent workforce to accomplish these new strategic objectives.
- New technologies have become a constant change driver and all organisations are influenced by this. New information technology systems seems to be the largest component of this and systems such as customer relationship management tools will impact on workforce planning in terms of establishing a support and maintenance capability.

Other concerning aspects in the context of workforce planning are the insufficient application of structured succession planning, the informal manner in which mentoring is conducted, and the ineffective way exit interviews are being conducted in most organisations. Given the serious loss of expertise mentioned previously, it is critical that succession planning finds its justified place in the managerial objectives of industry leaders. Only a handful of organisations have designed a succession planning toolkit, however the effectiveness of these toolkits is yet to be establish. Many organisations have however indicated that they are engaging in buddy systems as a form of informal mentoring.

Various other recruitment and retention issues compound the high turnover problem which leaves workforce planners with a significant challenge in ensuring their workforces are able to achieve current and future organisational goals.

As a result of specialist and manager retirements or resignations, staff are often required to operate above their skill levels.

Recruitment issues

The process of attracting, selecting, contracting and retaining a competent workforce, has been identified by all the reviewed organisations as problematic and affecting their operational capability. In some cases extended tenure of specialists has potentially hidden the need for a constant recruitment strategy. However, every reviewed organisation now report the problems they face in recruiting new personnel. Seen not only in the attraction of junior roles, where interest has been subdued, but also in the replacement of senior positions which are singled out as areas where particular recruitment needs prevail.

Each organisation also experiences a unique set of attraction and retention challenges that range from regional locations to industry/job image and high competition in salary packages amongst professionals. Many organisations are located within regions that have a very low unemployment rate and so the availability for new staff is very limited.

Some organisations have reported that they spend an average of \$6000 on each recruitment activity, and that it takes on average 5 months to fill a position.

Retention issues

Retirements are set to cause significant skills and labour shortages in industry in the future and it will be a challenge to entice prospective retirees to stay on in their roles before retiring. Additionally most organisations reported that their competent staff are 'poached' by industries like mining, construction and IT, which offer employees more

lucrative deals. Small and regional organisations appear to be more vulnerable to this competition.

A large number of employees have indicated in their surveys that they feel under-valued and believe that they are not adequately recognised and rewarded for their efforts. It has also been reported that the recent global financial crisis convinced many employees to remain in their positions and regard job security as a high priority. However, the economic recovery and subsequent improved employment rates that are now being experienced will possibly influence employees to explore other options in the job market.

Many survey respondents indicated that lack of task variety and general lack of workplace connectivity are issues that might influence them to leave the organisation. To address these issues, industry is increasingly offering job sharing, job enrichment and job rotation opportunities to its workforce.

Exit interviews are often used as a procedural task rather than a source of information with most surveyed organisations, admitting they don't conduct exit interviews very well. This demonstrates that training in exit interviews is a development need for line managers and would be a valuable investment in the future.

Career development has surfaced as a concern to survey respondents. Results show that the majority of organisations promote themselves to potential employees as best practice organisations offering career development and promotional opportunities however a large contingent of survey respondents indicated that they are dissatisfied with the promotional opportunities available to them.

VET MARKET FACTORS

The national VET agenda

The challenges facing the Australian workforce and impacting on the provision of VET have been consistent over the last decade. Skills needs, the ageing workforce, technological change and green skills are not new issues and the national VET system and its stakeholders have been addressing them for some time. Skills development and the increased uptake of educational qualifications has an important role in meeting the objectives of the COAG Reform Agenda.

This Reform Agenda is focussed on:

- boosting productivity
- workforce participation and mobility
- supporting social inclusion
- closing the gap on Indigenous disadvantage
- environmental sustainability.

Organisations in the government and community safety industry referred to the serious impediment that constant changes to national VET policy and procedures and the speed with which change is required represent to ongoing participation in VET. Compliance to the Australian Quality Training Framework (AQTF) for the enterprise RTOs was considered onerous.

GSA recommends the use of VET qualifications and skill sets to help meet the multiskilling needs of public sector employees. (Skill sets are collections of VET units specifically grouped to deliver the set of skills required to perform in a particular role or roles within an agency.) The advantages of using skill sets based on VET units are:

- VET units have been reviewed and endorsed by the relevant sector and therefore reflect sector needs
- Employees who undertake VET units accrue skills and knowledge towards full qualifications, providing a cost-effective way for an agency to both multi-skill and recognise the value of its employees by assisting them to achieve recognition through qualification.

In 2011, GSA will be offering an online system called My Skills Builder that will allow agencies to build skill sets and qualifications to meet the multiskilling needs of the workforce.

Qualifications and job roles

During 2010, all the Training Packages managed by GSA were reviewed and had work undertaken to embed green skills and sustainability. Changes in industry approaches to first aid saw the incorporation of new units of competency from HLT07 Health Training Package.

CSC07 Correctional Services Training Package was reviewed and upgraded to Version 1.2 to incorporate emerging areas in corrections and changes to practices and processes resulting from legislation changes.

LGA04 Local Government Training Package implemented qualifications in relation to council employed ocean lifeguards, with the addition of three new imported environmental units of competency.

PUA00 Public Safety Training Package responded to the industry with new skill sets and units of competency.

New skill sets in PSP04 Public Sector Training Package are part of a strategy for the public sector to attract new entrants into the profession, to encourage cross-over into new areas and to provide multiple entry points and flexibility for a range of potential users of both qualifications and skills sets.

NWP07 Water Training Package had an addition of new skill sets for dam safety monitoring and water metering.

Training overview

The government and community safety industry has a strong training and development culture with the majority of training undertaken funded by industry itself.

The types of training delivered include:

- accredited VET
- conferences seminars or forums
- licensing or regulatory training
- short course
- higher education
- graduate program
- induction training
- apprenticeships/traineeships/cadetships
- informal workplace mentoring
- on-job training.

Most organisations surveyed are offering their employees training support mechanisms including:

- paid study leave
- financial support for training.

The educational levels of employees across the public sector reflect a high educational level with several alumni in the middle and top management levels and a high concentration of accredited and non-accredited VET training in the operational levels.

In addition to technical up-skilling requirements, there is an identified need for development of the following 'soft-skills':

- leadership: a general need for leadership development and interpersonal skills has been indicated across the board
- project management
- performance management
- human resource management
- financial management
- legislative and regulatory training
- OH&S training
- information technology
- communication including report writing and presentation skills.

In correctional services, the focus of training delivery in the sector has been on entry-level training for custodial officers. Certificate III in Correctional Services (Custodial) is a mandatory qualification for full appointment as a qualified custodial officer in all but one state (Victoria). In recent times, there is an increased focus on up-skilling existing staff to higher level qualifications. The delivery of clusters of units (or skill sets) is seen as an area of growth as the industry moves to up-skill staff to advanced practitioner, specialised and supervisory roles. GSA anticipates that RTO-defined skill sets will be used significantly in the correctional services sector.

In public safety, the highly individual nature of many of its occupational roles and the nature of the industry itself, require that most of the training delivered and assessed is undertaken in an enterprise environment. Consequently, many public safety organisations are RTOs.

Over the last 12 months, survey intelligence has identified increasing opportunities for the use of VET across all government and community safety industries.

Training barriers

Local government, the public sector and the water industries identified the following barriers to undertaking VET training:

- cost of training
- cost of release (backfilling)
- no time
- Availability of training
- no request for training
- no awareness
- not relevant.

Cost and lack of time were cited as the most significant barriers. The cost of training was due to agencies having limited training and development budgets. Much of the training budget is allocated to regulatory/legislative training requirements. For some remote areas, cost of travel to undertake training was an issue. 'Lack of time' was also an issue in regard to accessing training because managers face challenges apportioning time for staff development and filling a position while an employee is absent on training.

Availability of training was also an issue. Evidence reveals that often the reason for this is that an individual organisation may not have the sufficient number of employees requiring training to make the required training viable to the provider. A solution to this challenge may be to collaborate with other agencies to get sufficient numbers of employees to make delivery of the required training viable for providers.

CASE *study*

CASE *study*

E LEARNING

In 2010 Wide Bay Institute of TAFE (WBIT) was awarded the Innovative Business Award, for its use of eLearning, at the Australian Training Awards. Wide Bay Institute of TAFE (WBIT) began using eLearning in the mid 1990s as a tool to increase access to training for learners unable to attend face-to-face classes due to distance or work commitments. In 2009, WBIT collaborated closely with the Queensland water industry to develop the Water Online Program, which uses videoconferencing, point of view technology and online communities to deliver nationally recognised qualifications in water management.

Helen Leeson, WBIT's Acting Director, Education and Training, said that the program is specifically designed to keep mature age learners motivated and committed in situations where their only connection with their trainers occurs online.

"To ensure learners are getting the support they need, the program uses social networking tools to build a virtual community. Learners access the online chat room, forums, instant messaging and the virtual coffee shop to connect with their trainers and their peers, regardless of distance or time differences," Ms Leeson explained.

She said that the program is delivering significant savings for water operators, eliminating transport and accommodation costs for remote learners to attend training. For these reasons, industry uptake has been extensive and the program is now delivered across Australia.

APOLA PROJECT

During 2010 GSA worked with the Australian Professional Ocean Lifeguard Association (APOLA) to investigate the development of a customised local government qualification in response to an industry-identified need for council-employed ocean lifeguards to meet the regulatory and operational competencies required by local government councils.

Originally industry believed that a new qualification would need to be developed to meet the occupational outcomes required; however, through consultation GSA was able to demonstrate that the identified needs could be met through customising the packaging of existing qualifications.

This approach was presented at a workshop at the National Professional Beach Inspector Ocean Lifeguard Conference and received strong industry support once the flexibility provided within the packaging rules had been explained.

GSA supported APOLA in further industry consultation to negotiate qualification requirements, resulting in recommended training in Certificate III and IV in Local Government. These qualifications allow relevant units to be imported from the Public Safety and Sport, Fitness and Recreation Training Packages to address the specific occupational outcomes required.

APOLA is currently seeking partnership with RTOs for delivery to commence in 2011.

Preferred training methods

Results from workforce development audits show an overwhelming preference for classroom/workshop and on-the-job training. Whilst a classroom/workshop learning environment is the number one choice by the workforce, this does pose some problems as cost and time for training were the greatest barriers. Industry is responding to this through an increase in uptake of Certificate IV in Training and Assessment, both self-funded and through initiatives like the Enterprise Based Productivity Places Program (EBPPP). This strategy will alleviate the time and cost factors and enhance and potentially increase the level of on-the-job training occurring.

In order to overcome training barriers, some of the government and community safety industry are increasingly using computer-based, e-learning and distance learning as part of a blended learning model. GSA continues to work with industry to support and promote a range of blended learning initiatives.

Recognition of prior learning

RPL is becoming a more prevalent way for organisations to recognise the existing skills, knowledge and experience of their staff. 34% of all trainees undertaking training through the EBPPP initiative have applied for RPL and findings from workforce development audits clearly show there is a strong case for RPL in future training as is evident that whilst a large portion of the workforce do not hold a job related VET qualification, they do possess the relevant skills, knowledge and experience required.

GSA supports the further uptake of RPL for two reasons. Firstly, employees receive recognition for their skills and experience against a VET qualification. Secondly, the cost of assisting employees to achieve full VET qualification(s) is reduced as the employee only needs to undertake training for those units in which their skills and experience could not be recognised.

Section 2.

IDENTIFIED WORKFORCE DEVELOPMENT NEEDS

Challenges, skill gaps and opportunities

Correctional services

Overview

Correctional services organisations provide support services to offenders. In 2009-10, on average, 28 956 people per day were held in Australian prisons. In addition, 882 people on average were serving periodic detention orders in NSW and the ACT (2011, Productivity Commission).

Nationally, 18 per cent of the total prisoner population (excluding periodic detainees) were held in privately operated facilities (2011, Productivity Commission).

Job roles include direct prisoner supervision, facility management, offender rehabilitation and social services.

It is estimated that correctional services employs around 30,000 people nationally. Male employees make up approximately 60% of the workforce (18,000) with females comprising 40% (12,000). Employees aged 15 to 24 represent 3% of the workforce, with the 25-45 and 45-65 age groups representing 44% and 53% respectively. The sector employs approximately 930 Indigenous workers (3.1%) compared with the whole of industry national average of 1.35%.

Major challenges and trends

- recruitment and retention issues: difficulty attracting quality applicants to its core occupational roles of custodial officer and community corrections workers, due in part to the perceived nature of the work and the image of the sector portrayed through popular media
- reductions in training budgets in response to economic pressures
- reductions in access to external training funding
- ageing Australian population
- conflicting demands affecting training priorities
- changes in clients with more difficult clients presenting
- increase in demand for employees with higher-level skills.

Current and emerging skill gaps

- dealing with sex offenders
- interpreting and applying complex legislative requirements for high risk
- offender management in the community
- intelligence officers
- custodial officer and community corrections workers.

Current and emerging labour shortages

- psychologists
- social workers
- nurses
- senior managers
- education staff.

Strategies to address skill shortages

- increasing the skill levels of existing workers
- improving the understanding and provision of career pathways
- running targeted overseas recruitment campaigns
- providing mentoring opportunities
- providing leadership development programs
- providing Indigenous development programs
- succession planning and management.

Local government

Overview

Currently, there are around 700 local government bodies in Australia accountable to diverse metropolitan, regional, rural, remote and Indigenous communities. They include 560 local government councils with statutory responsibilities.

The local government sector employs approximately 178,000 people nationally. There are about 6,600 elected councillors in Australia.

Councils largely operate autonomously and are primarily accountable to their local communities. Sometimes, such as in the area of planning and development, councils work jointly with the state government, and their decisions may be subject to advice and direction from state government.

Major challenges and trends

- salary competition from other sectors makes recruiting difficult
- significant number of retirements due to the ageing of the workforce
- limited training funding
- image of the sector and of job roles
- lack of career paths
- lack of training opportunities
- insufficient workforce planning
- low national unemployment rate increases competition for labour.

Current and emerging skill gaps

- planning and building
- environmental health
- engineering and civil construction
- finance
- management & leadership
- project management
- training and assessment
- OH&S awareness
- customer service
- report writing.

Current and emerging labour shortages

- planning and building
- environmental health
- engineering and civil construction
- finance
- surveying
- environmental services.

Strategies to address skill and labour shortages

- provide counter offers to employees
- pay above award rates
- offer other reward systems
- implement succession planning
- initiate recruitment campaigns
- contract training providers for graduates
- redesign job roles
- offer flexible working arrangements
- address image problems through targeted recruitment drives.

Public safety

Overview

The public safety industry requires a sustainable workforce of competent and capable career and volunteer personnel, trained to safely fulfil their roles. The industry needs a pool of highly trained operational personnel who are committed to teamwork and safe work practices, and capable of working across multiple hazards, using advanced technology, and applying risk management principles and processes.

Public safety industry coverage includes:

- Defence
- Australian Police Forces
- Fire Services and Land Management Agencies
- State/Territory Emergency Services
- Emergency Management
- Aquatic Search and Rescue.

The public safety industry is estimated to employ around 142,820 people nationally, supported by more than 476,000 emergency volunteers. Male employees make up approximately 72% of the workforce (102,800) with females comprising 28% (40,000). Employees aged 15 to 24 represent 7% of the workforce, with the 25-45 and 45-65 age groups representing 53% and 40% respectively.

Major challenges and trends

- some difficulties in recruiting due to tight labour market
- national and global competition for some technical and trade positions
- increase in community expectations of service
- community decline in volunteerism
- image of the sector among young people
- increasing operational tempo (natural disasters/ overseas support)
- attracting and retaining volunteers
- current and emerging skill gaps
- supervision
- training and assessment.

Current and emerging labour shortages

- project managers
- linguists
- engineers
- IT professionals
- finance managers
- health professionals.

Strategies to address skill and labour shortages

- up-skilling existing workers to meet new and emerging skill requirements
- strong internal training cultures
- targeted overseas recruitment campaigns.

Public sector

Overview

Public sector industry coverage includes:

- Commonwealth Government
- State and Territory Governments

The sector employees develop, review and implement policies on behalf of the government of the day.

The public sector recruits a high proportion of graduates as it requires people who have high level analytical skills.

A range of learning, development and training programs are offered to the workforce. The practice in the sector of promoting from within encourages employees to take on short-term higher duty opportunities in their departments or other agencies as a means of growing capability. Women are well represented, and in the flexibility of work practices the sector is a leader.

Whilst both factors hold great importance, survey results throughout 2010 indicate that the public sector workforce value a positive workplace culture more than remuneration.

Major challenges

- retention of knowledge and expertise
- adopt structured workforce planning practices
- responding to impending retirements in an ageing workforce
- reinforcing a positive workplace culture
- optimise training opportunities within designated training funds.

Current and emerging skill gaps

- policy development
- general procurement
- budget/financial management (accountants, auditors and analysts)
- frontline management and leadership
- project management
- training and assessment.

Strategies to address skill shortages

- redesigned job roles
- initiated recruitment campaigns
- offered flexible working arrangements
- introduced informal mentoring opportunities
- implemented succession planning
- promotion of health programs
- offered pre-retirement plans
- development of workforce planning policies and frameworks
- conducting staff climate surveys
- inter agency collaboration.

Water

Overview

The water industry includes the major sectors of:

- bulk water
- catchment / Dam / Reservoir
- drainage
- groundwater
- hydrography
- irrigation
- trade waste
- wastewater collection
- water distribution / reticulation
- wastewater treatment
- water treatment.

The water industry employs water and wastewater treatment operators; networks maintenance personnel and specialists, such as hydrographers; environmental advisers; water quality officers; infrastructure and treatment systems designers and managers; remote essential services operators; asset maintenance and construction personnel; trade waste operators; dam safety operators; and water scientists, including chemists, biologists, microbiologists, lock operators, and ground water hydrologists.

It is estimated that the water industry employs around 44,000 people nationally. Employees aged 15 to 24 represent 6% of the workforce, with the 25-45 and 45-65 age groups representing 54% and 40% respectively. 97.7% of the water industry's workforce work full time, with 93% in a permanent position. The average age of a water industry employee is 42.4, slightly above the all industry average of 41 years. The average tenure for the water industry's workforce is 10.7 years compared with 7.4 years for the all industry InfoHRM benchmark.

Major challenges

- establishment of workforce planning strategies to address the expected shortfall of water industry operators over the next five years
- address the sector image problem
- responding to the higher demand for services
- responding to water quality legislation
- implementing effective recruitment and retention strategies
- maximise the skills that exist with the current workforce
- develop career pathways for new and existing employees.

Current and emerging skill gaps

- operating groundwater source systems
- maintaining assets
- water quality treatment
- maintaining water and wastewater systems
- inspecting and maintaining catchments, dams and reservoirs

- installing and maintaining hydrometric systems
- policy development
- frontline management & leadership
- financial/budget management
- project management
- training and assessment.

Current and emerging labour shortages

- engineers
- operations and maintenance personnel
- technical officers
- water and waste water treatment personnel
- environmental officers
- asset Engineers
- managers
- process and water quality specialists
- skilled trade workers
- IT personnel.

Strategies to address skill shortages

- development of recruitment planning, including liaison with schools, universities and local training providers
- development of a human resource strategy providing a framework to ensure that they have the people, capability and capacity to meet both current and future needs
- exploring different recruitment and advertising methods to promote its flexible work practices
- provision of traineeships and cadetships
- addressing image problems through targeted recruitment drives.
- offering above award rates to specialists in regional areas
- work/life balance initiatives
- evolving development of partnerships between industry and RTOs
- H2OZ Website.



CASE *study*

H2OZ CAREERS WEBSITE- GET MAXIMUM EXPOSURE

Established in 1962, Australian Water Association (AWA) is an independent and not for profit association, providing a voice for water professionals around Australia. AWA offers a broad, sophisticated and efficient water industry job service to advertisers and candidates. Managed by AWA, the H2Oz careers in water campaign aims to address the challenge of attracting skills and talent to the Australian water sector. The H2Oz brand was established with the support of the National Water Commission and over 30 water industry organisations and was officially launched in October 2009.

The H2Oz Careers in Water website contains Australian water sector career information and a fully functional recruitment platform. In January 2011, AWA capitalised on the benefits of the subscriber H2Oz brand and job system to extend to our broader members and stakeholders.

http://www.awa.asn.au/Water_Jobs.aspx



Section 3.

CURRENT IMPACT OF TRAINING PACKAGES

GSA maintains and continuously improves five Training Packages:

- CSC07 Correctional Services
- LGA04 Local Government
- PUA00 Public Safety
- PSP04 Public Sector
- NWP07 Water Industry

During 2010 the introduction of green skills to Training Packages resulted in GSA embedding green skills into 36 units of competency for CSC07, 55 units of competency for LGA04, 150 in PUA00, 5 in NWP07 and 92 units of competency in PSP.

There was also the alignment in Training Packages with flexibility policy changes, the addition of new skill sets for dam safety monitoring and water metering and the addition of two new units of competency for water meter installation. Appendix A provides further details on these changes.

Uptake of Training Packages

Table 1 shows the number of RTOs in 2010 and 2011 who deliver the GSA qualifications. Many GSA enterprises are also RTOs.

Table 1 RTOs registered to deliver GSA Training Packages

Code	Training Package	RTOs on scope Jan 2011*	RTOs on scope in survey June 2010^
LGA 04	Local Government	65	67
PSP04	Public Sector	197	171
CSC07	Correctional Services	13	13
NWP07	Water Industry	38	37
PUA00	Public Safety	262	246

Source: * As registered on NTIS ^ As indicated in GSA survey

Table 2 overleaf demonstrates the uptake of Training Packages.

The uptake of CSC07 Correctional Services Training Package is extremely good, as it reaches a significant proportion of the industry. The number of employees in the correctional services industry with a VET qualification at Certificate III level or higher is significantly higher than the national cross-industry average. One hundred percent of enterprises in Australia (both public and private) that manage offenders or detainees as their core business use the CSC07 Training Package. Of the 11 service providers operating nationally (eight public and three private), nine have their own enterprise RTOs, while the remaining two operate partnership arrangements with training providers.

The uptake of LGA04 Local Government Training Package appears relatively low in national data due to this data being limited to publicly funded provision and full qualifications only. Local Government has a low level of full qualification training provided by public providers due to the limited availability of public RTOs prepared to provide training delivery and assessment in thin markets, as well as low levels of publicly subsidised offerings. Also, many local councils are seeking to up-skill and re-skill existing staff, which rarely requires a full qualification. A range of other Training Packages is drawn on for qualifications due to the broad range of work/occupations in local government. For example, In NSW several local councils have accessed BSB07 qualifications especially Project Management. However, the limited nature of national data on the extent of the training effort has been raised continually by this and other industry skills councils over the years.

The public safety industry includes representatives from international agencies, through their membership of fire sector and police sector peak bodies. The industry uses minimal commonwealth or state/territory funding for the delivery and assessment of training, as almost all public safety agencies are RTOs.

The number of publicly-funded course enrolments in PSP04 Public Sector Training Package qualifications does not reflect the true uptake of PSP04, as the majority of training in the public sector is not publicly funded and so currently not captured on a national basis.

Table 2: Publicly funded training effort 2010 – Apprentices and trainees 'in training' and 'completion'

Code	Training Package	Persons in Training 2010	Persons in training 2009	Learner completions in 2010
LGA 04	Local Government	518	604	274
PSP04	Public Sector	1220	2239	1542
CSC07	Correctional Services	409	481	298
NWP07	Water Industry	1040	791	404

Source: National Centre for Vocational Education and Research (NCVER), 'Course enrolments in GSA Training Packages 2010', NCVER, Adelaide *Public safety data is confidential

Table 3 below shows the numbers of VET enrolments by qualification level.

Table 3: AQF levels persons in training 2010

Code	Training Package	Certificate I/II	Certificate III	Certificate IV	Diploma/Advanced Diploma	Total
LGA 04	Local Government	28	233	399	26	686
PSP04	Public Services	3	326	802	240	1371
CSC07	Correctional Services		366	168	51	585
NWP	Water Industry	92	889	132	19	1132

Source: GSA analysis of National Centre for Vocational Education and Research (NCVER), 'Course enrolments in GSA Training Packages 2010 and EBPPP enrolments 2010'. *Public safety data is confidential

Enterprise-Based Productivity Places Program

The Enterprise Based Productivity Places Program (EBPPP) was announced in November 2009, with \$50 million being made available for funded training places through to 2103 across all industries. GSA secured funding for \$4M. By gathering industry training demand

information, and working in partnership with employers, national associations and RTOs, GSA is ensuring that the training provided through this initiative enables skills growth and an overall increase in productivity. The training offered is at Certificate III to Advanced Diploma level in a range of qualifications included in the national Priority Occupations List.

Table 4: EBPPP top ten qualifications applied for in 2010

Local Government	Public Sector	Water Industry	Corrections	Public Safety
Certificate IV in Frontline Management (320)	Certificate IV in Frontline Management (444)	Certificate III in water Operations (379)	Certificate IV in Correctional Practice (169)	Certificate IV in Public Safety (Firefighting Supervision) (561)
Diploma of Management (253)	Diploma of Management (327)	Certificate IV in Water Operations (241)	Certificate IV in Training and Assessment (131)	Certificate III in Public Safety (Firefighting and Emergency Operations) (389)
Certificate IV in Training and Assessment (204)	Certificate IV in Government (299)	Diploma of Water Operations (186)	Diploma of Correctional Administration (84)	Diploma of Public Safety (Firefighting Management) (226)
Certificate IV in Local Government (Planning) (174)	Diploma of Government (229)	Certificate IV in Frontline Management (179)	Certificate IV in Frontline Management (77)	Certificate IV in Training and Assessment (208)
Certificate IV in Local Government (165)	Certificate IV in Government (Project Management) (214)	Diploma of Management (120)	Certificate IV in Government (56)	Diploma of Management (182)
Diploma of Local Government (Planning) (161)	Certificate IV in Training and Assessment (209)	Certificate IV in Project management (109)	Diploma of Management (50)	Certificate IV in Government (156)

Local Government	Public Sector	Water Industry	Corrections	Public Safety
Certificate IV in Project Management (147)	Certificate III in Government (149)	Diploma of Project Management (107)	Certificate III in Government (20)	Advanced Diploma of Public Safety (Firefighting Management) (124)
Certificate III in Local Government (Operational Works) (123)	Diploma of Government (Project Management) (148)	Certificate III in Customer Contact (77)	Advanced Diploma of Correctional Administration (15)	Certificate IV in Frontline Management (98)
Diploma of Project Management (123)	Certificate IV in Project Management (105)	Certificate IV in Training and Assessment (73)	Diploma of Government (12)	Certificate III in Public Safety (Aboriginal or Torres Strait Islander Community Policing) (41)
Certificate IV in Government (121)	Diploma of Project Management (70)	Certificate IV in Customer Contact (59)	Diploma of Project Management (10)	Diploma of Government (Human Resource Management) (40)

Source: GSA EScan data

Across the government and community safety industry, 75 enterprises benefited from assisted funding for 1247 training places. There are recipients in every state and territory covering qualifications from Certificate III to Advanced Diploma.

GSA has spent 2000 hours working 'green skills' into its five Training Packages. This has involved the analysis of 1544 units of competency and significant revision of 318 units of competency.

Continuous Improvement and Review of Training Packages 2010

Throughout 2010 GSA has continued the process of implementing the packaging flexibility policy in 98% of its qualifications. Completion of the packaging flexibility changes is expected early in 2011, through consultation with industry.

In addition to this, response to industry feedback has resulted in the release of new versions of all five Training Packages in 2010, as well as ISC upgrades of 4 of the Training Packages. The changes made to the Training Packages have been summarised overleaf.

Table 5: changes to GSA Training Packages March 2010 - December 2010

Training Package Code	Training Package Title	Summary of continuous improvement activity over the previous 12 month period (March 2010 - December 2010)
CSC07	Correctional Services	Version 1.1 ISC upgrade released on July 1, 2010 incorporating: <ul style="list-style-type: none"> • Packaging flexibility policy compliance wording in CSC30207 and CSC40107; • addition of imported elective unit of competency. Version 1.2 ISC upgrade of 'green skills' into 36 units of competency <ul style="list-style-type: none"> • embedding of 'green skills' into 36 units of competency; • packaging flexibility updates for remaining qualifications; • addition of imported units of competency.
LGA04	Local Government	Version 2.1 ISC upgrade released in June 2010 incorporating: <ul style="list-style-type: none"> • packaging flexibility policy compliance wording for 20 high use qualifications; • addition of imported elective unit of competency. Version 2.2 ISC upgrade released on November 22, 2010 incorporating: <ul style="list-style-type: none"> • packaging flexibility policy compliance wording in all qualifications; • elective pool wording updated in all qualifications to reflect new packaging policy; • 'green skills' embedded in 55 units of competency; • addition of 3 new imported environmental units of competency.

Training Package Code	Training Package Title	Summary of continuous improvement activity over the previous 12 month period (March 2010 - December 2010)
PUA00	Public Safety	Version 8 endorsed by NQC on December 22, 2010 incorporating extensive changes: <ul style="list-style-type: none"> • addition of 10 new qualifications and revision of 52; • addition of 14 new skill sets; • addition of 153 new units of competency; • revision of 135 existing units of competency; • deletion of 35 units of competency; • update of imported units of competency.
PSP04	Public Sector	Version 4 endorsed by NQC on 30 June 2010. Version 4 incorporated: <ul style="list-style-type: none"> • removal of 7 qualifications and addition of 12 • addition of 17 new skills sets • addition of 66 new units of competency. Version 4.1 ISC upgrade released on December 23, 2010 <ul style="list-style-type: none"> • 'green skills' changes incorporated into 92 units of competency; • packaging flexibility changes completed on all qualifications.
NWP07	Water	Version 1.2 ISC upgrade released on 30 June, 2010 incorporating: <ul style="list-style-type: none"> • packaging flexibility policy wording into 20 high use qualifications; • small changes to Certificate II and III to cover accredited courses as source for imported electives. Version 2 endorsed by NQC on December 22, 2010 incorporating: <ul style="list-style-type: none"> • revision of Certificate I in Water Sustainability; • addition of 2 new units of competency for water meter installation; • addition of new units of competency for hydrography; • addition of new skill sets for dam safety monitoring, water metering and hydrography; • update of imported units of competency.

The table below demonstrates the work that has been undertaken in each sector to embed 'green skills' into existing units of competency. Some units were identified as already containing 'green skills', while others were edited to include sustainability.

Additionally, three new elective units of competency specific to environment and sustainability have been imported from the Business Services Training Package at the relevant qualification level in each training package.

Table 6: Green Skills and Training Packages

TP title	No. of units reviewed	No. units found 'green skills' compliant	No. units edited 'green skilled'	% of units containing 'green skills'
Corrections	85	2	36	43
Local Government	221	221	55	24
Public sector	455	20	92	20
Public safety	598	598	150	25
Water	185	67	5	39
TOTAL	1544	908	318	

The close of 2010 saw the completion of ISC upgrades and new version releases of all five Training Packages, leaving GSA in a good position to tackle the streamlining of Training Packages and conduct reviews in 2011.

technical skills and high level analytical skills. The public safety industry requires a highly trained operational personnel of competent and capable career and volunteer.

Learner profile

In the GSA industry the learner profile varies across and within the various organisations. Public sector and local government recruit a high proportion of graduates as they require a range of professional who have specific

The table below provides a profile of the VET learner across the GSA sectors (Public Safety is not presented).

The majority of learners are studying full time, are over 25 years, are male and are qualified in a Certificate III or IV, and have English as their main language.

Table 7: VET Apprentices and Trainees in training in 2010

Age	LGA	PSP	CSC	NWP	TOTAL
19 years and under	35	63	3	52	153
20 to 24 years	54	215	58	115	442
25 to 44 years	262	573	271	518	1624
45 years and over	166	368	77	354	965
Sex	LGA	PSP	CSC	NWP	TOTAL
Male	314	458	303	1,007	2082
Female	203	761	106	33	1103
Previous highest education level	LGA	PSP	CSC	NWP	TOTAL
Bachelor degree or above	17	226	36	15	294
Diploma, advanced diploma or associate degree	14	52	28	21	115
Certificate III or IV	122	167	138	362	789
Certificate I or II	10	4	9	40	63
English (main language spoken at home)	LGA	PSP	CSC	NWP	TOTAL
English	479	1,020	301	1,018	2818
Non-English	37	178	93	15	323
Not known	2	21	16	7	46
Study mode	LGA	PSP	CSC	NWP	TOTAL
Full-time	438	966	324	1,037	2765
Part-time	79	252	85	3	419
Not known	0	0	0	0	0
Apprentice/trainee status	LGA	PSP	CSC	NWP	TOTAL
School-based	15	4	0	1	20
Not school-based	503	1,215	409	1,039	3166
Not known	0	0	0	0	0



Section 4.

FUTURE DIRECTIONS FOR ENDORSED COMPONENTS OF TRAINING PACKAGES

Table 8: Planned continuous improvement activities for the 2010-2011 year

Brief summary of proposed changes	Industry imperatives/rationale for change	Status	Proposed completion date
Corrections			
Review need for specialist qualification for Intelligence Officers	Identified through CSC07 review scoping report, GSA online feedback register and IAC feedback	Commenced	To be submitted late 2011
Review industry support for development of a Vocational Graduate Certificate	Identified through CSC07 review scoping report, GSA online feedback register and IAC feedback	Commenced	To be submitted late 2011
Update existing Units of Competency, particularly Range Statements for approximate 15 units of competence	To cover identified gap or emerging needs	Ongoing	To be submitted late 2011
Local Government			
Development of skill sets for Local Government Emergency Management, Elected Council Officers and Rates Revenue Clerks	Feedback from industry indicates a need for skill sets for emergency management and elected council officers. Data collected through the GSA Workforce Development Branch indicates a need to strengthen the skills of Rates Revenue Clerks	To be commenced	To be submitted late 2011
Public Safety			
Completion of the Review of the Public Safety Training Package PUA00	Most of the Public Safety Training Package has been reviewed via continuous improvement but some industry wide occupational outcomes are in urgent need of review.	To be commenced	Unknown and dependant on the policy changes associated with the simplification of Training Packages
Scoping study for extension of the Public Safety Training Package in the area of bio security	This work relates to: <ul style="list-style-type: none"> the possible development of new qualifications and units; and variations to range statements. 	Commenced	To be completed in 2011

Brief summary of proposed changes	Industry imperatives/rationale for change	Status	Proposed completion date
Public Safety			
Scoping study for extension of the Public Safety Training package in the area of maritime safety	This work relates to: <ul style="list-style-type: none"> the possible development of new qualifications and units; and variations to range statements, in relation to areas such as Marine oil, hazardous and noxious pollution. 	To be commenced	To be completed in 2011
Transfer of Firearms units to the Public Safety Training Package	This work relates to the transfer of firearms units, including units related to Firearms Licensing and possible development of new units.	To be commenced	To be completed in late 2011
Public Sector			
Review existing Human Resource and Industrial Relations qualifications	Determine requirements and identify deficiencies	To be commenced	To be submitted late 2011
Review of Policy Development and Community Capacity Qualifications	Feedback from industry and RTOs concerning difficulty of delivery, yet identified as area of growth, due to the increased sophistication of stakeholders and lobbyists in this field.	To be commenced	To be submitted late 2011
Review of Community Consultation qualifications	Feedback from industry and RTOs concerning difficulty of delivery, yet identified as area of growth, due to the increased sophistication of stakeholders and lobbyists in this field	To be commenced	To be submitted late 2011
Review of OHS Units in core qualifications (Joint ISC project IBSA)	RTOs report implementation difficulty now that OHS is tending towards a specialist rather than generalist role in many government agencies	To be commenced	To be submitted late 2011
Development of further Skill Sets	Need identified by JRG based upon industry input	To be commenced	To be submitted late 2011
Water			
Review and develop water quality management and water auditing units for NWP07	Develop new and revise existing units for water quality management and water auditing to reflect increased water quality regulation across all jurisdictions and new water auditing functions	To be commenced	To be submitted in 2011
Review hydrography units at Certificate 4, Advanced Diploma and Graduate Certificate in NWP07	Develop additional units to establish hydrographer qualifications pathway as requested by industry.	Ongoing	To be submitted in 2011

Brief summary of proposed changes	Industry imperatives/rationale for change	Status	Proposed completion date
Water			
Review qualification structure and packaging rules for NWP07	Develop qualification model as industry and RTOs have expressed strong support for multiple qualifications at each qualification level. Currently one qualification outcome is offered at each level of the package	To be commenced	To be submitted in 2011
Review units at Certificate IV, Diploma, Advanced Diploma and Graduate Certificate in NWP07	Review scope and coverage of units above certificate 3 to ensure the current scope and activity in the industry is addressed. Industry has expressed gaps exist	To be commenced	To be submitted in 2011
Review Trade Waste units at Diploma level in NWP07	Review scope and coverage of units as feedback from Trade Waste Reference Group indicates demand for higher level units	Ongoing	To be submitted in 2011
Review Certificate II and III units in NWP07 to address emerging technologies	Undertake industry engagement to determine any additional needs and amend existing units or develop new units to address emerging technologies and practices	To be commenced	To be submitted in 2011

Appendices

APPENDIX A - REPORT ON CONTINUOUS IMPROVEMENT

Table 9: Continuous improvement of Training Packages over previous 12 month period.

Brief summary of change	Industry imperatives/rationale for change	Date submitted to NQC secretariat	Date endorsed by NQC/ or ISC upgrade	Date made public through NTIS
CSC07 CORRECTIONAL SERVICES TRAINING PACKAGE				
Packaging flexibility rule changes to Certificate III and IV.	Alignment with packaging flexibility policy changes.	N/A	17/06/2010	17/06/2010
Elective unit HLTCPR201A added to Certificate II.	In accordance with new industry First Aid requirements.			
Embedding of 'green skills' into 36 units of competency.	Adherence with Green Skills Agreement.	N/A	22/12/2010	23/12/2010
Packaging flexibility updates for all qualifications.	Alignment with packaging flexibility policy changes.			
Addition of imported units of competency.	Greater flexibility required in delivery of First Aid elective units of competency.			
LGA04 LOCAL GOVERNMENT TRAINING PACKAGE				
Packaging rules changed for LGA30304 and LGA40504.	Alignment with packaging flexibility policy changes.	N/A	31/07/2010	31/07/2010
Elective unit HLT301B added to LGA30208.	In accordance with new industry First Aid requirements.			
Packaging flexibility policy compliance wording in all qualifications.	Alignment with packaging flexibility policy changes.	N/A	22/11/2010	22/11/2010
Elective pool wording updated in all qualifications to reflect new packaging policy.	Alignment with packaging flexibility policy changes.			
'Green skills' embedded in 55 units of competency.	Adherence with Green Skills Agreement	N/A	22/11/2010	22/11/2010
Implementation of qualifications in relation to council employed Ocean Lifeguards	Outcome has been identified using existing package.	N/A	N/A	N/A

Brief summary of change	Industry imperatives/rationale for change	Date submitted to NQC secretariat	Date endorsed by NQC/ or ISC upgrade	Date made public through NTIS
LGA04 LOCAL GOVERNMENT TRAINING PACKAGE				
Addition of three new imported environmental units of competency.	Adherence with Green Skills Agreement	N/A	22/11/2010	22/11/2010
PSP04 PUBLIC SECTOR TRAINING PACKAGE				
Removal of 7 qualifications and addition of 12.	In accordance with needs identified through industry consultation.	30/06/2010	5/08/2010	5/08/2010
Addition of 17 new skill sets.	A strategy to attract new entrants into the profession, to encourage cross-over into new areas and to provide multiple entry points and flexibility for a range of potential users of both qualifications and skills sets.			
Addition of 66 new units of competency.	Identified needs for new national qualifications to replace State Accredited Courses, and/or in accordance in some instances with legislative changes and/or workplace requirements.			
Sustainability embedded into 92 units of competency.	Adherence with Green Skills Agreement.	N/A	22/12/2010	23/12/2010
Packaging flexibility changes completed on all qualifications.	Alignment with packaging flexibility policy changes.			
PUA00 PUBLIC SAFETY TRAINING PACKAGE				
Addition of 10 new qualifications to Industry Wide, Police and Defence sectors.	Response to industry need as identified in consultation with each sector.	30/11/2010	22/12/2010	TBA
Revision of packaging rules for Industry Wide and SES sector qualifications.	Alignment with packaging flexibility policy changes.			
Addition of 14 new skill sets.	Response to industry need as identified in consultation with each sector.			

Brief summary of change	Industry imperatives/rationale for change	Date submitted to NQC secretariat	Date endorsed by NQC/ or ISC upgrade	Date made public through NTIS
PUA00 PUBLIC SAFETY TRAINING PACKAGE				
Addition of 153 new units of competency across a broad range of sector.	Developed as a result of industry demand from the SES sector and Industry Wide aquatic search and rescue sector.	30/11/2010	22/12/2010	TBA
Deletion of 35 units of competency.	Units superseded by new units, no longer in use, or made redundant by changing industry practices.			
Update of 5 imported units of competency.	Units updated in parent training package.			
NWP07 WATER TRAINING PACKAGE				
Packaging rules updated in qualifications.	Alignment with packaging flexibility policy changes.	N/A	17/06/2010	17/06/2010
Small changes to Certificate II and III made.	Changes will allow accredited courses as a source for imported electives.			
Revision of Certificate I in Water Sustainability.	Shift the focus to schools-based delivery rather than RTO-based.	29/11/2010	22/12/10	TBA
Addition of 2 new units of competency for water meter installation.	Units quarantined early 2010 for inclusion in the Training Package after industry consultation.			
Addition of new skill sets for dam safety monitoring and water metering.	Response to industry demand.			
Update of imported units of competency.	Units updated in parent training package.			

APPENDIX B - METHODOLOGY & BIBLIOGRAPHY

Government Skills Australia’s (GSA) 2011 Environmental Scan was developed using a variety of research techniques aimed at identifying the experience and

opinions of employers, workers and industry stakeholders throughout the government and community safety industries. These included:

What we did	When we did it
<p>GSA Industry engagement and consultation Staff and representatives have been conducting on site visits, one-on-one interviews, and workshops with government and community safety enterprises, industry associations and other stakeholders.</p>	<p>Training Packages and Projects team has collected information from industry representatives by attending key workshops, conferences and seminars, as well as analysing feedback gained through the Training Package Feedback Register in consultation with Industry Advisory Committees (IAC) and peak and professional bodies.</p> <p>GSA’s workforce development branch has engaged directly with employers, and industry peak and professional groups, which has enabled the collection of data on current workforce development issues and needs across all industries.</p> <p>Interviews with industry representatives and advisory committees have identified a number of direct drivers that will influence training in this industry.</p>
<p>Conducted an industry forum with invited participants from across our industry sectors to focus on the key issues and drivers of change.</p>	<p>In November 2010 GSA conducted its Cross Industry Strategic Planning Forum which acknowledged the challenges faced by Australian industries including the Future Directions in Workforce Development, VET Policy Developments and Implications and Strategic Industry Challenges and Opportunities.</p> <p>Presentations by keynote speakers from the following organisations addressed these issues and inspired IAC delegates and GSA staff to consider what can be achieved through effective industry-led vocational education and training and workforce reform.</p> <p>John Smyth – Interim CEO VET Regulator & Robin Shreeve - Skills Australia CEO</p>
<p>GSA Environmental Scan 2010 Review GSA produced the environmental scan that aims to predict trends and skill needs across its industries to better enable the VET system to respond with speedy, practical solutions.</p>	<p>Industry Advisory Officers reviewed the content of the 2010 Environmental Scan to validate and update as required. The issues and solutions presented in the 2010 scan were further explored through the identification of industry ‘macro’ case studies that support solutions and best practice.</p>
<p>Focus group interviews with key industry stakeholders GSA conducted a series of interviews with industry associations and employers to ascertain the experience of their members and identify and validate themes and issues. These also included a review of industry research conducted by these organisations. Interviews were also conducted with employers on issues raised in the environmental scan.</p>	<p>GSA conducted focus groups that explored the impact of the following issues on its industries.</p> <ul style="list-style-type: none"> • The aging workforce • Climate Change • Access to flexible and affordable training in rural and remote areas

What we did	When we did it
<p>Continuous improvement activity GSA conducted consultation specifically to determine continuous improvement needs for individual Training Packages.</p>	<p>The Training Packages and Projects e team has collected and analysed feedback through the Training Package Feedback Register and industry consultations. This feedback was further analysed against the key issues and drivers for the government and community safety sectors.</p>
<p>Review of industry reports and surveys These include those listed in the bibliography at scan end, and reflect current research findings of key industry associations and stakeholders.</p>	<p>The environmental scan team reviewed reports, external survey results, and statements produced by key industry peak and professional bodies that validate or challenge the key issues and drivers identified by GSA.</p>

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APPENDIX C - OCCUPATIONS AND QUALIFICATIONS IN DEMAND

ASCO / ANZSCO Code	Occupation	Qualification Code	Qualification title	Justification/ evidence
212411	Engineers	NWP50107	Diploma of Water Operations	The Water Industry Operations Functional Analysis conducted in 2010 revealed that 65% of Engineers hold a water related qualification at degree level or higher. The large number of applications received through the EBPPP funding round however shows an increased need by industry for this cohort to undertake the Diploma of Water Operations as it was the 3rd most requested by Water organisations.
712921	Water and Wastewater Plant Operators Operations and maintenance workers	NWP30107	Certificate III in Water Operations	Results from the 2010 Water Industry Operations Functional Analysis reveal that 45% of Water Operators and 36% of Water Coordinators do not hold a water related qualification at Certificate III or higher. This finding is further supported by the fact that the Certificate III in Water Operations was the most requested qualification during the EBPPP funding round.
7520	Project Managers – State Government Administration	PSP41204 PSP51304	Cert IV in Government (Project Management) Diploma of Government (Project Management)	Skills audits undertaken across a number of public sector jurisdictions in 2010 consistently revealed a significant need for development of 'government specific' project management skills across the workforce. This finding is further supported by a large number of applications received through the EBPPP funding round for project management training.
251311	Environmental Health Officers	LGA40304 LGA50204	Certificate IV in Local Government (Health and Environment) Diploma of Local Government (Health and Environment)	Results from Local Council workforce development audits undertaken throughout 2009/2010 reveal that 50% of councils are experiencing difficulty recruiting Environmental Health Officers. 61% of Councils also indicated that this group requires upskilling in their role. This claim is confirmed with the sector requesting funding for a total of 233 training places for Environmental Health qualifications through the EBPPP initiative.
232611	Urban and Regional Planner	LGA40704 LGA50504	Certificate IV in Local Government (Planning) Diploma of Local Government (Planning)	Results from Local Council workforce development audits undertaken throughout 2009/2010 reveal that all councils are experiencing difficulty retaining the planning workforce, 62% of councils are experiencing difficulty recruiting Planners and Associate Planners and 70% of Councils also indicated that this group requires upskilling in their role. The need for upskilling is confirmed with the sector requesting funding for a total of 335 training places for Local Government Planning qualifications through the EBPPP initiative.

ASCO / ANZSCO Code	Occupation	Qualification Code	Qualification title	Justification/ evidence
591113 615213	Procurement / Purchasing Officers	PSP42410	Certificate IV in Government (Procurement and Contracting)	Consultation with State Procurement / Purchasing Boards confirms the need for the professionalisation of procurement functions across the Public Sector. The increasing demand for independent GSA workforce development audits of this cohort confirms this need.
441212	Firefighter	PUA30601	Certificate III in Public Safety (Firefighting and Emergency Operations)	60% (1320) of industry requests for funding through the EBPPP initiative were for firefighting qualifications.
		PUA30701	Certificate III in Public Safety (Firefighting Operations)	
		PUA40301	Certificate IV in Public Safety (Firefighting Supervision)	
		PUA50501	Diploma of Public Safety (Firefighting Management)	
		PUA60501	Advanced Diploma of Public Safety (Firefighting Management)	
442111	Custodial Officers and Managers	CSC40107	Certificate IV in Correctional Practice	43% of industry requests for funding through the EBPPP initiative were for the Certificate IV in Correctional Practice, the Diploma of Correctional Administration and the Advanced Diploma of Correctional Administration
		CSC50107	Diploma of Correctional Administration	
		CSC60107	Advanced Diploma of Correctional Administration	