Western Australian workforce planning and development model
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The Department of Training and Workforce Development works with industry, community organisations and other government agencies to build a productive, inclusive, efficient and mobile workforce which meets the economic and community needs of Western Australia. This responsibility is articulated by our vision and mission.

**Our vision**

All Western Australians can be part of a skilled workforce to meet the economic and community needs of Western Australia.

**Our mission**

We work to build the Western Australian workforce to meet the State’s economic and community needs.

The primary functions of the Department can be categorised into three broad categories:

- **Coordinating strategic workforce planning and development**: the Department implements the State Government’s Future Skills WA initiative; coordinates the development and implementation of Skilling WA – A workforce development plan for Western Australia and the State’s nine regional development plans in partnership with industry, community organisations and other government agencies; funds Western Australia’s 10 industry training councils; promotes workforce planning and development practices to business and industry; advocates on behalf of Western Australia to maximise skilled migration outcomes; and provides data analysis and forecasting services to collate the State priority occupation list, Priority industry qualification list and the Western Australian skilled migration occupation list.

- **Delivering workforce development services**: the Department oversees the Western Australian apprenticeship and traineeship system through the ApprentiCentre; provides career development services through the Career Centre and workforce development centres; and promotes sustainable employment and training outcomes for Aboriginal and Torres Strait Islander people through Aboriginal workforce development centres.

- **Managing funding and delivery of training**: the Department manages the public resources and infrastructure in the State’s vocational education and training system, including State Training Providers across Western Australia. The Department also plans, funds and monitors publicly funded training provided by the State Training Providers, as well as private registered training organisations and group training organisations.

The Department has also taken a lead agency role in implementing a number of priority actions in Skilling WA, second edition across the above three categories. A summary of these priority actions can be accessed on the Department’s website.

“Building the workforce to meet the economic and community needs of Western Australia”
Western Australia is facing evolving workforce challenges as it adapts to different economic drivers, particularly as resource sector construction projects enter the operational phase and the working population ages.

All stakeholders (the individual, industry, all levels of government, the community sector and the regions) have a shared responsibility to work together to address these workforce challenges in an integrated and coordinated way.

The Western Australian workforce planning and development model places all stakeholders at the centre of our workforce planning and development process. This model helps all of us to focus our respective workforce planning and development efforts and resources to collectively build a workforce which can meet the economic and community needs of Western Australia.

I encourage all our stakeholders to refer to the Western Australian workforce planning and development model to help focus the collaborative delivery of our workforce response. I look forward to continuing to work closely with you to deliver our State’s workforce planning and development strategies and priority actions.
The Chamber of Commerce and Industry of Western Australia (CCIWA) is committed to working with its members, government and all stakeholders to make Western Australia a world leading place to live and do business. CCIWA’s purpose is simple: ‘to make it easier to do business.’ While the changing economic and labour market outlook for our State brings many workforce challenges, it also brings many opportunities.

The Western Australian workforce planning and development model unpacks the workforce planning and development process at the local, regional, State and national levels. It articulates how business, government and indeed all stakeholders can work in collaboration to respond to the emerging workforce challenges, while capitalising on opportunities to build Western Australia’s economic prosperity.

CCIWA looks forward to continuing its work with the Department of Training and Workforce Development to deliver positive workforce planning and development outcomes in Western Australia.
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INTRODUCTION

The Western Australian Government recognised the importance of workforce planning and development through the establishment of the Department of Training and Workforce Development (the Department) in 2009.

As the lead agency for workforce planning and development in Western Australia, the Department supports the State’s sustained economic expansion by leading and coordinating workforce planning and development strategies and driving a responsive, flexible training system within a state and national framework.

Workforce planning is critical to responding to the State’s constantly evolving economic and labour needs. The cyclical nature of the State’s resources sector necessitates flexibility in the labour market to be able to meet construction and operational skill requirements. Increasing exposure to global markets and competition will continue to drive diversity in the State’s economy, resulting in a greater need for a workforce with both higher level and more varied skills.

Greater global labour mobility, the need to develop and adopt emerging technologies and the changing demographic profile of the State’s workforce will all present challenges. These factors will drive the need for governments, industry and employers to implement effective workforce planning and development strategies to deliver the workforce capability and capacity required to maintain the State’s international competitiveness.

It is acknowledged that workforce planning and development is not a linear process with the same starting and end point, but rather a dynamic and ongoing process that is responsive to constantly changing economic and labour market conditions and the new challenges that this brings.

Multiple factors impact on the achievement of workforce planning and development outcomes. A multi-faceted approach is required to address these outcomes and often involves the collaboration of multiple agencies and organisations.

Against this backdrop, the Department engages and coordinates the efforts of State Government agencies, industry, community and Commonwealth Government stakeholders to maximise opportunities for working together to deliver workforce planning and development priority actions which aim to build a skilled and flexible workforce to support Western Australia’s economic needs.

The mechanism that the Department uses to achieve this is the **Western Australian workforce planning and development model**.

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1 Refer to figure 1 on page 8.
PURPOSE

The purpose of this paper is to inform State Government agencies, industry, the community sector, employers and other key stakeholders about:

- the Department’s definition of workforce planning and development;
- the benefits of workforce planning and development;
- Western Australia’s workforce planning and development model;
- key inputs which inform and guide Western Australia’s workforce planning and development priority actions;
- Western Australia’s key workforce planning and development outputs; and
- Western Australia’s workforce planning and development review and reporting mechanisms.
WHAT IS WORKFORCE PLANNING AND DEVELOPMENT?

Workforce planning and development is the process of determining skills and labour market needs in response to variable economic and labour market conditions and other challenges that ongoing change brings; and then designing and delivering strategies, policies and actions that maximise opportunities for building a skilled and capable workforce.

Regardless of the stakeholder or the specific context, effective workforce planning and development broadly encompasses three distinct phases.

PHASE 1: WORKFORCE PLANNING

This phase involves:

a. identifying current workforce skills, capability and capacity;

b. forecasting the skills, capability and capacity of the workforce that will be required to meet both current and future economic needs; and

c. identifying any ‘gap’ that may exist between the current workforce (a) and the projected workforce needs (b).

PHASE 2: WORKFORCE DEVELOPMENT PLANNING

This phase is informed by the outcome of workforce planning (c) above and involves identifying targeted workforce development planning instruments (ie policies, strategies and priority actions) required to address any workforce capability and capacity gaps and documenting these in a workforce action plan or framework.

PHASE 3: WORKFORCE DEVELOPMENT

The final phase involves coordinating and implementing the targeted policies, strategies and priority actions derived from the workforce development planning process described above in order to maximise the attraction, recruitment, development, management and retention of appropriately skilled workers to meet current and future workforce needs.

While workforce planning and development broadly encompasses these three distinct phases it is important to note that in practice the application of these will be specific to addressing the needs identified in different contexts. For example: Commonwealth Government, State Government agencies, industry, community sector agencies and individual workplaces will all have different workforce planning and development challenges and therefore different responses will be required to meet these different challenges.

For more information about the workforce planning and development processes within individual workplaces refer to Workplace essentials for better business\(^2\). This website resource provides a ‘one stop’ gateway to useful information, templates, links and resources that can help workplaces to better plan, attract, develop and retain a skilled workforce.

For more information on national and regional workforce planning and development refer to the National Regional Workforce Planning and Development Report\(^3\).

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2 Available at workplace-essentials.dtwd.wa.gov.au
BENEFITS OF WORKFORCE PLANNING AND DEVELOPMENT

Benefits of workforce planning and development include:

1. Gaining an understanding of current and future skill and labour needs;
2. Gaining an understanding of employee demographics, career aspirations and learning needs; and
3. Having a mechanism for:
   • planning and managing current and future workforce needs;
   • increasing capacity to attract, recruit and retain employees;
   • developing organisational and individual performance;
   • developing strategies to develop and use new skills; and
   • developing strategies to increase productivity.
To facilitate delivery of an overarching, integrated and coordinated statewide workforce planning and development response to Western Australia’s workforce challenges, the Department, in collaboration with key stakeholders developed the Western Australian workforce planning and development model (the model).

For a full list of stakeholders who hold shared responsibility for delivering workforce planning and development priority actions in Western Australia refer to Skilling WA - A workforce development plan for Western Australia, second edition.

The model has six key components:

1. Best practice principles
2. Key considerations
3. Best practice processes
4. Skilling WA planning framework
5. Workforce planning and development initiatives
6. Reporting

A detailed description of these components is provided on pages 10–21.
Western Australian workforce planning and development model

Key considerations
- National policy
- State, regional, and local policy
- Industry needs
- Economic and labour market conditions
- Community needs
- Individual utility

Best practice processes
- Best practice framework
- Integration
- Governance

Skilling WA planning framework
- Skilling WA - A workforce development plan for Western Australia
- Industry workforce development plans
- Regional workforce development plans
- Workplace essentials
- Skilled migration
- Training together - Working together

Inputs
- Economic and labour market conditions

Outputs
- National policy
- State, regional, and local policy
- Industry needs
- Economic and labour market conditions
- Community needs
- Individual utility

Reporting
- This includes workforce planning and development initiatives undertaken for specific major projects.
- This includes workforce planning and development initiatives undertaken at subregional level.
- See pages 12–15
- See page 16
### Best practice principles

**Purpose:**
- Workforce plans should encompass a balance of activities. This includes but is not limited to, labour market programs and social amenities such as housing and transport.

**Structure:**
- The division of geographic areas into workforce planning and development regions should be organised around commonly understood areas of economic and workforce activity.
- Workforce planning and development regions should be intertwined with other existing structures.

**Alignment with other plans:**
- Workforce plans should set goals that are correlated with state and national workforce goals.
- Workforce planning and development should be integrated with other existing planning and development activities in a strategic, responsive and coordinated manner and be tailored to address the economic challenges of Western Australia.

**Stakeholder involvement:**
- Workforce planning and development should be led by local stakeholders.
- Workforce planning and development should engage a broad cross section of stakeholders and be underpinned by open, transparent and effective two way communication.

**Data:**
- Workforce planning networks and alliances should be resourced with data from a single contact point.
- Workforce planning should be evidence based and informed by contemporary practice and reliable, tailored data, including projections of future supply and demand.

**Resourcing:**
- Workforce planning and development should be resourced adequately through investment by government, industry and community stakeholders.

**Evaluation:**
- Workforce planning and development should be routinely monitored and evaluated to review both the effectiveness of the initiatives and the changing workforce challenges.

### Best practice framework

1. Deduce a workforce development need.
2. Identify regional contribution.
3. Probe stakeholder investment.
4. Validate goals through analysis of data and modelling.
5. Refine the goals with stakeholder input.
6. Stocktake all current and recent workforce planning and development activities.
7. Identify solutions to goals not currently being addressed.
8. Implement solutions.
9. Evaluate initiatives and review workforce needs.
KEY COMPONENTS

The six key components listed below underpin the Western Australian workforce planning and development model:

<table>
<thead>
<tr>
<th>Key components</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best practice principles</td>
<td>The workforce planning and development best practice principles(^6) provide an overarching context for the development and delivery of workforce plans in Western Australia.</td>
</tr>
<tr>
<td>Key considerations</td>
<td>Our clients (individuals, industry and the regions) are at the centre of workforce planning and development process. They all have their own specific workforce challenges and priorities which need to be identified and addressed. Economic labour market and social conditions, housing, infrastructure, national, State and regional strategies, policies, processes and procedures may potentially impact our client’s workforce planning and development capacity.</td>
</tr>
</tbody>
</table>
| Best practice processes                 | The following best practice processes are applied to inform, guide, direct govern and deliver Western Australia’s workforce planning and development priority actions:  
  • best practice framework\(^7\);  
  • policy planning and integration; and  
  • workforce planning and development governance. |
| Skilling WA planning framework          | The Skilling WA planning framework\(^8\) identifies Skilling WA and other key Western Australian workforce plans and strategies. Collectively these inform and direct the development of targeted priority actions in response to specific workforce needs. |
| Workforce planning and development initiatives/services | Priority actions (identified through the Skilling WA process) inform the development and delivery of workforce planning and development initiatives/services. Examples of these initiatives are described on pages 19–20. |
| Reporting                               | Review and evaluation of plans, strategies and priority actions at national, state and regional levels and reporting on progress is a continuous, ongoing process throughout the Western Australian workforce planning and development model. |

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\(^6\) Available at dtwd.wa.gov.au  
\(^7\) Ibid.  
\(^8\) Ibid.
Best practice principles

A National Regional Workforce Planning and Development Report was commissioned in 2012 by the Workforce Development Supply and Demand Principal Committee of the Council of Australian Governments’ Standing Council on Tertiary Education, Skills and Employment.

This national report examined workforce planning and development practice in all Australian jurisdictions and articulated Best practice principles and a Best practice framework. The report provides a valuable resource to help practitioners develop strategic stakeholder driven workforce development plans and implement workforce planning and development initiatives.

The eleven Best practice principles outlined in the model have been adapted from the national report. These principles guide the development and delivery of workforce planning and development in Western Australia.

Key considerations

The Department identifies key clients for whom workforce planning and development is conducted (ie the individual, industry and the regions). These clients all have different workforce planning and development priorities.

Their respective priorities are based on trends which are identified through the analysis of economic and labour market data and forecasts and are further identified and refined by regular industry liaison and intelligence provided by the:

- 10 industry training councils;
- industry associations, industry peak bodies and employers;
- Skilling WA processes;
- regional workforce development alliance processes; and
- Future Skills WA processes.

Their priorities have also been aligned with current State and national priorities and processes as articulated in the State Training Plan 2015-18.

Economic conditions and labour market analysis

Understanding economic conditions is crucial to identifying current and future economic trends, and assessing potential risks to the State’s overall economic outlook. Within this framework, the State’s labour market is significantly impacted by economic conditions – both in a longer term structural sense (for example key characteristics of the State’s economy) and in a shorter term cyclical sense (for example the economic influences on the State’s labour market from business cycle dynamics).

Labour market research and analysis is therefore a critical component of effective workforce planning and development. The Department undertakes and utilises comprehensive economic and labour market analysis and also researches and publishes regular analysis on key labour market trends, skills shortages and workforce development issues.

This research and analysis provides the Department with information on the current and future economic conditions and the State’s broad skills and labour requirements. This is used to inform national, state, industry and community level planning and the development of targeted policies, plans and priority actions in response to identified workforce challenges.

A sample of research and analysis undertaken by the Department includes the:

- State priority occupation list (SPOL) which informs the development of the State Training Plan, and guides the funding of training programs via the Priority industry qualifications list (PIQL);

10 Described on page 14.
11 Described on page 16–18.
12 Described on page 14.
13 Described on page 19.
14 Available at stb.wa.gov.au/publications
15 Available at dtwd.wa.gov.au
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- Employment trends and prospects report which examines and compares changes in historical and forecast employment levels on an industry, occupation, and qualification basis;
- Labour and economic snapshot quarterly report which provides a brief analysis of the current situation in Western Australia’s labour market and economy, and its short term outlook;
- Western Australian skilled migration occupation list (WASMOL) which identifies occupations that are eligible for State nominated migration using skilled visa subclasses 190 and 489;
- Regional workforce development plans which outline key challenges to workforce development in each of the nine regions of the State and provide industry, government and community sector strategies at a local and State level to address them; and
- Aboriginal labour force, education and training profiles.

Best practice processes
The Department applies three key best practice processes to inform the development and delivery of Western Australia’s workforce plans, strategies, priority actions and targeted initiatives.

These are:
- the Best practice framework;
- policy and planning integration; and
- workforce planning and development governance.

Best practice framework
The nine stage Best practice framework was informed by the findings in the National Regional Workforce Planning and Development Report. This framework places local workforce planning alliances, networks and workplaces at the centre of the workforce planning and development process.

The nine stage framework consists of:
1. Deduce a workforce development need.
2. Identify regional contribution. (NB Metropolitan Perth is considered to be a geographic region).
3. Probe stakeholder investment.
4. Validate goals through analysis of data and modelling.
5. Refine the goals with stakeholder input.
6. Stocktake all current and recent workforce planning and development activities.
7. Identify solutions to goals not currently being addressed.
8. Implement solutions.
9. Evaluate initiatives and review workforce needs.

Further details about the nine stages together with examples of current best practice can be found in the national report.

Policy planning and integration
Integration is an essential component of Western Australia’s planning, development and delivery of plans, strategies, priority actions and targeted initiatives to foster the development of a responsive, skilled and capable Western Australian workforce.
Statewide integration

The State Government has a number of mechanisms in place to support the integration of workforce planning and development statewide, in regional Western Australia and nationally. Examples of these are described below.

Skilling WA – A workforce development plan for Western Australia, second edition\(^{17}\) provides the framework for integrating and coordinating a whole of government, industry and community approach to workforce planning and development into State Government strategies. It also provides the mechanism for embedding workforce planning and development into State Government planning, by assigning lead agencies responsibility for delivering specific priority actions.

The State Planning Strategy 2050 (SPS)\(^{18}\) is an overarching strategy which provides the basis for the integration and coordination of planning for the provision of physical and social infrastructure across state, regional and local planning strategies, policies and approvals. The strategy supports the Government’s intention to undertake a collaborative approach to planning for the State’s land availability, physical and social infrastructure, environment, economic development and security.

The Western Australian Planning Commission (WAPC) identifies Skilling WA as a key contributor to the outcomes of the SPS. This planning integration is reinforced in Skilling WA – A workforce development plan for Western Australia, second edition which identifies the WAPC and Department of Planning as the lead government agencies for delivering priority actions linked to infrastructure planning.

The Western Australian skilled migration strategy\(^{19}\) and the regional workforce development plans\(^{20}\), together with a range of other strategic workforce planning and development documents inform and are considered by the WAPC as part of their planning processes.

It is within the context described above that the SPS aligns with, compliments and supports the delivery of workforce planning and development priority actions in Western Australia.

Regional integration

The following mechanisms support integration and delivery of workforce planning and development activity at the regional level.

Regional Investment Blueprints

The State Government has tasked each of the nine regional development commissions across the State with developing a Regional Investment Blueprint\(^{21}\) based on each of their region’s aspirations and forecast population growth. The aim of these blueprints is to provide a forward looking strategy document which outlines the regional growth opportunities and investment required to realise the regions’ development potential. All future investment in regional areas will be guided by the priorities outlined in the blueprints. Skilling WA, second edition priority actions which relate to regional workforce development will be aligned with the blueprints.

The blueprints are progressively being developed by each of the Regional Development Commissions with extensive input from their local communities.

Regional planning and infrastructure frameworks

The WAPC, in partnership with regional development commissions, the Commonwealth’s Regional Development Australia and local governments prepare regional planning and infrastructure frameworks\(^{22}\) for the State’s eight country planning regions. The purpose of each framework is to provide a regional vision and basis for decision making. The Department of Training and Workforce Development provided comment and feedback to the WAPC in regard to the regional frameworks with a focus on how best to maximise workforce planning and development opportunities.

\(^{17}\) Available at dtwd.wa.gov.au
\(^{18}\) Available at planning.wa.gov.au
\(^{19}\) Available at dtwd.wa.gov.au
\(^{20}\) Ibid.
\(^{21}\) Available at planning.wa.gov.au/publications
\(^{22}\) Ibid.
Regional workforce development alliances

The Department has established workforce development alliances in each of the nine regional areas in the State. These alliances comprise representatives from local industry associations, local training providers, local governments and the wider community and their role is to engage and consult with local regional stakeholders to collaboratively develop regional workforce development plans. The regional workforce development plans outline key challenges to workforce development and provide industry, government and community sector strategies at a local and State level to address these challenges.

These plans are aligned to the five strategic goals of *Skilling WA, second edition* and form an integral component of the *Skilling WA planning framework*.

Industry integration

The State Training Board (STB) is the peak industry training advisory body to the Minister for Training and Workforce Development on matters relating to vocational education and training (VET) and workforce planning and development in Western Australia.

As part of its mandate the STB undertakes targeted research which informs the work of the Department of Training and Development. Examples of research projects include the:

- Youth Unemployment project. The State Training Board Steering Committee on Youth Employment was established in 2012. This committee engaged a consultant to research and produce a report focusing on youth unemployment demographics, preparation of young people, and expectations and career advice. The report, *Youth Matters: a study of youth education, training, employment and unemployment in Western Australia*, was released in 2013.

- Workforce scenarios and projections – *Western Australia* project. This research project examines future workforce scenarios for Western Australia out to 2030, with accompanying modelling and analysis. These scenarios and projections will be available in the latter part of 2014 and will inform potential strategies and policies to assist the State Government and other stakeholders addressing the future workforce challenges that could be faced by Western Australia.

A key function of the State Training Board is to recognise various industry training advisory bodies (10 industry training councils) from which the STB takes advice for the purpose of drafting the *State Training Plan*. As part of these advisory arrangements, the industry training councils prepare industry specific workforce development plans.

Industry training councils

A network of 10 industry training councils prepare industry workforce development plans. These plans provide a targeted focus and mechanism for responding to industry specific workforce issues.

The State’s 10 industry training councils are listed below:

- Community Services, Health and Education Training Council;
- Construction Training Council;
- Electrical, Utilities and Public Administration Training Council;
- Engineering and Automotive Training Council;
- Financial, Administrative and Professional Services Training Council;
- Food, Fibre and Timber Industries Training Council;
- FutureNow – Creative and Leisure Industries Training Council;
- Logistics Training Council Resources Industry Training Council;
- Resources Industries Training Council; and
- Retail and Personal Services Training Council.
Each of the industry training councils use their industry specific intelligence to produce an industry workforce development plan. Each of these plans has a comprehensive ‘industry profile’ section which provides current industry specific analysis and trends, including labour and skills demand. These plans provide a targeted focus and a valuable mechanism for responding to industry specific workforce issues.

National integration

The Department maximises opportunities to engage in the national workforce development agenda. The Department’s national engagement is described below.

Council of Australian Governments

The Council of Australian Governments (COAG) is the peak intergovernmental forum in Australia. Members of COAG are the Prime Minister, state and territory Premiers and Chief Ministers and the President of the Australian Local Government Association.

In 2013 COAG established the Industry Skills Council to bring together state and territory governments, industry and educators to address a common industry-led agenda for action on skills and workforce development. The Hon Kim Hames MLA, Minister for Training and Workforce Development, is the Western Australian member on this Council, and is assisted by the Department of Training and Workforce Development and the Department of Commerce.

Skilled migration

Western Australia has a long tradition of using skilled migrants to supplement the local workforce with over 32% of the State’s population having been born overseas. The ongoing demand for skilled labour in Western Australia cannot be met from the local workforce alone, therefore it is necessary that the State utilises the national migration program as a mechanism to fill positions that cannot be filled from within the local workforce.

To ensure the State receives the maximum benefit from the national migration program the Department of Training and Workforce Development regularly engages with the Commonwealth Government to advocate for changes to the wider skilled migration policy.

The State is also represented on the following two national bodies:

• Ministerial Advisory Council on Skilled Migration:

  The Ministerial Advisory Council on Skilled Migration29 (MACSM) first convened in July 2012, and consists of representatives from industry, unions, the Commonwealth Government, state and territory governments and academia. Western Australia has two representatives on MACSM (one from the Department of Training and Workforce Development and one from the Chamber of Commerce and Industry of Western Australia). MACSM is currently under review by the Commonwealth Government.

• Skilled Migration Officials Group:

  The Skilled Migration Officials Group (SMOG) provides a key forum for national advocacy and an opportunity for the Commonwealth Government and state and territory governments to discuss policies and processes within the national migration program. SMOG meets regularly to consider issues, share information and further develop strategies to maximise the benefits of this program.

29 Available at immi.gov.au
Workforce planning and development governance

In addition to the Department's regular review, evaluation and reporting processes, the State Government has the following formal governance mechanisms in place to ensure accountability and transparency in its workforce planning and development practices:

1. Executive Coordinating Committee; and
2. State Government Workforce Development Advisory Group

Executive Coordinating Committee

Governance arrangements for _Skilling WA_ were amended in late 2013. Strategic workforce development issues and progress on _Skilling WA, second edition_ will be reported to the Executive Coordinating Committee (ECC) chaired by the Director General, Department of the Premier and Cabinet.

State Government Workforce Development Advisory Group

The Department established the State Government Workforce Development Advisory Group (the Advisory Group) to provide leadership and strategic advice on workforce development challenges relating to Western Australia as identified in _Skilling WA, second edition_, regional workforce development plans or in response to other relevant State Government policies, services or initiatives. The Advisory Group reports to the ECC on an as needed basis.

Skilling WA planning framework

The _Skilling WA planning framework_ is a central component of the _Western Australian workforce planning and development model_. This planning framework brings together the following comprehensive compendium of plans, strategies and initiatives which collectively articulate the State Government’s vision and commitment to workforce planning and development:

- _Skilling WA – A workforce development plan for Western Australia;_
- industry workforce development plans;
- regional workforce development plans;
- _State Training Plan;_
- _Training together – Working together, an Aboriginal workforce development strategy;_
- Workplace essentials; and
- skilled migration.

Figure 2: Skilling WA planning framework
Skilling WA — A workforce development plan for Western Australia

A key output of the Skilling WA planning framework is Skilling WA — A workforce development plan for Western Australia (Skilling WA).

Skilling WA articulates five strategic goals which set the strategic direction for workforce planning and development in Western Australia and are aimed at building, attracting and retaining a skilled workforce to meet the economic needs of the State. The overarching objective of Skilling WA is to maximise the availability of skilled labour to meet the needs of employers, the community and the individual.

The first edition of Skilling WA was launched in 2010. With the need to adapt to the changing economic and labour market conditions and the workforce challenges that have emerged, the Department developed Skilling WA, second edition in 2014.

Industry workforce development plans

A network of 10 industry training councils prepare industry workforce development plans. These plans provide a targeted focus and mechanism for responding to industry specific workforce issues.

Regional workforce development plans

Regional workforce development plans are aligned with the five strategic goals in Skilling WA and provide an important mechanism for addressing workforce planning and development issues that are specific to each of the State’s nine regions. A region is defined by the Regional Development Commissions Act 1993 for the purpose of economic development and includes the following regions:

- Gascoyne
- Great Southern
- Goldfields-Esperance
- Kimberley
- Mid West
- Peel
- Pilbara
- South West
- Wheatbelt

33 Available at dtwd.wa.gov.au
34 Ibid.
35 Ibid.
36 Also see page 14.
37 Ibid.
Western Australian workforce planning and development model

State Training Plan

The State Training Plan 2015-18\(^{38}\) provides a four year outlook into Western Australia’s skills needs and priorities. A plan is submitted to the Minister for Training and Workforce Development through the State Training Board for approval on an annual basis.

Training together – Working together

The Training together – Working together, an Aboriginal workforce development strategy\(^{39}\) was launched in 2010, then reviewed and updated in 2014. This is a State Government initiative which was developed in collaboration with Aboriginal communities and industry to increase the number of Aboriginal people in sustainable employment in Western Australia.

Workplace essentials

Enterprise level workforce planning and development is essential to support the ongoing competitiveness of the State’s industries. Although the responsibility for conducting enterprise based workforce planning and development rests with individual industries and employers, the Department of Training and Workforce Development works with industry training councils, peak industry groups and employers to support workforce planning and development in the small to medium enterprise sector.

The Workplace essentials for better business initiative is overseen by the Small, Medium Enterprise Steering Committee. This committee includes representatives from the Department of Training and Workforce Development, the Department of Commerce, the Chamber of Commerce Industry of Western Australia, the Small Business Development Corporation, the Small Business Centre Stirling, and representatives from Western Australia’s industry training councils.

Skilled migration

The Department of Training and Workforce Development is the State Government’s lead agency for issues relating to skilled migration. This involves an advocacy role with the Commonwealth Government such that skilled migration is best used to supplement local workers where necessary to meet the labour force needs of Western Australia.

This encompasses but is not restricted to the Department’s role with the State Nominated Migration Program\(^{42}\) (SNMP) and the Regional Sponsored Migration Scheme\(^{43}\) (RSMS). For the SNMP, the Department sets the State’s eligibility criteria, determines the list of eligible occupations, selects and invites eligible migrants and processes applications for State nomination.

The Department is the regional certifying body for Western Australia for the RSMS (excluding Goldfields-Esperance), which allows employers to nominate skilled migrants for a full time vacancy where there is a genuine need for a paid employee and local Australian applicants are not available. Certification for the RSMS involves assessing employer nominations under the direct entry stream and providing advice to the Department of Immigration and Border Protection on whether the nomination meets Commonwealth criteria.

\(^{38}\) Available at stb.wa.gov.au
\(^{39}\) Available at dtwd.wa.gov.au
\(^{40}\) Available at workplace-essentials.dtwd.wa.gov.au
\(^{41}\) Ibid.
\(^{42}\) Available at migration.wa.gov.au/services
\(^{43}\) Ibid.
Workforce planning and development initiatives

The *Skilling WA planning framework* brings together a comprehensive compendium of plans and strategies which collectively articulate the State Government’s vision and commitment to workforce planning and development.

Strategies and plans within this *Skilling WA planning framework* inform the development of initiatives in response to specific workforce challenges. These initiatives are detailed in industry and regional workforce development plans\(^44\) and in the *Skilling WA priority action register*\(^45\).

**Skilling WA priority action register**

*Skilling WA, second edition* priority actions are published in the online *Skilling WA priority action register*\(^46\). This allows new priority actions to be developed and published in response to emerging labour market issues.

Lead agencies tasked with implementing priority actions will report on the progress of their respective priority actions every six months. The Department of Training and Workforce Development will publish these reports via the online register and publish a highlights report to track implementation and achievements.

**State priority occupation list**

The Department plays a crucial role in undertaking economic and labour market research and analysis which informs the development of the *State priority occupation list*\(^47\) (SPOL).

The SPOL is an annually produced list of occupations that are deemed critical to the State and/or have forecast unmet demand. They are also occupations which have specialised skills that require extended learning or preparation time and have a clear education and/or training pathway.

The SPOL is used to inform the State’s workforce planning and development needs, the State’s training priorities (as articulated through the *State Training Plan*\(^48\)) and the *Western Australian state migration occupation list*\(^49\) (WASMOL).

For additional information about the SPOL and how the Department researches and uses economic and labour market analysis to inform and input into the planning, development and delivery of workforce planning and development in Western Australia, visit the Department’s website\(^50\).

**Future Skills WA**

Under Future Skills WA\(^51\) eligible students will be guaranteed a place in a range of State priority training programs. These programs will equip people to seek employment in occupations that are, or will be, in high demand in Western Australia. These occupations are linked to the SPOL.

\(^{44}\) Available at [dtwd.wa.gov.au](http://dtwd.wa.gov.au)
\(^{45}\) Ibid.
\(^{46}\) Ibid.
\(^{47}\) Ibid.
\(^{48}\) Available at [stb.wa.gov.au/publications](http://stb.wa.gov.au/publications)
\(^{49}\) Available at [migration.wa.gov.au](http://migration.wa.gov.au)
\(^{50}\) Available at [dtwd.wa.gov.au](http://dtwd.wa.gov.au)
\(^{51}\) Available at [futureskillswa.wa.gov.au](http://futureskillswa.wa.gov.au)
Priority industry qualification list

The *Priority industry qualification list*\(^{52}\) (PIQL) has been developed in the context of ensuring that the key government objective of meeting the demands for skills in the Western Australian labour market is managed effectively and efficiently. The PIQL is primarily driven by the alignment of qualifications to the *SPOL* which is an annual list of jobs that are considered critical to the State and/or have demonstrated significant unmet demand.

In addition to the *SPOL*, the Department of Training and Workforce Development applies a range of criteria to shape the final list, including key considerations such as overall budget outcomes; the mix of public and private investment in training; industry advice on preferred training pathways; achievement of Commonwealth and State funding agreement outputs; and the directions articulated in the *State Training Plan*.

The PIQL is used to guide the range of qualifications that fall under the Future Skills WA guarantee and that are delivered outside of an employment based pathway (apprenticeships and traineeships). Apprenticeships and traineeship pathways are separately identified as State priority qualifications under Future Skills WA.

Workforce development services

Career Centre

The Career Centre\(^{53}\) is located in the Perth central business district and provides career tools, resources and face to face, online or over the phone access to career practitioners who can provide information and guidance about career planning, education and training, occupations and finding a job.

Aboriginal workforce development centres

In addition to the Career Centre, there are 10 workforce development centres\(^{54}\) across Western Australia. These are comprised of eight regional centres and two specialist providers that deliver face to face, online or over the phone career development services from 28 sites throughout the State.

Aboriginal training and employment services

In the Pilbara, Wheatbelt, Great Southern and Peel regions, where there are no Aboriginal workforce development centres\(^{55}\) (AWDCs) operating, local community service organisations are contracted to provide Aboriginal training and employment services. As with the AWDCs, these services assist in removing barriers to Aboriginal participation in the workforce and are delivered in conjunction with other community services.

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52 Available at dtwd.wa.gov.au
53 Available at careercentre.dtwd.wa.gov.au
54 Available at dtwd.wa.gov.au
55 Available at dtwd.wa.gov.au/awdc
56 Ibid.
ApprentiCentre
The ApprentiCentre\textsuperscript{57} supports the apprenticeship and traineeship system in Western Australia. The centre assists employers, apprentices and trainees through every stage of their apprenticeship or traineeship.

The ApprentiCentre website provides a host of information about apprenticeships and traineeships in Western Australia (including more than 80 apprenticeships and 400 traineeships). The site includes 48 videos featuring ApprentiCentre ambassadors who share their story and experiences as an apprentice or trainee.

Employers can advertise for an apprentice or trainee on the ApprentiCentre Jobs Board and those looking for an apprenticeship or traineeship can register with Jobs Board to be advised of vacancies by email or SMS.

Workplace essentials
The Department of Training and Workforce Development, in partnership with the Chamber of Commerce and Industry of Western Australia, Small Business Centre Stirling, Small Business Development Corporation, Department of Commerce, and representatives from Western Australian industry training councils developed the \textit{Workplace essentials for better business website}\textsuperscript{58} to help employers introduce effective practices to assist them to ‘get the right people in the right place at the right time’.

This website resource, launched in 2013, provides practical tools, templates, useful links, and answers to frequently asked questions. In addition to the website, a series of employer brochures\textsuperscript{59} are being produced to further assist employers to plan and develop their workforces.

Other initiatives to support workforce planning and development in the small to medium enterprise sector will be announced as they are developed and released.

Reporting
Effective workforce planning and development is a continuous and ongoing process, which needs to be constantly reviewed and evaluated.

Since its inception in 2010, \textit{Skilling WA} was regularly reviewed to examine progress against each of the \textit{Skilling WA} goals and priority actions and to inform future development needs. All progress reports produced since the inception of \textit{Skilling WA} can be viewed on the Department’s website\textsuperscript{60}.

Skilling WA priority actions register
\textit{Skilling WA, second edition} priority actions are published in the \textit{Skilling WA priority action register}\textsuperscript{61} which can be accessed on the Department’s website.

Lead agencies tasked with implementing priority actions will report on the progress of their respective priority actions every six months. The Department of Training and Workforce Development will publish these reports via the online register and publish a highlights report to track implementation achievements.
SUMMARY

Western Australia’s workforce planning and development model brings together an overarching statewide, integrated and coordinated whole of government, industry and community partnership system for workforce planning and development in Western Australia.

This overarching model provides Western Australia with an important mechanism for maximising workforce planning and development opportunities to build a skilled and flexible workforce with the capability required to meet the State’s economic and community needs.
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