

Broome Tourism Employment Plan Case Study – Kooljaman Trainee Program

RECRUITMENT, RETENTION & TRAINING

This case study is one of a series of resource materials developed as part of the Broome Tourism Employment Plan (BTEP) project in 2012-2013.

WORKFORCE ISSUE(S)

Kooljaman Resort at Cape Leveque provides traineeships with agreed employment outcomes for local Indigenous youth in a variety of different departments at the resort.

The trainees develop relevant skills and knowledge while remaining in their communities and Kooljaman is provided with a local workforce rather than staff sourced from outside the area.

BACKGROUND

Jointly owned and operated by the Indigenous communities of Djarindjin and Ardyaloon, Kooljaman Resort is located in a remote coastal location at Cape Leveque, north of Broome.

Established over twenty years ago as the trail-blazer in the region, Kooljaman has a locally elected Indigenous board comprising members from each of the two ownership communities. Under this governance arrangement Kooljaman has been developed as a low-key project of limited size and extent designed to minimise its environmental impact.

Kooljaman is managed by non-Indigenous staff, under the guidance of the board, with a view to the complex eventually becoming wholly Indigenous-operated.



PROJECT AIMS

The Indigenous Community Trainee Program is a successful live working partnership between community, employers, service providers and government designed to create and support employment opportunities for Indigenous people.

While providing unique wilderness experiences for tourists, Kooljaman offers opportunities for Indigenous people to operate a successful business enterprise.

IMPLEMENTATION

Flexibly delivered accredited hospitality training is provided to the trainees in the workplace environment. Support for the trainees ensures their transport requirements are met, that they are ready each day for work appropriately dressed in uniform, and there is mediation of any issues that may arise within the workplace or their family network.

As an incentive the Indigenous Community Trainees are paid above the standard award wage with their performance reviewed every three months and a non-monetary bonus is provided to those staff

Tourism 2020

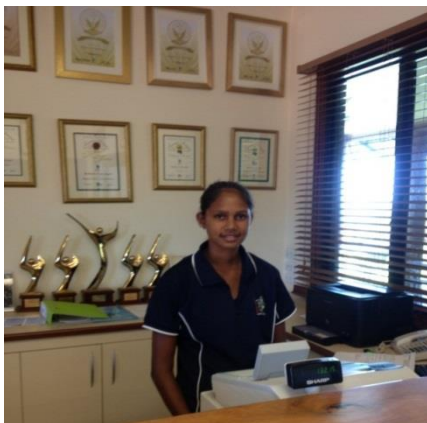
Whole of government working with industry
to achieve Australia's tourism potential



showing initiative and consistently achieving good results.

Short training courses offered by the Army Aboriginal Community Assistance Program have been undertaken by the trainees in small engine maintenance, boat safety and handling, fire safety and awareness and basic welding.

The Indigenous Community Trainee program is jointly managed by Kooljaman management, service providers, community leaders and parents. Frequent meetings are held with trainees and their feedback and suggestions are acted upon. On completion of their training staff are offered full time employment with the view to having them move into senior roles at the resort in the future.



OUTCOMES

The resort is a multi-award winning tourism development at both state and national levels, providing upmarket accommodation attractive to the high-end domestic and international markets. European tourists such as those from France and Germany express an eagerness for wilderness experiences and exposure to Indigenous culture and products. This produces a high return for the resort,

"The personal and professional development opportunities the resort provides to the youth from the communities of Ardyaloon and Djarindjin ensure Kooljaman's current and future workforce demands are met." Ann Vollmer

generating profits with set dividend amounts plus tent payments distributed to the communities, where they are used in part for the further development and improvement of outstations.

For the Indigenous operators of Kooljaman success is evident not only in commercial terms but in wider indicators including employment, community benefit, social and cultural outcomes, environmental outcomes and spin-off opportunities in other areas of community development. Kooljaman acts as an important stimulus to the development of other local tourism operations and satellite businesses and programs including: six local Indigenous-owned campgrounds; the sale of locally made artefacts and products such soaps and oils; involvement with the One Arm Point Bushranger Program; and establishment of a 'Bush Tucker' garden managed by local and staff community members.

Many employees undergo both formal and informal training at Kooljaman and then proceed successfully to other employment.

CHALLENGES/ISSUES

Significant challenges for the training program include:

- transport of staff to and from the remotely located resort;
- developing a work ethic consistent with mainstream employment expectations;
- maintaining the interest and enthusiasm of young staff members;
- developing existing cultural skill sets whilst introducing mainstream work skills; and
- establishing open relationships with staff to discuss trainees' ideas, problems or concerns.

FURTHER INFORMATION

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