Kangaroo Island
Tourism Employment Plan
SEPTEMBER 2014
Executive Summary

Tourism is a key contributor to economic growth and development on Kangaroo Island, representing the Island’s largest industry alongside agriculture. Visitors spend around $120 million per annum, generating 20% of direct employment on the Island. The South Australian Tourism Commission (SATC) Destination Action Plan predicts a 49% increase in visitor expenditure by 2020 to $180 million. This will place a significant strain on the local labour market. This growth will come from high-yield markets and, coupled with the increasing investment in brand awareness, will lead to a rise in visitor expectations of the products and services that Kangaroo Island has on offer.

Current visitor satisfaction levels are below target and the dominance of small and micro businesses along with the seasonal nature of the industry will result in businesses being stretched to meet visitor needs. With low unemployment rates and a low population base and growth, the tourism industry will have to utilise alternative labour sources to meet the increasing demand for tourism services.

Kangaroo Island has been identified as one of Australia’s eight ‘hot spots’ for the development of a Tourism Employment Plan to address labour and skills challenges. This Tourism Employment Plan provides a vision, outlines priority actions and sets out a framework for the delivery of workforce solutions for the tourism sector. It has been prepared in consultation with industry and key organisations involved in addressing the Island’s employment challenges. While strategies have been developed to improve industry uptake of the existing employment and business support programmes available, there is also a broader challenge. Broader issues have been identified through an extensive industry and key agency consultation process and present a significant challenge to solving the labour and skills shortages currently seen throughout the region.

These key challenges are interlinked and include issues around low service quality, the limited local labour pool, seasonal labour and skills shortages, and the unattractiveness of tourism as a career choice. The first key challenge is around the low service quality across the region and the value of the products on offer. Secondly, industry needs to tap into under-represented local labour markets and offer more on-Island training opportunities to expand the limited local labour pool. The strong seasonality of the industry calls for more flexible employment arrangements and industry needs to find alternative options for seasonal and casual recruitment. Lastly, businesses need to expand their range of recruitment tools and embrace more flexible staffing arrangements to attract and retain staff and become “Employers of Choice”.

The Tourism Employment Plan sets out four strategic priorities to address these challenges and achieve the industry vision of “Exceeding customer’s expectations, with outstanding local knowledge.” These strategies and actions were developed throughout an extensive consultation process with industry and key stakeholders over a period of 12 months. While some short term wins have already been achieved, the purpose of this document is to provide industry with a clear direction and implementation framework to address the identified challenges over the next three years.

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1 Kangaroo Island Council, 2014
The key priorities and catalyst projects to achieve these are:

**PRIORITY 1 - DELIVERING ON THE PROMISE:**
As the Kangaroo Island destination and brand gains national and international awareness, there is greater need to deliver on the promise.

*Catalyst Project:* Roll-out the ‘Our Kangaroo Island’ Ambassador Programme

**PRIORITY 2 – FOCUS ON LOCAL EMPLOYMENT:**
This includes encouraging ‘Out of the Box’ employment solutions. The challenges faced attracting and retaining people on the Island highlights the need to improve on-Island recruitment (including under-represented staff and on-Island training to upskill).

*Catalyst Project:* Build the business case for expanding on-Island training for locals.

**PRIORITY 3 - SUPPORTING FLEXIBLE EMPLOYMENT:**
Recognising that a higher proportion of workers may have multiple employers, there is a need to support more flexible work arrangements.

*Catalyst Project:* Re-establishing an Employment Network for information sharing and driving quality on-Island to foster support, advice and guidance within the industry.

**PRIORITY 4 - DRIVING INNOVATION:**
Ensure the sustainability and long-term success of the industry by driving innovation.

*Catalyst Project:* Foster the development of digital skills through the ‘Tourism e kit’ by promoting existing tutorials and proposing online recruitment as a new tutorial.

Tourism Kangaroo Island has the lead role in drawing the partners together for the implementation of the Tourism Employment Plan. This process is underway and should give Tourism Kangaroo Island the additional capacity to undertake this type of work into the future. Tourism Kangaroo Island together with key agencies and industry will ensure these priorities are addressed. The key driver for change will be the lead project of the Tourism Employment Plan, the ‘Our Kangaroo Island’ Ambassador Programme. Once implemented, it will create momentum for achieving the other labour and skills priorities that have been outlined. This will start to transform the Island into a leading tourism destination delivering high quality and high value experience through experienced staff with strong local knowledge.
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Disclaimer

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Acronyms and Agencies

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AILS</td>
<td>Adelaide Industrial Labour Service</td>
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<tr>
<td>AQF</td>
<td>Australian Qualification Framework</td>
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<tr>
<td>DAE</td>
<td>Deloitte Access Economics</td>
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<td>DEWNR</td>
<td>Department of Environment, Water and Natural Resources (SA)</td>
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<td>DSD</td>
<td>Department of State Development</td>
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<td>HRM</td>
<td>Human Resources Management</td>
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<td>IAG</td>
<td>Industry Advisory Group</td>
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<td>IIE-SRT</td>
<td>Investing in Experience, Help for Mature-aged Workers. Skills Recognition &amp; Training</td>
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<td>JSA</td>
<td>Job Search Australia providers</td>
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<td>KI</td>
<td>Kangaroo Island</td>
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<td>KICE</td>
<td>Kangaroo Island Community Education</td>
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<td>KIFA</td>
<td>Kangaroo Island Futures Authority</td>
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<td>KITE</td>
<td>Kangaroo Island Tourism Employment</td>
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<td>KIEET</td>
<td>Kangaroo Island Education, Employment and Training Group</td>
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<td>NDEI</td>
<td>National Disability Employment Initiative</td>
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<td>NWDF</td>
<td>National Workforce Development Fund</td>
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<td>RDA</td>
<td>Regional Development Australia</td>
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<td>RESJs</td>
<td>Regional Education, Skills &amp; Jobs Co-ordinators</td>
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<td>RMA</td>
<td>Regional Migration Agreement</td>
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<td>Registered Training Organisation</td>
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<td>South Australia</td>
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<td>South Australian Research and Development Institute</td>
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<td>South Australia Tourism Commission</td>
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<td>SATIC</td>
<td>South Australian Tourism Industry Council</td>
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<td>South East South Australia Innovation and Investment Fund</td>
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<td>Technical and Further Education</td>
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<td>Tourism Kangaroo Island</td>
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<td>TOMM</td>
<td>Tourism Optimisation Management Model</td>
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<tr>
<td>VET</td>
<td>Vocational Education and Training</td>
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<td>WHM</td>
<td>Working Holiday Maker</td>
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1 Setting the Scene

1.1 What is the Kangaroo Island Tourism Employment Plan?

The tourism and hospitality sector faces a wide range of labour and skills challenges. The Australian Tourism Labour Force Report\(^2\) found that by 2015 an estimated 56,000 additional workers will be required to fill tourism industry vacancies. It also highlighted that more than half of Australia’s tourism businesses are currently facing recruitment, retention and skills deficiencies. As the industry grows to meet global trends and stretches to reach the established Tourism 2020 targets of doubling overnight visitor expenditure to between $115 billion and $140 billion by 2020, these challenges are increasingly significant. The Report highlighted that targeted, localised strategies are necessary to respond to this challenge.

Tourism Ministers selected eight employment ‘hot spot’ regions to develop Tourism Employment Plans. Kangaroo Island has been identified as one of these ‘hot spot’ regions, in which labour and skills shortages are pronounced. This is largely due to its remote location, the low population base, the seasonal nature of the work, and the transient population.

The focus of the Kangaroo Island Tourism Employment Plan is to ease labour market and skills shortages experienced among tourism operators. It aims to achieve this by delivering short-term solutions and setting out a clear pathway for industry to drive and implement the longer-term solutions.

The key objectives are:

1. Confirming the region’s priority labour and skills issues;
2. Identifying impediments to addressing the issues and explore solutions;
3. Identifying and delivering targeted measures to support capacity building; and
4. Developing an industry framework to guide delivery of practical sustainable solutions that leverage existing government and industry programmes.

The Kangaroo Island Tourism Employment Plan was developed through a series of distinct phases, outlined in Figure 1 below. This process ensured that the recommendations included in this Plan have been based on thorough stakeholder consultation, an in-depth analysis of the current employment challenges for the tourism sector on Kangaroo Island and a complete analysis of all employment support programmes available to operators. The actions and outcomes resulting from each of these five phases are outlined in more detail in Section 3.

**Figure 1: Tourism Employment Plan Process**

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1.2 Tourism and Employment on Kangaroo Island

Tourism is a key contributor to economic growth and development on Kangaroo Island. Visitors spend around $120 million per annum, generating 20% of direct employment on the Island (around 471 full time equivalent jobs). This is a much higher percentage than in other South Australian regions. Tourism is the Island’s largest industry alongside agriculture, with both industries providing a source of stable employment for residents.

There are 99 tourism businesses operating on the Island, including accommodation, attractions, tour operators and events. These are predominantly small and micro businesses (43% and 39% respectively), with the remainder comprising medium sized enterprises (17%). Kangaroo Island has the greatest variation between visitation peaks and troughs of all South Australian regions. This means businesses operate in a highly seasonal industry, with occupancy rates at 70% during summer and only 30% during winter.

A snapshot of key visitor statistics, including visitor origin and satisfaction levels, is provided below.

The SATC Destination Action Plan predicts a 49% increase in visitor expenditure by 2020 to $180 million, which would mean an additional $60 million in expenditure. To achieve this, Kangaroo Island will need to double its proportion of visitors who spend $200 and over per night. This will be driven by a higher proportion of international and high-yield overnight guests, particularly from Chinese and European markets. This is being supported by increased investment in brand awareness on the Island to drive tourism growth through the Kangaroo Island Brand Alliance.

Key to the appeal of Kangaroo Island is the wildlife and the unique Island character that includes its natural environment as well as its people. Critical to meeting or exceeding expectations is the provision of local knowledge to help visitors experience the Island and connect with its sense of place. The map below provides an overview of Kangaroo Island and its key areas and attractions.

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3 Tourism Research Australia, Regional Tourism Profile for Kangaroo Island 2012/2013
4 Kangaroo Island Tourism Profile June 2010-2012 prepared by the South Australian Tourism Commission
5 TOMM Visitor Survey, 2012/2013
1.3 Kangaroo Island Economy and Workforce

The economic state of Kangaroo Island plays an important role in shaping the future growth of its tourism industry and employment. The current population is 4,531, which grew by 1.2% between 2009 and 2012. This is less than half of the State average growth of 2.9%. At current growth rates, the Island will have a population of 5,348 by 2036. This growth is well below the anticipated increase in visitor numbers, indicating the necessity for the tourism industry to utilise alternative labour sources than those currently represented. Kingscote is the largest township of the Island and is home to 40% of its population.

The unemployment rate on the Island is 4.9% compared to over 6.3% for South Australia. While youth unemployment is relatively high at 8.4% in relation to the overall unemployment rate on the Island, there are a number of other labour segments that are currently under-represented in the workforce and provide a potential labour source for the tourism industry to meet growth targets. These include mature-aged workers, long-term unemployed, Indigenous Australians and those with disabilities. This is discussed further in section 2.1.

Kangaroo Island will have to make significant efforts to attract and retain a highly skilled and flexible workforce to ensure a stronger economic base. The predicted increase of international and high-yield overnight guests means that investment in high-end tourism accommodation and facilities is required to meet the needs of future markets. While this issue is out of the scope of this Tourism Employment Plan, it is a noteworthy factor shaping the future of tourism on the Island.

1.4 Direction of Tourism on Kangaroo Island

Kangaroo Island is in the process of a major transformation. Anticipated growth in visitor numbers, particularly from high-yield markets, recent developments (e.g. Great Southern Ocean Lodge) and increasing investment in brand awareness will lead to rising expectations of the products and services that Kangaroo Island offers. These trends are driving the Island’s tourism sector to grow and change. With a low base population and growing visitor numbers, the Island will need to better utilise alternative labour sources to meet the increasing demand for tourism services. Current visitor satisfaction levels are below target, which must be addressed as a priority. In addition, the dominance of small and micro businesses and the seasonal nature of the industry will mean that businesses need to be flexible to meet visitor needs.

This Tourism Employment Plan will support the broader Kangaroo Island tourism industry by addressing the labour and skills challenges as outlined in the next section.

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6 The Kangaroo Island (DC) Region Workforce Wizard Region Report, Minister for Employment, Higher Education and Skills, 2014
2 Understanding the Challenge

The forecast growth in visitor numbers and expenditure is placing a strain on the Kangaroo Island labour market. High yield visitors will come with higher expectations of the Island; however current visitor satisfaction levels with customer service, the professionalism of operators and the overall experience on the Island are under the TOMM benchmark (see visitor snapshot on page 8). To meet the needs of future markets, a number of responses will be required.

Consultations throughout the development of the Tourism Employment Plan identified some specific labour and skills challenges facing the region, many of which stem from broader national and state challenges. As an Island with low unemployment rates, in a country already facing labour shortages in the visitor economy, it is not surprising that most Kangaroo Island tourism businesses engaged through the Workforce Futures Programme indicated that their primary challenge is labour shortages. This was both due to seasonal peaks and from ‘growth and expansion.’ Further skills issues included Marketing, Sales, Tendering and Business and Financial Planning.7

2.1 The Labour Challenge

The predicted increase in visitor expenditure for Kangaroo Island would create demand for an additional 893 jobs of which around one quarter (223 staff) would be on the Island.8 This is nearly half of the total forecast population growth for the Island by 2025 (397 extra residents by 2025). Those seeking work on Kangaroo Island are generally older and predominantly in the 45 to 64 year age bracket (4.9% on Kangaroo Island in comparison with 3.6% on average in SA). There are also a higher percentage of people with disabilities seeking employment (25% on Kangaroo Island vs 13.5% in SA). While youth unemployment on the Island is high (8.4%), it is still well below the State average (13.6%).9 As a result, the future labour force on the Island will need to come from a mix of resident (including the under-represented workforce) as well as seasonal labour. In achieving a sustainable balance, the Island faces the following issues:

Shrinking local labour pool
The Island’s local labour pool is shrinking and the Island’s low unemployment rate, along with an expected decrease in the working aged population presents a significant issue. By 2018, there is expected to be a 3.8% decline in young people (aged 15 to 24 years) and 2.0% decline for adults aged 25 to 64 years. Therefore, alternative labour markets will need to be found, including:

- **Mature-aged workers** – Mature-aged workforce participation is considerably below the State average, due in large part to the region’s appeal as a lifestyle destination.9
- **Long-term unemployed** – Around 77% of unemployed people in the Kangaroo Island region are ‘long-term’ unemployed (6 months or longer).10
- **Under-represented groups** – Indigenous workers, people with disabilities and youth all have above average levels of unemployment on the Island (20%, 25% and 8.4% respectively against the Island average of 4.5%).8

Lack of flexible staff arrangements
More flexible staff arrangements are needed to attract the above groups into full or part time employment. While some residents have two or three jobs already, others may need to be encouraged to juggle multiple roles. Further, shorter booking lead times require industry to have more flexible staffing arrangements and multi-skilled staff.

Seasonal and casual recruitment
Compared to the other national hot spot regions, Kangaroo Island has the second highest proportion of casual labour (at 60%).11 Existing businesses face key shortages in front-line positions such as housekeepers, front office staff, food and beverage staff, groundskeepers and chefs/cooks. Furthermore, there is a need for casual, part-time or seasonal unskilled and semi-skilled staff. Operators have not had success in finding staff for unskilled and seasonal work and may need to start looking at migration programmes such as the Seasonal Worker Program to complement domestic labour.

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7 Workforce Futures, 2014
8 Based on South Australia averages applied in the Tourism Satellite Accounts’ multiplier effect model (2007-08)
9 The Kangaroo Island (DC) Region Workforce Wizard Region Report, Minister for Employment, Higher Education and Skills, 2014
11 Workforce Futures, 2014
Attractiveness of tourism as a career choice

Tourism is not seen as an attractive career choice. Furthermore, the next generation are proving to be more selective in their career choice, harder to recruit and harder to retain, with increasingly diverse career paths.

2.2 The Skills Challenge

The majority of the region’s employers believe that their employees’ technical skills are either adequate or above what is required. They argue that more needs to be done to improve employability skills especially communication skills (customer service), self-management skills, initiative and enterprise skills.\(^\text{12}\) As an industry dominated by time poor small businesses, the identified skills challenges include:

Barriers to take-up of business support programmes

The small size of on-Island operators and the lack of available time to dedicate to the search of new solutions to labour and skills challenges are key barriers to take-up of existing business support programmes. Furthermore, operators do not know what is available in terms of business support and many tourism operators feel there is a lack of support in workforce development.

Supporting business growth and experience development

Through Workforce Futures, 20 local tourism businesses were mentored on their workforce planning needs for the future. The top three ‘business issues’ identified through the programme relate to business ‘growth and expansion’ (65%), ‘business planning and support’ (65%) and ‘marketing, sales and tendering’ (60%).\(^\text{13}\) This goes beyond staff training to business coaching and mentoring, to grow and evolve in order to meet changing market needs.

Getting the right skills to the right people at the right time

As the Island has a higher participation in VET than the State average, the challenge is to improve the alignment of skills delivered in VET to industry needs (e.g. ‘workable’ skills rather than just qualifications). With a mix of seasonal and casual staff, traditional training avenues are less practical and more on the job training (and on-Island delivery) is needed to lift service quality. This includes meeting the evolving needs of niche markets, experience segments (including international markets) and managing the shift to the digital booking and planning economy.

Rising visitor expectations means lifting service quality across the region

Industry needs to recognise that the shift in the Kangaroo Island brand (and the Australian brand through initiatives such as Restaurant Australia) has resulted in growing visitor expectations. This shift will create an increasing gap between service quality and expectations. The TOMM already shows that the Island is below benchmark in terms of service quality (see Kangaroo Island Visitor Snapshot page 8). Therefore, there is a clear need to lift quality and standards across the industry.

Growing the base of entry-level local staff

In 2012, the Kangaroo Island region saw an increase in the number of apprentices and trainees up to 48, of which 13 were in retail and accommodation.\(^\text{14}\) Continuing to offer entry-level career paths is vital. As small businesses struggle to provide year-round full time roles, the potential for offering shared apprenticeships and traineeships needs to also be considered.

Mainstream recruitment tools

Mainstream recruitment tools do not always translate into results. Island businesses need to embrace new online recruitment tools and techniques, both for local and international recruitment (including working holiday makers), to ensure the Island gets the best candidates driving value and service quality.

The Kangaroo Island tourism industry faces a number of skills and labour challenges, which are exaggerated by the small size of local businesses, fluctuating seasonal demand and an aging resident population. Many Island residents juggle 2-3 jobs and need access to on-the-job skilling. Facilitating better industry linkages to help businesses cluster to solve common challenges remains a priority.

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\(^{12}\) RDA, Adelaide Hills, Fleurieu and Kangaroo Island Business Growth and Workforce Development Plan 2014 – 2017

\(^{13}\) Workforce Futures, 2014

\(^{14}\) The Kangaroo Island (DC) Region Workforce Wizard Region Report, Minister for Employment, Higher Education and Skills, 2014
### 2.3 Achievements to Date

The Kangaroo Island Tourism Employment Plan has delivered some early results to support businesses with their labour and skills needs in response to the challenges outlined in the sections above. These immediate wins include:

<table>
<thead>
<tr>
<th>Operators do not know what is available/ Shrinking labour pools</th>
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<tr>
<td>✓ Distribution of a Tourism Employment Toolkit based on an audit of existing programmes and resources available in the region (see Appendix 2 &amp; 3). The Toolkit (see Appendix 5) has been distributed to the 150 members of Tourism Kangaroo Island and is available at: <a href="http://www.tourism.gov.au/Tourism">www.tourism.gov.au/Tourism</a> Employment Plan tools</td>
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<tr>
<td>✓ An “Employer of Choice” fact sheet that explains how businesses can increase their desirability as an employer by becoming an employer and region of choice.</td>
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<tr>
<td>✓ An out of the box employment fact sheet - an introduction to recruiting members of the under-represented workforce including mature-aged workers and school leavers.</td>
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<tr>
<td>✓ A fact sheet on immigration to help businesses in understanding visas has been created helping operators to successfully access, recruit and manage overseas workers.</td>
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<tr>
<td>✓ Kangaroo Island Case Studies showcasing success stories and good practice examples to encourage other businesses to take action.</td>
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<td>✓ A HRM Healthcheck Assessment Tool has been prepared including a 15 point Human Resource Management Healthcheck.</td>
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<tr>
<th>Flexible staff arrangements / Right skills at the right time</th>
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<tr>
<td>✓ Commencement of the first labour hire service for hospitality businesses on Kangaroo Island which will help to fill seasonal needs. (Nevertheless, the industry is yet to take up the offer).</td>
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<td>✓ Educating operators on programmes available to assist their short-term employment needs through five stakeholder workshops engaging over 30 organisations and approximately 50 staff, and raising awareness of programmes.</td>
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<tr>
<td>✓ Workforce Futures: 20 Kangaroo Island businesses gained free one-on-one advice with 5 Industry Specialist Skills Advisors to determine their current and future skills needs.</td>
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<tr>
<td>✓ Seasonal Worker Program: Kangaroo Island has been selected as one of five regions in Australia to access the Program, which enables accommodation providers to employ workers from the Pacific and Timor-Leste to meet low-skilled seasonal labour needs.</td>
</tr>
<tr>
<td>✓ Through a system such as the trial KITE LinkedIn Network operators were advised of the opportunity to find and recruit working holiday makers who want to work on Kangaroo Island through Monster.com.</td>
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<thead>
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<th>Rising visitor expectations</th>
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<td>✓ Secured funding of $28,000 to develop the ‘Our Kangaroo Island’ Ambassador Programme to enhance customer service levels and as the lead project for the Tourism Employment Plan. The Tourism Employment Plan funding has assisted Tourism Kangaroo Island to employ a resource to administer the ongoing implementation of the programme and broader Tourism Employment Plan.</td>
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<tr>
<td>✓ The Tourism Employment Toolkit launched through the Tourism Employment Plan includes a number of inspirational operator case studies.</td>
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<tr>
<td>✓ Kangaroo Island Case Studies showcasing success stories and good practice examples and pathways to lift customer service and becoming an “Employer of Choice”.</td>
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<tr>
<th>Supporting business growth</th>
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<tr>
<td>✓ The Kangaroo Island Tourism Employment (KITE) Network LinkedIn page was established as a discussion forum to enable Kangaroo Island businesses to share their experiences and learnings and have their questions answered from a panel of experts.</td>
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<tr>
<td>✓ Through the industry workshops, meetings and one-on-one support provided throughout the Tourism Employment Plan, the project team have driven industry collaboration and informed industry about new available programmes and initiatives.</td>
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2.4 The Tourism Employment Plan Challenges

Based on the progress of the Tourism Employment Plan to date and input from the Industry Advisory Group formed through the Tourism Employment Plan, **four primary labour and skills challenges** have been identified for Kangaroo Island. Under each of the four primary challenges are identified industry needs, which shape the Tourism Employment Plan Action Plan. The consultation process identified that while there are numerous individual challenges being faced by businesses on the Island, the four primary challenges were:

**DELIVERING ON THE PROMISE**

- Rising visitor expectations mean lifting **service quality across the region** to increase both quality and expenditure to reach defined targets. In particular, an induction for new staff would assist in delivering the Kangaroo Island experience.
- Supporting business growth and experience development is vital to **lifting the value of the products on offer**. This will be best achieved through one-on-one mentoring on experience development supported by regular information on meeting market needs.

**FOCUS ON LOCAL EMPLOYMENT**

- Delivering the right skills to the right people at the right time and accessing alternative labour markets on the Island (both new entrants and under-represented groups) with more **on-island training for locals**.

**SUPPORTING FLEXIBLE EMPLOYMENT**

- Shrinking local labour pools mean businesses need to become experts at seasonal employment and engaging under-represented labour. This includes **growing the base of local entry staff** and creating career pathways for school leavers. Businesses need to be supported through re-establishing a **network for on-island information sharing and industry guidance**.
- Operators do not know what is available and need to begin seeking alternative options for seasonal and casual recruitment including options for **labour exchanges across TEP regions**.

**DRIVING INNOVATION**

- Employers rely on mainstream recruitment tools that don’t always translate into results. Thus, support is needed in encouraging the use of alternative recruitment options, including **online recruitment tools**.
- The perception that tourism is not a career of choice, the high rate of casual employment, and the low rate of unemployment means employers need to embrace more flexible staff arrangements, which can be addressed by **creating and promoting employers of choice** in tourism on the Island.

To ensure the sustainability of the tourism industry on the Island, it is crucial that Kangaroo Island addresses the above identified labour and skills challenges. The Kangaroo Island Tourism Employment Plan provides the strategic framework to address these challenges and a number of immediate actions were implemented to build the required momentum to guide the future achievements of the Plan. Some of these challenges are able to be addressed through the existing suite of programmes and tools available, others have been addressed through the short-term actions of the Tourism Employment Plan project team and others require action over the medium to long-term and are described in the Action Plan in this document.

*To meet the challenge of the forecast growth along with the rising expectations of new domestic and international markets, Kangaroo Island needs to deliver higher quality local experiences through a skilled, flexible and motivated local workforce.*
3 The Way Forward

This section sets a clear direction for the future of the Kangaroo Island Tourism Employment Plan. It identifies an overarching shared industry vision for the region, in conjunction with the development of a series of strategic goals to support the industry to achieve this vision.

3.1 Setting a Clear Direction

The aim of the Tourism Employment Plan is to develop Kangaroo Island as an employment region of choice by mapping the pathway to overcome the key workforce challenges that have been identified. It also sets out to support the development of a more robust tourism sector employment market in Kangaroo Island. With this in mind, the industry has set a clear vision.

Kangaroo Island is to be recognised by its customers for exceeding expectations through outstanding local knowledge and Island ambassador principles. It will do this by positioning Kangaroo Island as a place that offers employees unique opportunities for professional development in an environment that supports personal growth and work-life balance.

To achieve this vision, four priorities have been identified, each with a clear goal and a catalyst project. The catalyst project will create the momentum to reach the vision.

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>GOAL</th>
<th>CATALYST</th>
</tr>
</thead>
<tbody>
<tr>
<td>DELIVERING ON THE PROMISE: To ensure the</td>
<td>Make every front-line employee an Island ambassador with knowledge</td>
<td>Roll-out the ‘Our Kangaroo Island’ Ambassador Programme</td>
</tr>
<tr>
<td>service matches the Kangaroo Island</td>
<td>and know-how</td>
<td></td>
</tr>
<tr>
<td>destination brand</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FOCUS ON LOCAL EMPLOYMENT: To attract and</td>
<td>Maximising the contribution of the local workforce before outside</td>
<td>Build the business case for expanding on-Island training opportunities</td>
</tr>
<tr>
<td>retain new and under-represented local</td>
<td>help is enlisted (where possible)</td>
<td></td>
</tr>
<tr>
<td>workers supported by on-Island training)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT FLEXIBLE EMPLOYMENT: Recognising</td>
<td>Building the skills, capacity and desire of local people to</td>
<td>Re-establish an on-Island Employment Network for information sharing and coordination</td>
</tr>
<tr>
<td>that a higher proportion of workers may</td>
<td>participate in the industry</td>
<td></td>
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<tr>
<td>have multiple employers and need more</td>
<td></td>
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<tr>
<td>flexible arrangements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DRIVING INNOVATION: To ensure the</td>
<td>Driving innovation in existing businesses to deliver on the future</td>
<td>Foster the development of digital skills through the ‘Tourism e kit’ by promoting existing</td>
</tr>
<tr>
<td>sustainability and long-term success of</td>
<td>needs of the market</td>
<td>tutorials and proposing online recruitment as a new tutorial.</td>
</tr>
<tr>
<td>the industry</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4 Action Plan

4.1 Strategic Priorities and Catalyst Projects

To deliver on the vision and achieve the four goals of the Tourism Employment Plan, four priorities have been identified and for each priority there is a lead or ‘catalyst project’ that aims to build the momentum behind each priority.

4.1.1: Priority #1: Delivering on the Promise

As the Kangaroo Island destination brand gains national and international awareness, the need to deliver on the promise increases. Making the delivery on the Kangaroo Island promise a priority is responding to the challenge of service quality across the tourism industry on Kangaroo Island. Rising visitor expectations highlight the need for lifting the service quality to increase both quality and expenditure to reach defined targets. To lift the service quality and improve the visitor experience, the Kangaroo Island brand messages need to be reinforced amongst current and new front-line staff.

The Kangaroo Island National Landscape Strategic Tourism Plan 2013 identified product and experience development and business skills and workforce development as two of the six key action areas. As one of Australia’s National Landscapes, Kangaroo Island needs to do more work on experience delivery (beyond the Ambassador Programme) to achieve the vision and goals of the Kangaroo Island National Landscape Strategic Tourism Plan 2013, deliver on the brand promise and exceed visitor expectations.

The strategies to address this priority are:

- **Catalyst Project**: Roll-out the ‘Our Kangaroo Island’ Ambassador Programme.
- Supporting **business growth** and experience development.

The strategies and required actions are outlined in more detail in the Action Plan in Section 5.2.

---

**TOURISM EMPLOYMENT PLAN FACT SHEETS**

Through the process of developing the Tourism Employment Plan, industry were consulted on what type and style of information was missing on employment and business support programmes. The following principles were identified:

1. Short, easy to read, accessible – not more than 2 pages
2. Contains direct contact (telephone, online) details for further information
3. Drawn from existing documents – with links to them
4. Real case examples from region

The operator fact sheets prepared include:

1. **Creating an employer and region of choice** outlining how to become a brand of choice to staff the future of Kangaroo Island tourism
2. **Think outside the box** outlining the options for organisations to consider to address labour and skill shortages by recruiting members of the under-represented workforce including school leavers, mature-aged workers and people who are long-term unemployed or disabled
3. **Using immigration** to build the South Australia tourism workforce explaining Australian work laws and visa categories
4. **Kangaroo Island Programmes for Business support** providing a starting point to understanding what programmes are available and where to go for more information

*Appendix 4 showcases these fact sheets in full.*

*These fact sheets were among the short-term wins of the Tourism Employment Plan and summarise employment strategies and available business support programmes relevant for*
Catalyst Project: Roll-out the ‘Our Kangaroo Island’ Ambassador Programme

Key to delivering on the Kangaroo Island brand promise is lifting the service quality in the industry. The lead project for the Tourism Employment Plan is the delivery of the ‘Our Kangaroo Island’ Ambassador Programme to lift the profile and professionalism of the tourism industry. As an online staff training programme suitable for all areas of tourism, hospitality, retail, events and festivals, food and wine sectors, it aims to boost staff capacity and desire to act as hosts, particularly through the provision of tailored knowledge of the Island and its history, experiences and key facts. The programme provides both contextual and conceptual regional and industry specific knowledge for existing and future employees and helps them understand how to use the information for their own circumstances and visitor needs. Both transient and local industry staff will have an intricate understanding of the local region, understand why it is important to act as hosts and how to assist visitors gain a better quality Island experience. This will improve service quality and raise consistency across the industry. It will enable all front-line employees to act as hosts and assist visitors to experience and connect with the Kangaroo Island character and enjoy the friendly ‘Kangaroo Island’ style of service that will make the region unique.

Tourism Kangaroo Island, in support of the Tourism Employment Plan project team, has secured funding of $28,000 to develop the programme. A business plan has been developed providing the key information required for implementation. While the programme content has been developed by the project team in consultation with the lead project committee, the long-term owner of the programme will be Tourism Kangaroo Island.

The key programme facts are:

- The programme will be delivered online in five modules (taking about three to four hours to complete) which include a suggested set of tasks to encourage the participant to tailor the information to their own circumstances and concluding with a quiz. The participant must pass all five quizzes to complete the programme.
- The programme modules cover:
  - Kangaroo Island Essentials (including history, geography, visitor statistics etc.),
  - Delivering Kangaroo Island Style Service
  - Things to do (including National Parks, food, events, etc.)
  - Environment and Sustainability (including wildlife, flora, sustainability initiatives, etc.)
  - Putting it into Practice
- Upon completion participants will receive an online certificate that verifies that they have completed the training programme and are also mailed their certificate and a pin they can wear on their work uniforms to signify they have completed the programme.

**Key actions required to roll-out the programme are:**

- An agreed business model and operator cost for the programme.
- Pilot test of the programme.
- Develop a communications plan to gain widespread Island take-up.
- Launch the programme with a certificate ceremony for the pilot participants.
- Develop an evaluation and feedback loop for long-term improvement including employer feedback, participant feedback and TOMM evidence.
- Explore the feasibility of promoting the ambassadors through the Discover your career’ portal.
- A face-to-face training programme and additional material / modules may be added in the future as required.

The key actions required to drive this catalyst project are outlined in more detail in the Action Plan in Section 5.2. This project is to be led by TKI and supported by KICE and Kangaroo Island Brand Alliance.

*By rolling out the programme staff on the Island will have the necessary skills and knowledge to deliver quality customer service and act as Island ambassadors with local knowledge and know-how.*
4.1.2: Priority #2: Focus on Local Employment

The challenges faced in attracting and retaining people on the Island highlights the need to look beyond the current labour groups for the labour needs of the future. These groups will need on-the-job skills. A broader range of on-the-job training support will be required by businesses to upskill their current staff and increase the uptake of the previously unemployed local staff identified in Section 2 (including mature workers, youth, Indigenous and people with disabilities). This priority also addresses other challenges such as the need to make tourism a more attractive career choice and growing the base of local entry level staff.

On a broader nation-wide scale, there is a need to develop an out of the box employment approach to expand local labour pools and build a skilled and experienced workforce. It is crucial that strategies deployed in other Tourism Employment Plan regions are shared. This includes strategies for engagement of Indigenous employees, people with disabilities and both mature and youth workers. Utilising different apprenticeship and traineeship programmes to give school leavers, mature-aged workers, those with a disability and the long-term unemployed a pathway into the workforce is a key step that needs to be taken nation-wide.

The key strategy to support employment of under-represented local staff on Kangaroo Island is:

- **Catalyst Project:** Build the business case for expanding on-Island training for locals

The strategy and required action are outlined in more detail in the Action Plan in Section 5.2.

**Catalyst Project: Build the business case for expanding on-Island training for locals**

A key challenge for Kangaroo Island is the difficulty of attracting and retaining skilled staff on the Island. The catalyst project for priority #2 is working with local providers to expand on-Island training opportunities including building a business case for more on-Island training to grow local skills to support a broader range of roles and support out of the box employment.

Recognising those already on the Island that are not already being considered are possibly on the fringe of being ‘employment ready’ including mothers returning to work part-time, disengaged youth and older or semi-retired workers. For these groups to be effectively engaged the Island needs a range of training and upskilling options. There is currently not an Island-based Registered Training Organisation (RTO). This limits the availability of face-to-face training on the Island, as RTOs need to travel to the Island to deliver training or rely on technology (which is not always ideal). Having an on-Island RTO would greatly improve the quality of Island training and employee career options as only RTOs can issue Australian Qualification Framework (AQF) qualifications and statements of attainment in the vocational education and training (VET) sector. However, there is a lack of a critical mass of training participants to support this move. To build demand, new approaches are required.

Kangaroo Island Community Education (KICE) is keen to work with other RTOs to develop a business model to have more on-Island training delivered. Businesses are also encouraged to think ‘out of the box’ for new employees, as well as upskilling of employees to create a more formal approach to on-the-job training.

**The key actions required are:**

- Undertake regular skills needs surveys to build a business case for more on-Island training and gain an understanding of the current skills needs. Delivery of a short online survey annually in collaboration with DSD and the RTOs will help to understand and track training needs.
- Prepare a business case on the economic and social benefits of on-Island training to examine the options and secure funds for a dedicated Trade Training Centre as a central location for training as demand builds for on-Island training. The key actions required to drive this catalyst project are outlined in more detail the Action Plan in Section 5.2.

**This project is to be led by TKI, DSD and KICE.**

*By expanding on Island-training opportunities the Kangaroo Island tourism industry will be able to tap into alternative labour markets on the Island and build a skilled and experienced local workforce.*
4.1.3 Priority #3: Supporting Flexible Employment

Due to the seasonality of the tourism industry and shrinking local labour pools on the Island, operators need to explore alternative options for seasonal and casual recruitment and collaborate and share information to embrace more flexible employment solutions. There is also a need for growing the base of local entry level staff and engaging under-represented labour markets. The lack of awareness of business support programs and employment options amongst operators highlights the need for improved information sharing.

This priority also links to the fourth primary challenge around flexible staff arrangements. Due to the high rate of part-time and casual employment, employees often have to juggle two or three jobs to work the equivalent hours of a full time job. This can create concerns and confusion over HR and IR issues for employers. Employers need to know how they can be flexible enough to allow part time staff to juggle jobs to keep staff turnover low while concurrently minimising the associated concerns. Local employment networks and improved business collaboration are needed between employers to encourage flexible but practical approaches for staff with multiple jobs.

A Kangaroo Island Tourism Employment (KITE) network has been set up on LinkedIn, which presents a possible platform for pooling and sharing information and building a base of knowledge. LinkedIn keeps track of conversations enabling others to follow previous comments and is also increasingly used to seek new employment. Hence, using LinkedIn as the clearing house is also an opportunity to engage operators to use this tool for recruitment. However, other options should be explored to determine the most practical system for the Island. The Network requires an owner and resources to activate and manage it.

The strategies to address these priorities are:

- **Catalyst Project:** Re-establishing a Training and Employment Network for information sharing and driving quality on-Island to foster support, advice and guidance within the industry.
- Explore options for labour exchanges across Tourism Employment Plan regions and within Kangaroo Island

The strategies and required actions are outlined in more detail in the Action Plan in Section 5.2.

---

**CASE STUDY: RETAINING STAFF BY BEING FLEXIBLE AT RAPTOR DOMAIN**

Leeza and Dave of Raptor Domain have a strong preference for employing locals and training them for the particular skills they need. They recognise they cannot provide enough hours for staff, so have negotiated additional work with other nearby operators. This ensures staff have sufficient work across three positions to be the equivalent of permanent hours.

Leeza does a staff roster 1-2 months in advance that is designed to allow staff to talk with their other employers and negotiate workloads that suit all parties. A shared work approach that is well managed with rosters in advance can work well for all parties. It requires ongoing and effective communication. All employers must respect each other’s needs and situation and be prepared to be flexible where possible.

*This case study presents a great example of how collaboration between businesses on the Island can help operators to retain staff. By ‘sharing’ staff amongst multiple businesses, employers can provide them with adequate hours regardless of seasonality.*
Catalyst Project: Re-establishing a Training and Employment Network for information sharing and driving quality on-Island to foster support, advice and guidance within the industry

The consultation process identified a clear need for interested parties to meet on a regular basis. The previously established Kangaroo Island Education, Employment and Training Group played an important role in sharing information and ideas but ceased functioning several months into the Tourism Employment Plan due to withdrawal of an on-Island Government funded support person.

It is recommended that a group of key players engaged in the delivery of training, education and industry capacity building be re-established. This group could work together to share information and seek collaboration. A key role of the group would be to help businesses seeking support, advice and guidance from on-Island experts and industry associations on issues faced in their business.

Key actions are:

- Convene at least three meetings annually of key partners in employment, education and training and review the implementation of the Tourism Employment Plan.
- Continue to raise awareness of the availability of support programmes for ‘out-of-the-box’ employment including the Seasonal Worker Program through distribution of the Tourism Employment Toolkit and regular email updates.
- Review the range of information sharing channels (including meetings, newsletters and other tools, e.g. the LinkedIn Network) for employers to find the best ways of getting information to industry and for industry to share information, issues and opportunities with each other. This includes the promotion of success stories of local staff and tourism careers.
- Leverage the work of the National Tourism Alliance to promote outstanding Kangaroo Island employees on the ‘Discover your career’ portal could help to boost morale and encourage employers to recognise staff.

These key actions are outlined in more detail the Action Plan in Section 5.2.

This project is to be led by DSD and TKI.

A Local Employment Network will provide a framework for information sharing and driving quality on-Island. Thereby, operators can seek support, advice and guidance from on-Island experts and industry associations on issues faced in their businesses.

Maintain Links with Workforce Futures – Skills Advisor Network

Two of the three interconnected projects that Service Skills Australia launched to support the Tourism Employment Plans, is the Workforce Futures Skills Advisor Network and Targeted Skills Development. The Workforce Futures programme with the support of Government and Industry funding provided 20 Kangaroo Island tourism and hospitality businesses with up to 17.5 hours of one-on-one specialist advice from a Skills Advisor. Through the program’s Skills Advisory Network, businesses and Skills Advisors worked collaboratively to undertake a comprehensive business analysis leading to a Workforce Development Plan. This plan strategically responded to identified workforce issues impacting upon the business’s performance. Nationally, the Workforce Futures programme delivered Workforce Development Plans for over 2,600 businesses and has helped more than 1,400 workers access nationally accredited, industry recognised qualifications and skill sets.

While the Workforce Futures program’s Skills Advisory Network has now closed, businesses will soon be able to access a new Workforce Planning Guide that will provide leading practice techniques and tools for businesses to support their workforce needs. For more information, visit http://www.serviceskills.com.au/workforce-planning-guide

The Workforce Planning Guide will provide businesses on the Island with tools and techniques to address their labour and skills challenges.
4.1.4: Priority #4: Driving innovation

Addressing the wider challenges of staff attraction and retention, Priority #4 aims to ensure the sustainability and long-term success of the industry by driving innovation in recruitment and staff arrangements. Employers on the Island need support in the use of alternative recruitment tools as mainstream recruitment tools do not always translate into results.

The high rate of casual employment and the low rate of unemployment means employees often have to juggle two or three jobs to work the equivalent hours of a full-time job. Hence, employers need support in embracing more flexible staff arrangements to attract and retain the best staff and position themselves as employers of choice. Employers of choice use innovative human resource management techniques and are more successful in recruitment, retention and therefore more profitable. Perceptions of tourism offering lower quality employment options is a barrier to entry that can be addressed by highlighting employers of choice and making tourism a career choice.

The strategies to address these priorities are:

- **Catalyst Project:** Foster the development of digital skills through the ‘Tourism e kit’ by promoting existing tutorials and proposing online recruitment as a new tutorial.
- **Develop an “Employer of Choice” programme**

**Catalyst Project: Foster the development of digital skills through the ‘Tourism e kit’ by promoting existing tutorials and proposing online recruitment as a new tutorial.**

The catalyst project for addressing Priority #4 is to foster the development of digital skills through the promotion of existing ‘Tourism e kit’ tutorials and by working with other State partners to have ATDW prioritise online recruitment as a new tutorial to help operators use online tools beyond the mainstream including social media for recruitment. In 2013, internet jobs boards and social professional networks overtook recruitment agencies and company websites as the two most frequent recruitment tools. For Kangaroo Island businesses to remain competitive they need to have the essential digital skills like searching for new staff through online tools.

The ‘Tourism e kit’ is produced by the Australian Tourism Data Warehouse (ATDW) and comprises a series of free online tutorials (available in print and video format) designed to assist time-poor tourism operators improve their online presence. It is a self-paced programme complemented by formal training resources that can be delivered by accredited and licensed ATDW trainers. Current contents include training on relevant digital techniques such as e-marketing, social media, websites or search-engine optimization. An online recruitment tutorial would fit in with the current content and add value to the tourism industry beyond Kangaroo Island.

**ACTIONS REQUIRED**

- Promote take-up of existing tutorials available on the ‘Tourism e kit’ (including e-marketing, online booking and social media) to foster general skills in the digital economy.
- Gaining an understanding of the current skill needs in digital employment techniques.
- Work with other State partners to have ATDW prioritise online recruitment as a new tutorial in the ‘Tourism e kit’
- Engage with ATDW and design a business plan mapping the industry skills needs in online recruitment.
- Build a list of Island operators that are keen to engage in digital recruitment training.
- Lobby for improved telecommunications infrastructure on the Island to enable, including seeking funds under the ‘Mobile Coverage Programme.’

This project is to be led by the SATC and TKI.

_by being able to embrace digital recruitment trends Kangaroo Island operators will have access to a larger talent pool and will find it easier to find suitable staff._

15 LinkedIn Talent Solutions, 2013 Global Recruiting Trends
### 4.2 Three Year Action Plan

A number of year 1, 2 and 3 priority actions have been identified in order to progress the Tourism Employment Plan after project completion.

#### #1 DELIVERING ON THE PROMISE

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>STRATEGY AND KEY ACTIONS</th>
<th>YEAR</th>
<th>WHO</th>
<th>DESIRED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rising visitor expectations</td>
<td>Catalyst Project: Roll-out the ‘Our Kangaroo Island’ Ambassador Programme to lift the service quality across the region</td>
<td>1</td>
<td>TKI (Lead)</td>
<td>✓ Kangaroo Island Employees act as ambassadors and have a better understanding of the Island natural, cultural and tourism experiences and assist visitors to connect with the Kangaroo Island character and enjoy the friendly ‘Kangaroo Island’ style of service that makes the region unique.</td>
</tr>
<tr>
<td></td>
<td>Actions required:</td>
<td>2</td>
<td>KICE &amp; KI Brand Alliance (Support)</td>
<td>Service quality and consistency will be improved across the industry and measurable in TOMM results.</td>
</tr>
<tr>
<td></td>
<td>- An agreed business model and operator cost for the programme.</td>
<td>3</td>
<td>NTA</td>
<td></td>
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<td></td>
<td>- Pilot test of the programme.</td>
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<td></td>
<td>- Develop a communications plan to gain widespread Island take-up.</td>
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<td></td>
<td>- Launch the programme with a certificate ceremony for the pilot participants.</td>
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<td></td>
<td>- Develop an evaluation and feedback loop for long-term improvement including employer feedback, participant feedback and TOMM evidence.</td>
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<tr>
<td></td>
<td>- Explore the feasibility of promoting the ambassadors through the Discover your career’ portal.</td>
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<tr>
<td></td>
<td>- A face-to-face training programme and additional material / modules may be added in the future as required.</td>
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<tr>
<td></td>
<td>Lifting the value of products on offer</td>
<td></td>
<td>SATC (Lead)</td>
<td>✓ Lift the quality and perceived value of on-Island experiences to lift the average spend per day to the 2020 target levels of above $200 per person.</td>
</tr>
<tr>
<td></td>
<td>Strategy: Supporting business growth and experience development</td>
<td></td>
<td>KI Brand Alliance (Lead)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actions required:</td>
<td></td>
<td>SATIC (Support)</td>
<td></td>
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<tr>
<td></td>
<td>- Improve the Experience Development skills of operators to lift the value and quality of products through one-on-one mentoring and product clusters.</td>
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<tr>
<td></td>
<td>- Support business growth opportunities by promoting the take up of the SATIC industry resources.</td>
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<tr>
<td>ISSUE</td>
<td>STRATEGY AND KEY ACTIONS</td>
<td>YEAR</td>
<td>WHO</td>
<td>DESIRED OUTCOMES</td>
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<tr>
<td>Delivering the right skills at the right time &amp; Accessing alternative labour markets on the Island</td>
<td>Catalyst Project: Build the business case for expanding on-Island training for locals</td>
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</table>

**Actions required:**
- Undertake *regular skills needs surveys* to build a business case for more on-Island training and gain an understanding of the current skills needs. Delivery of a short online survey annually in collaboration with DSD and the RTOs will help to understand and track training needs.
- Prepare a *business case on the economic and social benefits of on-Island training* to examine the options and secure funds for a dedicated Trade Training Centre as a central location for training as demand builds for on-Island training.

| | YEAR | | WHO | |
| | 1 | 2 | 3 | DSD (Lead) |
| | | | | KICE (Lead) |

- Employers need to understand the motivations of their employees and their needs, provide training (formal or informal) as needed and giving appropriate rewards and recognition for good work.
- Improved understanding of Island needs and priorities around skill and training development.
- Access to on-Island training opportunities has improved and a central location for training on Kangaroo Island enables employers to upskill their staff.
### Issue: Shrinking local labour pools & Growing the base of local entry staff

**Strategy and Key Actions:**
- **Catalyst Project:** Re-establishing a Training and Employment Network for information sharing and driving quality on-island to foster support, advice and guidance within the industry

**Actions required:**
- Convene at least three meetings annually of key partners in employment, education and training and review the implementation of the Tourism Employment Plan.
- Continue to raise awareness of the availability of support programmes for ‘out-of-the-box’ employment including the Seasonal Worker Program through distribution of the Tourism Employment Toolkit and regular email updates.
- Review the range of information sharing channels (including meetings, newsletters and other tools, e.g. the LinkedIn Network) for employers to find the best ways of getting information to industry and for industry to share information, issues and opportunities with each other. This includes the promotion of success stories of local staff and tourism careers.
- Leverage the work of the National Tourism Alliance to promote outstanding Kangaroo Island employees on the ‘Discover your career’ portal could help to boost morale and encourage employers to recognise staff.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>WHO</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DSD (Lead)</td>
<td>✓ A Local Employment Network that shares information with industry around changes and opportunities in training, employment and education.</td>
</tr>
<tr>
<td>2</td>
<td>TKI (Lead)</td>
<td>✓ Operators seek support, advice and guidance from on-Island experts and industry associations on issues faced in their business.</td>
</tr>
<tr>
<td>3</td>
<td>KI Brand Alliance, KICE &amp; NTA (Support)</td>
<td>✓ Maintenance of links to national efforts to ensure Kangaroo Island does not re-invent the efforts of other regions.</td>
</tr>
</tbody>
</table>

### Issue: Shrinking local labour pools & Growing the base of local entry staff

**Strategy:** Explore options for labour exchanges across Tourism Employment Plan regions and within Kangaroo Island

**Actions required:**
- Review the results of the skills needs survey.
- Explore the need for and practicality of a labour exchange programme in consultation with Service Skills Australia, Austrade and Tourism Employment Plan Steering Committees.
- Work with operators who expressed an interest to support take-up of the programme to get involved.

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<thead>
<tr>
<th>YEAR</th>
<th>WHO</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SATC (Lead), SSA, Austrade, TKI &amp; Other TEP Steering Committees (Support)</td>
<td>✓ Kangaroo Island employers are successfully utilising seasonal workers as one option to bridge seasonal peaks.</td>
</tr>
</tbody>
</table>
## #4 DRIVING INNOVATION

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>STRATEGY AND KEY ACTIONS</th>
<th>YEAR</th>
<th>WHO</th>
<th>DESIRED OUTCOMES</th>
</tr>
</thead>
</table>
| Mainstream recruitment tools that don’t always translate into results | **Catalyst Project:** Foster the development of digital skills through the ‘Tourism e kit’ by promoting existing tutorials and proposing online recruitment as a new tutorial. **Actions required:**  
- Promote **take-up of existing tutorials** available on the ‘Tourism e kit’ (including e-marketing, online booking and social media) to foster general skills in the digital economy.  
- Gaining an **understanding of the current skill needs in digital employment techniques.**  
- Work with other State partners to have ATDW prioritise **online recruitment as a new tutorial in the ‘Tourism e kit’**.  
- Engage with ATDW and **design a business plan mapping the industry skills needs in online recruitment.**  
- Build a list of Island operators that are keen to **engage in digital recruitment training.**  
- Lobby for **improved telecommunications infrastructure** on the Island to enable, including seeking funds under the ‘Mobile Coverage Programme’. | 1 | SATC & TKI (Lead), ATDW (Support) | ✓ Tourism businesses on Kangaroo Island are aware and make use of the ‘Tourism e kit’. ✓ Through the inclusion of an online recruitment tutorial in the tourism e kit Kangaroo Island operators know how to embrace new digital recruitment trends and have excess to a larger talent pool. ✓ Through improved telecommunications infrastructure Kangaroo Island employers have better access to online training opportunities for their staff. |
| More flexible staff arrangements & Tourism is not a career of choice | **Strategy:** Develop an Employer of Choice programme **Actions required:**  
- Use the ‘Our Kangaroo Island’ Ambassador Programme as catalyst and key component to **develop an “Employer of Choice” programme** on the Island.  
- Examine the capacity to work with NTA and WorksTV as a pilot region and consider using a **whole of Kangaroo Island approach** beyond tourism employment to expand volume. | | TKI (Lead), KI Brand Alliance (Support) | ✓ Employers have built a strong brand and reputation for employee benefits and are perceived as “Employers of Choice”. |
5 Where to from here?

This section outlines a framework for the delivery for the Tourism Employment Plan through the identification of key industry led networks and forms of communication to support the actions outlined. Industry needs take on a leadership role in implementing the Tourism Employment Plan over the next three years.

5.1 Governance Framework

Tourism Kangaroo Island (TKI) will oversee the implementation of the Tourism Employment Plan, with support from the Local Tourism Employment Plan Steering Committee and key implementation partners to deliver on specific actions as outlined in the Action Plan. The figure below shows the permanent members of the Local Tourism Employment Plan Steering Committee and the key implementation partners involved in the Tourism Employment Plan.

Figure 3: Tourism Employment Plan Governance Model

Tourism Kangaroo Island will play a key role in the implementation of the Tourism Employment Plan and will be chairing the Local Tourism Employment Plan Steering Committee. Tourism Kangaroo Island has recently received additional funding to allow a staff person to be hired that will assist in the provision of some resources to oversee the implementation of the Tourism Employment Plan. Kangaroo Island Brand Alliance, KICE, SATC, DSD, DEWNR and two local employers (Sealink and Ozone) have committed to be permanent members of the Committee and play a key role in overseeing the implementation of the Tourism Employment Plan.

The Committee is a sub-committee of Tourism Kangaroo Island with its focus on the delivery of the actions of the Tourism Employment Plan, particularly using the ‘Our Kangaroo Island’ Ambassador Programme. The implementation of the ‘Our Kangaroo Island’ Ambassador Programme is the key component of the Tourism Employment Plan roll-out on Kangaroo Island. The Committee will play an important role in sharing information and ideas and guiding the implementation of the Tourism Employment Plan.
5.2 Communication Framework

The Local Tourism Employment Plan Steering Committee will meet at least quarterly in 2014 to oversee the development of the ‘Our Kangaroo Island’ Ambassador Programme and then meet twice annually from the second year of the Tourism Employment Plan implementation to discuss opportunities to improve on-Island experiences, business performance, and employment and training solutions. With connections to Tourism Kangaroo Island members, KICE, and the Kangaroo Island Brand Alliance this will provide the central location for information, feedback and discussion on workforce development. The group should allow sharing of information and activities relevant to employers across the Island without creating duplication of existing committee structures.

Tourism Kangaroo Island will maintain regular contact with the additional agencies that have support roles and responsibilities under the Tourism Employment Plan by sending out quarterly updates and work more closely with each on a timeline and approach against the specific strategy as it is activated. The Department of State Development (DSD) will convene an On-Island Employment and Training Network with the key implementation partners meeting at least three times annually with outcomes shared with the Local Tourism Employment Plan Steering Committee.

5.3 Measures of Success

The success of the goals outlined in this report will be determined through a number of Key Performance Indicators (KPIs). The KPIs to measure the success of the goals outlined in the Tourism Employment Plan are:

<table>
<thead>
<tr>
<th>KPI</th>
<th>BASELINE (2013/14)</th>
<th>TARGET (2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of staff participating in the ‘Our Kangaroo Island’ – an Ambassador Programme</td>
<td>To be commenced in 2014</td>
<td>150-200 staff</td>
</tr>
<tr>
<td>Percentage of local staff employed on the Island (including those returning seasonally for 3 years or more)</td>
<td>TBC16</td>
<td>Increase by 3% from base year</td>
</tr>
<tr>
<td>Number of tourism businesses actively recruiting, skilling and marketing through digital and social media</td>
<td>30%17</td>
<td>50-60%</td>
</tr>
<tr>
<td>Lift overall visitor satisfaction to above TOMM benchmark</td>
<td>81% very satisfied</td>
<td>90% +</td>
</tr>
<tr>
<td>Lift visitor satisfaction with customer service to above TOMM benchmark</td>
<td>41% very satisfied</td>
<td>70% +</td>
</tr>
<tr>
<td>Lift visitor satisfaction with professionalism of tour operators above TOMM benchmark</td>
<td>49% very satisfied</td>
<td>70% +</td>
</tr>
</tbody>
</table>

5.4 Summary of Outcomes

The employment challenges faced by Kangaroo Island differ from other national employment hot spots in that the volume of people needed to fill the labour shortfalls are not huge. However for an Island with a small population, these numbers remain a challenge. Engaging businesses to proactively tackle the issue is the greatest challenge, as many can rely on passing travellers to fill their labour needs – but this will not address the issue of ‘quality’. The driver for change will be the ‘Our Kangaroo Island’ Ambassador Programme. Once implemented, it will create the momentum for the other labour and skills priorities that will start to transform the Island into a leading tourism destination delivering high quality and high value experience through experienced staff with strong local knowledge.

16 To be set via the labour and skills survey
17 Based on feedback from Tourism Employment Plan workshop participants
# 6 Appendices

## Appendix 1: Consultation List

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alex Schumann</td>
<td>Kangaroo Island Seaside Inn</td>
<td>Jessica Wilson</td>
<td>Department of Environment, Water and Natural Resources</td>
</tr>
<tr>
<td>Andrea Bartetzko</td>
<td>TAFE SA</td>
<td>Joe Tibbitt</td>
<td>Flinders Chase Café</td>
</tr>
<tr>
<td>Andrew Carter</td>
<td>DEEWWR</td>
<td>John Melbourne</td>
<td>Two Wheeler Creek Wines</td>
</tr>
<tr>
<td>Andrew Duncan</td>
<td>Aurora Ozone Hotel</td>
<td>Jon Larke</td>
<td>Kangaroo Island Spirits</td>
</tr>
<tr>
<td>Andrew Ingliss</td>
<td>Leaning Potential International</td>
<td>Julia Saunders</td>
<td>Finding Workable Solutions</td>
</tr>
<tr>
<td>Anna Crump</td>
<td>South Australian Research and Development Institute (SARDI)</td>
<td>Julie Ingliss</td>
<td>Leaning Potential International</td>
</tr>
<tr>
<td>Ashim Datt</td>
<td>TAFE SA</td>
<td>Justin Boehm</td>
<td>Business SA – South Australia’s Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Ben &amp; Sindy</td>
<td>Bush Getaway Adventures</td>
<td>Leeza Irwin</td>
<td>Raptor Domain</td>
</tr>
<tr>
<td>Bill Haddrill</td>
<td>DEWNR</td>
<td>Luke</td>
<td>Hanson Bay Sanctuary</td>
</tr>
<tr>
<td>Brenton Davis</td>
<td>Kangaroo Island Outdoor Action</td>
<td>Maxine McSherry</td>
<td>Kangaroo Island Community Education</td>
</tr>
<tr>
<td>Cathie Brown</td>
<td>TAFE SA</td>
<td>Mia Maglieri</td>
<td>Sealink</td>
</tr>
<tr>
<td>Cathie Tydeman</td>
<td>Regional Development Australia</td>
<td>Naomi Gleeson</td>
<td>RDA Adelaide Hills, Fleurieu and Kangaroo Island</td>
</tr>
<tr>
<td>Cathie Williams</td>
<td>KIFA</td>
<td>Peter McKelvie</td>
<td>Ozone Hotel</td>
</tr>
<tr>
<td>Cathy O’Dolan</td>
<td>American River</td>
<td>Peter Philps</td>
<td>Kangaroo Island Community Education</td>
</tr>
<tr>
<td>Chris Schumann</td>
<td>Kangaroo Island Seaside Inn</td>
<td>Peter Reid</td>
<td>South Australian Tourism Commission</td>
</tr>
<tr>
<td>Chris Karvountzis</td>
<td>Department of Further Education, Employment, Science &amp; Technology</td>
<td>Pierre Gregor</td>
<td>Tourism Kangaroo Island</td>
</tr>
<tr>
<td>Chris Schofield</td>
<td>Wanderers Rest American River</td>
<td>Rachel Godoy</td>
<td>TAFE South Australia</td>
</tr>
<tr>
<td>Coralie Riedel</td>
<td>Rustic Blue</td>
<td>Staff Representatives</td>
<td>Vivonne Bay Lodge</td>
</tr>
<tr>
<td>Craig Wickham</td>
<td>Exceptional Kangaroo Island, Chair NL and KIFA Board</td>
<td>Robert Ellis</td>
<td>DENR</td>
</tr>
<tr>
<td>Donna Gauci</td>
<td>Sealink Travel Group</td>
<td>Roz and Chris Schofield</td>
<td>Wanderers Rest American River</td>
</tr>
<tr>
<td>Esther Stephens</td>
<td>Yellow Ash n Chili</td>
<td>Sam Mitchell &amp; Dana Jansen</td>
<td>Parndana Wildlife Park</td>
</tr>
<tr>
<td>Gail Smith</td>
<td>Kangaroo Island Visitor Centre</td>
<td>Shane Case</td>
<td>Adelaide Hospitality &amp; Tourism School</td>
</tr>
<tr>
<td>Greg Hatcher</td>
<td>Community Partnerships @ work Inc.</td>
<td>Shaun Donnelly</td>
<td>SA Tourism Industry Council</td>
</tr>
<tr>
<td>Greg Miller</td>
<td>Bay of Shoals winery and TKI Board</td>
<td>Steve Lane</td>
<td>Sea Dragon Lodge</td>
</tr>
<tr>
<td>Helen Ioannou</td>
<td>Kingscote Tourist Park and Family Units</td>
<td>Tam Howard</td>
<td>Dudley Wines</td>
</tr>
<tr>
<td>Ian Kent</td>
<td>Kangaroo Island Community Education, School Principal and Chair of KICE</td>
<td>Trevor Jaggard</td>
<td>Seafront Hotel</td>
</tr>
</tbody>
</table>
Appendix 2: Funding Opportunities

Available Funding Opportunities

The following funding opportunities have been identified by the project team as sources of funding available to tourism operators on Kangaroo Island that may be useful in mitigating Employment Challenges. These opportunities will be frequently reassessed to ensure they are current.

### NATIONAL FUNDING OPPORTUNITIES

<table>
<thead>
<tr>
<th>Programme Name</th>
<th>Programme Owner</th>
<th>Programme Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Finder</td>
<td>Australia Business Financing Centre</td>
<td>Use their Grant Finder to identify government grants and/or loans that may be available for your Australian business.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For further information: <a href="http://www.australiangovernmentgrants.org/">http://www.australiangovernmentgrants.org/</a></td>
</tr>
<tr>
<td>Restart Wage Subsidy</td>
<td>The Australian Government – Department of Employment</td>
<td>Australian businesses that provide jobs to people, 50 years of age or older, could get financial assistance from the Australian Government through the newly introduced Restart Wage Subsidy.</td>
</tr>
<tr>
<td>Industry Skills Fund</td>
<td>The Australian Government</td>
<td>Commencing on 1 January 2015, the $476 million Industry Skills fund will provide up to 200,000 training places and support services for SMEs.</td>
</tr>
<tr>
<td>Disability Employment Services Wage Subsidies</td>
<td>The Australian Government – Department of Social Services</td>
<td>Where a person with a disability is employed for at least 8 hours per week for at least 13 weeks employers can claim the wage subsidy provided by Disability Employment Services.</td>
</tr>
<tr>
<td>Employment Assistance Fund</td>
<td>The Australian Government – Department of Social Services</td>
<td>This fund provides assistance to employers of people with a disability or mental health condition by providing financial assistance to purchase work related modifications and services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For further information: <a href="http://jobaccess.gov.au/content/employment-assistance-fund">http://jobaccess.gov.au/content/employment-assistance-fund</a></td>
</tr>
<tr>
<td>Australian Apprenticeship Pathways</td>
<td>Industry Training Australia</td>
<td>This programme provides targeted financial and mentoring support to businesses when taking on an apprentice, via the Australian Apprenticeship Incentives Programme.</td>
</tr>
</tbody>
</table>

### SOUTH AUSTRALIAN FUNDING OPPORTUNITIES

<table>
<thead>
<tr>
<th>Programme Name</th>
<th>Programme Owner</th>
<th>Programme Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Australia Tourism Commission - Funding and Assistance</td>
<td>South Australia Tourism Commission</td>
<td>There are various funding opportunities throughout the year. They are designed to assist operators, investors, community groups and local government authorities to improve the quality of tourism product. They also help to achieve the specific objectives set out in the Regional Destination Action Plans.</td>
</tr>
</tbody>
</table>
Appendix 3: Employment and Business Support Programmes

The project team has identified a number of employment and business support programmes that may provide relevant assistance towards achieving priority actions carried out through the Tourism Employment Plan.

<table>
<thead>
<tr>
<th>NATIONAL PROGRAMMES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Name</td>
<td>Programme Owner</td>
</tr>
<tr>
<td>Support for Tourism Businesses</td>
<td>Austrade</td>
</tr>
<tr>
<td>Women in Global Business</td>
<td>Women in Global Business</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SOUTH AUSTRALIAN PROGRAMMES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Gateway Business Program</td>
<td>South Australian Government</td>
</tr>
<tr>
<td>Member Support Services</td>
<td>Tourism Kangaroo Island</td>
</tr>
<tr>
<td>Industry Events and Support Workshops</td>
<td>South Australian Tourism Commission</td>
</tr>
<tr>
<td>Accreditation and Certification</td>
<td>South Australian Tourism Industry Council</td>
</tr>
</tbody>
</table>
## Appendix 4: Visa Categories and Immigration

This table provides examples of the various visa categories by which organisations in South Australia can access international migrant employees. For more information, please visit [http://www.immi.gov.au/](http://www.immi.gov.au/).

<table>
<thead>
<tr>
<th>Visa Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Holiday Maker (417 &amp; 462) Visa</td>
<td>Travellers can supplement their holiday budget by working in short-term appointments. The Working Holiday Maker programme encourages cultural exchange and closer ties between arrangement countries by allowing young people, between the age of 18 to 30 years, to have an extended holiday supplemented by short-term employment. Visa holders are able to work in Australia for up to 6 months with each employer. There are two visa options - Working Holiday (Subclass 417) and Work and Holiday (Subclass 462), each with different eligibility terms and conditions.</td>
</tr>
<tr>
<td>Temporary Work – Skilled (457) Visa</td>
<td>A business can sponsor a skilled worker such as chef, cook or manager for up to 4 years, if a person with those skills cannot be found in Australia. The process can be complex. The employee: • can bring their family and travel in and out of Australia as often as needed • must have skills, qualifications and experience to match the position • must demonstrate English language ability • must be eligible for any required licences or registrations • must have health insurance. If the job vacancy is not an eligible 457 occupation a ‘labour agreement’ may be negotiated with the Government.</td>
</tr>
<tr>
<td>Seasonal Worker Program (416) Visa</td>
<td>Allows an Approved Employer to sponsor people from the Pacific and Timor-Leste to work as seasonal workers in the accommodation industry. Seasonal workers can: • work in Australia for up to 6 months over a 12 month period • work in unskilled and low skilled occupations • work only with the sponsor To utilise Seasonal Workers, sponsors must provide some conditions such as suitable accommodation and assisting with initial living expenses. More information is available through the Department of Employment at: <a href="http://employment.gov.au/seasonal-worker-program">http://employment.gov.au/seasonal-worker-program</a></td>
</tr>
<tr>
<td>Special Category (444) Visa (New Zealand)</td>
<td>This visa is automatically granted to New Zealand citizens who arrive in Australia who do not hold a permanent visa. They can live and work in Australia for up to 5 years.</td>
</tr>
<tr>
<td>Regional Sponsored Migration Scheme (187) Visa</td>
<td>This is for skilled workers from outside Australia or skilled temporary residents who live and work in regional Australia, who are under 50 years and have the support of an employer. It has 3 streams: 1. Workers with a 457 visa, who have worked for 2 years and their employer wants to offer them a permanent position. 2. People who have never, or only briefly, worked in the Australian labour market. 3. For those sponsored by an employer through a labour agreement.</td>
</tr>
<tr>
<td>Occupational Trainee (402) Visa</td>
<td>This visa is for people outside Australia to undertake occupational training and professional development with a business or government agency. Programmes should be for at least 30 hours a week and at least 70% workplace-based.</td>
</tr>
<tr>
<td>International Student Visas</td>
<td>Students on an international student visa can work up to 40 hours a fortnight while their course is in session and they can work unlimited hours during scheduled course breaks.</td>
</tr>
<tr>
<td>Labour Agreements</td>
<td>A Labour Agreement is a formal arrangement negotiated between an employer and the Australian Government and will only be considered where a genuine skills shortage exists and there are no suitably qualified or experienced Australians readily available. A Labour Agreement allows an employer to recruit skilled overseas workers for occupations approved under the agreement. Labour Agreements are intended for occupations that are not on the list of approved occupations for other sponsored visas or occupations not covered under ANZSCO.</td>
</tr>
</tbody>
</table>
Appendix 5: Tourism Employment Toolkit
CONTENTs

1. Introduction 3
2. Creating an Employer and Region of Choice 4
3. Think Outside the Box: Building a Diverse Workforce 6
4. Immigration: Understanding Visas 8
5. Kangaroo Island: Programmes for Business Support 10
6. Human Resource Management Healthcheck 12

Disclaimer

This document should be considered as a draft guide for consideration, input and refinement from industry. The information provided in this report is made on the basis of information available at the time of preparation and Claire Ellis and EC3 Global accepts no liability for decisions made or the information provided in this report.

Images: Courtesy of South Australian Tourism Commission
Dear Tourism Industry and Employment Partners,

On behalf of the Kangaroo Island Tourism Employment Plan we are pleased to provide you with a Toolkit containing a range of useful resources and tools. This Toolkit provides you with the necessary resources to undertake an effective self-diagnosis of your business’s human resource practices.

Included in this Toolkit are the following Fact Sheets:

1. **Creating an Employer and Region of Choice** - Increasing your desirability as an employer by becoming an employer and region of choice;

2. **Think Outside the Box: Building a Diverse Workforce** - Recruiting members of the non-traditional workforce including mature-aged workers and school leavers;

3. **Immigration: Understanding Visas** - Successfully accessing, recruiting and managing overseas workers;

4. **Kangaroo Island: Programmes for Business Support**: Programmes available to assist operators with more general aspects of running a business; and


Thank you,
Kangaroo Island Tourism Employment Plan Team

September 2014
A significant body of research exists on the social and economic benefits of a business becoming an ‘employer of choice’. That is, building a strong brand and reputation as a desirable place to work (not just financial employee benefits) to the point that people are competing to get a job in these businesses.

Becoming an employer of choice means employers have an advantage in recruiting the best available staff, have lower staff turnover rates, higher employee productivity and higher customer satisfaction. This encourages the best people to choose to work for your business.

Employers need to understand the motivations and needs of their employees, provide training (formal or informal) as needed and provide appropriate rewards and recognition for good work. Potential employees care about the work culture and values as well as the brand of a business. Becoming an employer of choice provides greater business savings in the long term.

In addressing the workforce needs of the tourism industry on Kangaroo Island, becoming a region of choice/employer of choice is an easy strategy for businesses to implement.

**Vision:**
*Kangaroo Island is to be recognised by employees in the tourism sector as a region of choice offering unique opportunities for professional development in an environment that supports personal growth and work-life balance.*

To become a region of choice in the tourism sector (including leisure, events and hospitality) Kangaroo Island needs to:

- Support a positive industry culture towards innovation in employment practices and a broader awareness of the programmes available to support innovative practices;
- Increase staff retention on Kangaroo Island through incentives, rewards and recognition;
- Ensure a good understanding of best practice around the mix of paid and unpaid (volunteer) work; and
- Support businesses to have good human resource management practices, great managers and readily available and accessible training for both managers and staff. Undertaking one of the nationally recognised tourism accreditation programmes is a great start.

### Training Sealink Staff

*Workforce Challenge: Providing required training to Kangaroo Island Staff in the most cost-effective manner*

A significant barrier that has been faced by Sealink in their quest to provide necessary training to staff is the lack of approved training providers on Kangaroo Island. In one case, Sealink contacted all 14 approved trainers in South Australia to request a quote. Their persistence and collaboration with other businesses on Kangaroo Island paid off with the training course being delivered at a slightly discounted rate on the Island.

The capacity to run on-Island courses but share costs can be beneficial for many operators, large and small. The logistics required to do this are not always straightforward and require a determined frontrunner to drive the organisation in gaining the required training for their employees.

### Retaining Staff by being flexible at Raptor Domain

*Workforce Challenge: Finding staff and providing staff with adequate hours due to seasonality*

Leeza and Dave have a strong preference for employing locals and training them for the skills they need. They recognise they cannot provide enough hours for staff, and therefore have negotiated additional work with other nearby operators so that staff have sufficient work across three positions to be permanent. Leeza does a staff roster 1-2 months in advance that is designed to allow staff to talk with their other employers and negotiate workloads that suit all parties.

A shared work approach that is well managed and provides rosters in advance can work well for all parties. It requires ongoing communication and all employers must respect each other’s needs and situation and be prepared to be flexible where possible.
From an employee’s perspective, they want a career not a job. This could include gaining formal qualifications to recognise their achievements and building a flexible work environment to attract people with work-life requirements and accelerated learning opportunities. The pathway for Kangaroo Island to become a region of choice could include features such as:

**Pre-qualification Employment**
Those who have not yet graduated are encouraged to move to Kangaroo Island and finish their study either free or employer subsidised.

**Network**
A support network starting with a ‘buddy’ to help them settle in, and then connect to a wider network across the region.

**Incentives, Reward and Recognition**
Develop families and discounts to a wider range of Kangaroo Island businesses to help keep staff passionate about the Island’s visitor experiences and enjoying Island life.

**Flexible Working Arrangements**
Adapt ‘usual’ working arrangements to utilise those with particular work-life requirements.

**Funded Management Training**
Provide both regionally specific training and on-the-job management training.

**Recognition for on-the-job learning**
Provide opportunities for an employee’s on-the-job experience to translate into recognised formal training outcomes.

**Greater use of the benefits of business accreditation and membership of Tourism Kangaroo Island.**
Gaining accreditation provides a strong base across many elements of a business and being actively involved in the local tourism association creates cooperative opportunities and connections.

**Where to start?**
Complete the ‘Employer of Choice’ Fact Sheet created and published by ‘Skills For All provided to you within the Toolkit. Once your business has completed this Fact Sheet, think about what your business can do to be able to tick all the boxes. In doing this, engage your current employees to get their perspective and brainstorm with them how your business can improve.

Tourism businesses on Kangaroo Island need to work together to create a region of choice, which will be achieved through networking and sharing via local business associations such as Tourism Kangaroo Island.

---

**Flexible Working Arrangements at Kangaroo Island Seaside Inn**

**Workforce Challenge: Retaining a Chef to run the restaurant**

Chris and Alex Schumann run a 20 room motel in Kingscote that has a 24 hour duty manager, serves breakfast each morning and has a restaurant open Wednesday to Saturday night. By working hard on social marketing and dynamic pricing, winter occupancy levels have significantly lifted. This has enabled staff to be offered more balanced working hours over the course of the year. The business employs 2 kitchen and 2 restaurant staff, 3 housemaids, and hires an additional housemaid across the Island’s peak season (from the end of November to April). Alex’s recent venture to develop a second tourism accommodation business at Victor Harbour has meant he now works remotely with the business and a local team that has been hired to assist in management.

There have been significant challenges in finding and retaining a chef. This role is critical to the consistent delivery of a quality dining experience to guests and the general success of the business. Taking this challenge into consideration, Chris and Alex have been committed to creating a mutually beneficial relationships with employees. They developed a strong focus on supporting their staff by providing training initiatives and understanding each of their staff’s home and personal situations. Through this ongoing commitment, they have been able to retain their current chef for over 3 years. By understanding their chef’s family obligations as a parent and compromising on restaurant opening hours, the business now has a dedicated, loyal and enthusiastic chef who is consistently delivering quality dining experiences.

Chris and Alex have been in the accommodation business for over 25 years on Kangaroo Island. Through hard work they built a reputation as an employer of choice, who look after their staff. The result is that they find it relatively easy to recruit good quality new staff from the local population as word of mouth recommendations are strong. As employers this brings many benefits in terms of lower staff turnover and lower absenteeism. Training costs are lower and, there is a higher quality of service for customers – a key business attribute as they seek to grow occupancy across all seasons.
Think Outside the Box: Building a Diverse Workforce

This Fact Sheet outlines options for organisations to address labour and skill shortages by recruiting members of the non-traditional workforce. This includes school leavers and mature-aged workers as well as people with a disability and the long-term unemployed.

Kangaroo Island’s unemployment rate is lower than the national rate. This, coupled with the Island’s remote location and low population, calls for an ‘outside the box’ approach to filling vacancies. Recruiting those considered to be typically part of the ‘non-traditional’ workforce can require some diversity in approach, for example utilising different apprenticeship and traineeship programmes. These programmes give school leavers, mature-aged workers, those with a disability and the long-term unemployed a pathway into joining and contributing to the workforce.

What does this mean?

With approximately 35% of Australia’s working age population not in the workforce, a South Australian youth unemployment rate of 18.8% and 8.9% of students on Kangaroo Island and the Fleurieu Peninsula having a Disability, employing people currently outside the labour force enables organisations to tap into a reservoir of millions of people who are capable of both skilled and unskilled labour.

There are economic benefits to individuals and the nation from increased participation. However, the benefits to employers are not fully appreciated.

These benefits include:

• Creating competitive advantage through diversity is an effective way to become product or service innovators;
• Securing the future workforce through the use of diverse employment practices can overcome labour and skill shortages in a tight employment market;
• Becoming an employer of choice as a result of recognition of commitment to diversity;
• Building employee loyalty in response to good human resource management practices;
• Growing the skills of your current workforce;
• Access to Government incentives aimed at increasing employment opportunities for disadvantaged job seekers;
• Encouraging school leavers to join and participate in the workforce; and
• Providing school leavers with the opportunity to increase their workability by acquiring workable and practical skills.

Meeting unique Skills Needs at Kangaroo Island Spirits

Workforce Challenge: Finding staff for a job that requires unique skill needs.

The Cellar Door provides a holistic distillery experience to visitors providing tasting, bottle sales and light refreshments from 11-5pm, 6 days a week (7 days during school holidays). Together with Jon and Sarah’s input (the owners of this small family business) permanent employment includes a full time production person, a part-time finance person, and a part-time marketing sales person. In addition up to 4 casual staff are employed throughout the year for the cellar door and to support production.

Being a micro distillery in a specialised field means finding qualified staff is difficult. Due to the nature of the business, Kangaroo Island Spirits’ staff not only need to possess specialised distillery experience, but they must also be skilled and willing to assist in other facets of the business, such as marketing and sales.

Jon looks widely to find programmes that can assist him in finding and keeping staff that fit the business’s needs. He has used a traineeship programme and also sought support from Food SA who provide a Graduate Access Program. Through this process he has gained salary support for 2 new staff positions (one in Production and one in Sales/Marketing and Events). While Jon recognises the value of these assistance programmes he highlights the need for small businesses to consider solutions that suit their unique needs.

Staying connected and networking with others has helped Jon understand the range of opportunities and which programmes can work for him and his business. Utilising traineeship programmes has helped him give necessary skills to new staff where he cannot find staff that possess the necessary skills.
Employer Support for employing Outside the Box

**Restart Wage Subsidy**
The Government’s Restart programme provides assistance to mature-aged job seekers. A subsidy of up to $10,000 will be paid to employers who hire an eligible mature-aged job seeker on a full-time basis (30 hours or more per week). Employers that hire mature-aged job seekers on a part-time basis (15 to 29 hours per week) will also be eligible for a pro-rata subsidy commensurate with the actual hours worked.

Further information can be found at [www.employment.gov.au](http://www.employment.gov.au)

For an immediate enquiry about Restart you can email Restart@employment.gov.au

**Disability Employment Services Wage Subsidies**
Where a person with a disability is employed for at least 8 hours per week for at least 13 weeks employers can claim the wage subsidy provided by Disability Employment Services.

**Employment Assistance Fund**
This fund provides assistance to employers of people with a disability or mental health condition by providing financial assistance to purchase work related modifications and services.

**Industry Skills Fund**
As a new Government initiative, this fund will commence on 1 January 2015 and aims to deliver close to 200,000 targeted training places and training support services over four years. The fund will assist small and medium sized businesses to successfully diversify and improve competitiveness in a global market.

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**Recruiting Non-traditional Workers**
The best way to find eligible ‘outside the box’ job seekers is to contact your Job Seekers Australia (JSA) regional provider to discuss your recruitment needs.

Kangaroo Island JSA providers include:

- **Workskil Incorporated**
  Phone: 08 8553 0216  

- **Employment Options Inc**
  Phone: 08 8552 1811  
  Email: eoinc@eoinc.com.au  
  Website: [www.employmentoptions.com.au](http://www.employmentoptions.com.au)

- **Finding Workable Solutions Inc**
  Phone: 08 8552 3085  
  Website: [www.fws.org.au](http://www.fws.org.au)

To find out more about employing outside the box on Kangaroo Island, join the regional discussion on Workforce Planning on the Kangaroo Island Tourism Employment (KITE) Network on LinkedIn. Joining this discussion will allow you to engage with other Kangaroo Island tourism industry businesses as well as being able to ask questions about your employment challenges.
Immigration: Understanding Visas

Utilising the local workforce is the preferred option; however, the experience of regional South Australian tourism organisations suggests that other options are also required to fill vacancies. One option for employers is to utilise immigration to supplement their labour force.

There are different visa categories by which foreign nationals are permitted to live and work in Australia and each visa category is subject to conditions. Before businesses utilise immigration to supplement their workforce, it is important they understand Australian work laws.

Immigration Employment by Type

Working Holiday Maker (417 & 462) Visa
Travellers can supplement their holiday budget through short-term employment appointments. The Working Holiday Maker programme encourages cultural exchange and closer ties between arrangement countries by allowing young people, between the age of 18 and 30 years, to have an extended holiday supplemented by short term employment. Visa holders are able to work in Australia for up to 6 months with each employer. There are two visa options - Working Holiday (Subclass 417) and Work and Holiday (Subclass 462), each with different eligibility terms and conditions.


Special Category (444) Visa (New Zealand)
This visa is automatically granted to New Zealand citizens who arrive in Australia, but do not hold a permanent visa. They can live and work in Australia for up to 5 years.

Regional Sponsored Migration Scheme (187) Visa
This visa is for skilled workers from outside Australia or skilled temporary residents who live and work in regional Australia, who are under 50 years and have the support of an employer. It has 3 streams:
1. Workers with a 457 visa, who have worked for 2 years and their employer wants to offer them a permanent position;
2. People who have never, or only briefly, worked in the Australian labour market; and
3. For those sponsored by an employer through a labour agreement.

Utilising 457 Visas at Hanson Bay Wildlife Sanctuary

Workforce Challenge: Filling positions when there is no availability within the local labour pool

Hanson Bay Sanctuary provides a range of services including accommodation, a visitor information centre, a cafe and an animal sanctuary.

Budgets are tight and resourcing the Sanctuary’s conservation work remains an ongoing priority. However, balancing the business’s work needs with the appropriate allocation of tasks between the different categories of employees is challenging.

Utilising a relatively cost effective labour force, which also has a high turnover, creates difficulties in managing the quality of delivery and work performance. An example of the types of employment challenges being faced included the need to utilise a 457 visa employee to fill a full time position, which in a city or country town could have been filled by an Australian resident.

The use of a 457 visa has been highly effective, including an example where a visitor who had previously stayed at the property, met the owners and specifically sought to return to work.

Hanson Bay Sanctuary's experience highlights the importance of understanding the motivations of visitors. Another important consideration is Australia’s work laws and ensuring fair working conditions and pay.
Occupational Trainee (402) Visa
This visa is for people outside Australia to undertake occupational training and professional development with a business or government agency. Programmes should be for at least 30 hours a week and at least 70% workplace-based.

Seasonal Worker Program (416) Visa
Allows an Approved Employer to sponsor people from the Pacific and East Timor to work as seasonal workers in the accommodation industry.

Seasonal workers can:
• work in Australia for up to 6 months over a 12 month period;
• work in unskilled and low skilled occupations; and
• work only with the sponsor.

Sponsors must:
• arrange suitable accommodation;
• pay workers in accordance with award;
• pay return airfares upfront and recoup a proportion of cost from workers;
• assist workers in maintaining health insurance and access to health care; and
• assist with initial living expenses.

Further information is available on the Department of Employment Website:
Alternatively you can access support by emailing seasonalworker@employment.gov.au or calling the Seasonal Worker Program information line on (02) 6240 5234

International Student Visas
Students on an international student visa can work up to 40 hours a fortnight while their course is in session and they can work unlimited hours during scheduled course breaks.

Temporary work - skilled (457) visa
A business can sponsor a skilled worker for up to 4 years, if a person with those skills cannot be found in Australia. The process can be complex.

The employee:
• can bring their family and travel in and out of Australia as often as needed
• must have skills, qualifications and experience to match the position
• must demonstrate English language ability
• must be eligible for any required licences or registrations
• must have health insurance.

Labour Agreements
Under this agreement the employer must fill positions in accordance with the terms and conditions specified in the Labour Agreement signed with the Department of Immigration and Border Protection.

The nominee must meet the qualifications and skills (including English language skills) specified in the Labour Agreement and be under 50 years of age.

Labour Agreements are intended for occupations that are not on the list of approved occupations for other sponsored visas or occupations not covered under ANZSCO.

A template Labour Agreement has been proposed for the tourism and hospitality industry to improve industry access to semi and highly skilled overseas workers in occupations identified as being in critical shortage.

Immigration in your Workforce
To utilise immigration in your workplace or business, it is important that you understand Australian work laws, fair pay rates and working conditions. This information is available on the Department of Immigration and Border Protection website:

To discuss the use of immigration in the tourism workforce on Kangaroo Island and to ask questions about seasonal workers and working holiday makers, join the discussion about harnessing the Labour Pool on the Kangaroo Island Tourism Employment (KITE) Network on LinkedIn.
Kangaroo Island: Programmes for Business Support

In addition to a large collection of websites and programmes designed to help with labour and skills challenges on Kangaroo Island, there are also a number of programmes available to assist operators with workforce planning and more general aspects of running a business.

These programmes are designed to improve business management skills, overall sustainability and ensure that business operation is optimised. Business support programmes offer assistance on a wide range of issues and the use of different tools such as the use of digital media to business mentoring. This Fact Sheet provides a starting point to understand what is available and where to go for more information.

Business Mentoring & Support

**Entrepreneurs’ Infrastructure Programme**

The Government has announced the establishment of a new $484.2 million Entrepreneur’s Infrastructure Programme and a new streamlined Single Business Service initiative to support businesses to improve their competitiveness and commercialise new ideas.

Implementation of the Programme will be phased in from 1 July 2014 to 31 December 2014 with consultation continuing.


**Small Business Support Line**

The national Small Business Support Line provides small business owners with a first point of contact to access information and referral services to improve their business sustainability and help better manage their business.

This hotline includes information on business start up, banking, finance, accounting, marketing, advertising, small business counselling and information technology.

The Support Line links into existing small business support mechanisms including:

- Business licensing information and referrals
- Business Enterprise Centres
- State and Territory Government small business programmes and services.

To access the small business support line call: 13 28 46 (Monday - Friday | 8am - 8pm AEST / AEDT)

Alternatively you can access support by emailing: sbsl@industry.gov.au

**Tourism Kangaroo Island (TKI)**

Join your local tourism association to stay in touch with latest changes and updates in the industry and local opportunities to work together. TKI provides a range of member support and is a key stakeholder in the support of the Tourism Employment Plan on Kangaroo Island.

Women in Global Business
Women in Global Business is a joint Australian, State and Territory Governments initiative aiming to support more business women to expose their products and services to a wider market (domestically and/or internationally).

The partnership acts as a support group, network and as a source of important information offering mentoring programmes, practical advice and information on how to go about exporting your goods and services.

For more information visit: http://www.wigb.gov.au/

South Australian Tourism Commission Industry Events and Support Workshops
The South Australian Tourism Commission runs several events throughout the year which enable businesses to network, share information and workshop common issues.

Events and workshops are run across several different sectors from tourism based businesses to events and festival managers covering key areas such as collaborative marketing and online marketing.

For the full range of events available visit the Tourism Commissions events page: http://tourism.sa.gov.au/industry/industry-events.aspx

South Australian Tourism Industry Council (SATIC) – Accreditation and Certification
SATIC provides a range of support services, resources and assistance to its members such as training, accreditation, certification, awards, business to business networks, communication and information.

Its logo is a symbol of excellence that identifies the quality-assured tourism experiences in Australia that take part in these programmes. Undertaking and maintaining accreditation and certification allows businesses to improve their management practices and operations, stay updated on businesses policies and procedures, as well as providing greater marketing opportunities. Accredited tourism businesses are recognised as professional, ethical and reliable operators, which deliver high quality tourism experiences.

For more information visit: http://satric.com.au

Business and Financial Planning

The Gateway Business Program
This South Australian Government programme assists small to medium-sized firms preparing for export. It can cover up to 50% of eligible expenses incurred in developing international markets.

Eligible projects include:
• Researching feasible overseas markets
• Developing marketing material for distribution overseas
• Participating in international trade shows, trade missions and business programmes
• Adapting websites for specific international markets
• Undergoing export specific mentoring
• Supporting incoming buyers.

For more information visit: http://www.southaustralia.biz/trade/gateway_business_program

Or alternatively contact the Department of State Development on: 8226 3821

Digital Skills and Social Media

Digital Business
Want to get your business or community organisation online, but don’t know where to start? Need some help with your transition to e-commerce? Or do you just want practical advice about the internet and what it means for your organisation? digitalbusiness.gov.au provides information that may assist you.

For more information visit: http://www.digitalbusiness.gov.au/

Tourism e-kit
Having an online presence is imperative in today’s business world. However, there is not always the time or resources to commit to this. The Tourism e-kit, produced by the Australian Tourism Data Warehouse, comprises a series of free online tutorials designed to assist time-poor tourism operators to improve their online presence.

The self-paced programme is also complemented by formal training resources and workshops that can be delivered by accredited trainers.

For more information visit: http://tourismekit.atdw.com.au/
15 Point Human Resource Management “Healthcheck” for Tourism and Hospitality

Human Resource Management (HRM) addresses all issues related to people – recruitment, hiring, compensation, managing performance, employee well being, motivation, communication, training and many others. When HRM is done well, it helps ensure that the vitally important ‘people side’ of business is managed to the highest possible degree.

**But - HRM is a complex and specialised area.**

Like going to the GP and having your vital signs checked, this brief checklist is designed to help businesses self-diagnose in terms of best practice in HRM.

Be honest! Use this healthcheck to help you gauge where you could benefit from some HRM ‘exercise’ ... or even ‘medication’.

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<tr>
<td>1.</td>
<td>Before looking to hire new staff, we clearly specify the kind of person and types of skills we are looking for.</td>
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<td>2.</td>
<td>We try to be as selective as we can – never just settling on someone because it’s easier at the time (we avoid “panic hiring”).</td>
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<td>3.</td>
<td>We provide employees with clear, well thought out and accurate position descriptions.</td>
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<td>4.</td>
<td>We always look to recruit for the long-term, acknowledging potential as much as immediate needs.</td>
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<td>5.</td>
<td>We ask our current top performers to help source new staff.</td>
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<td>6.</td>
<td>We recognise talent within the company – aiming to select and promote from within.</td>
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<td>7.</td>
<td>We have been trained in how to interview effectively. We use a list of possible questions designed to probe a person’s skills, experience and communication skills.</td>
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<td>8.</td>
<td>All employees are given a comprehensive ‘orientation’ – introducing them to the history, background and philosophies of the business, as well as an introduction to basic policies, rules, procedures, etc.</td>
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<td>9.</td>
<td>We have an open and transparent bonus system – making sure staff can see the benefits of company success while understanding the consequences of downturn.</td>
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<td>10.</td>
<td>We recognise and work with staff in relation to individual work-life balance.</td>
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<td>11.</td>
<td>We always utilise non-tangible rewards such as encouragement and recognition.</td>
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<td>12.</td>
<td>We empower those who want to be empowered – not all staff do!!</td>
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<td>13.</td>
<td>We support people when they have ambitions and the desire to learn.</td>
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<td>14.</td>
<td>We always strive to rotate positions and give opportunities to new staff.</td>
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<tr>
<td>15.</td>
<td>We provide regular formal and informal feedback to staff on their performance and areas where they could improve.</td>
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