

## Broome Tourism Employment Plan Case Study – Trainee and Apprentice Support

### REGIONAL SOLUTIONS AND 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)

Partnerships to support trainees and apprentices increase the capacity of Broome's hospitality and tourism industries to engage and train a locally based workforce.

These partnership arrangements:

- increase the skill levels of available staff, eventually reducing the need for continual training of new staff;
- eliminate the costs associated with providing accommodation for outside workers;
- reduce business costs and improve efficiencies and service levels;
- target regional Indigenous unemployment;
- improve relationships with traditional owners; and
- provide positive outcomes for local communities and tourists.

#### BACKGROUND

Kimberley Group Training Inc. (KGT) is an example of an independent, community-based, not-for-profit organisation focused on supporting Indigenous and non-Indigenous people in the Kimberley region.

Support is provided to employers and employees to enable local people to enter the workforce suitably prepared for the demands they will experience in progressing to indentured training and eventually to direct employment. Preparation for employment includes training in health and wellbeing and workplace expectations as well as introductory training in hospitality.



#### PROJECT AIMS

The project supports collaboration between small to medium-sized enterprises while preparing long-term unemployed people, particularly from local Indigenous families, for careers in the hospitality and tourism industries.

This support for employers and employees is intended to eventually enable local Indigenous people to manage and operate their own businesses.

#### IMPLEMENTATION

Introduced in 2006, the program commences with a recruitment period lasting up to three months, in which candidates are assessed for suitability for the program, including trainability and literacy assessments as well as police clearances and drug and alcohol screens.

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The best candidates are selected to enter the pre-employment program, which lasts for 5-6 weeks. Those selected are prepared for work in hospitality and tourism through an intensive program covering three main areas: life skills; work readiness; and industry skills.

A selection process is applied to candidates who complete the pre-employment program, with those who are successful entering into traineeships for the remainder of the season. During this phase participants receive an opportunity to gain a Certificate II in Hospitality or closely related qualification, and on completion are offered employment directly with the employer, who then continues each individual's development program through Certificates III and IV and cadetships. Special arrangements are made for those participants who do not complete their Certificate II within one season.

## OUTCOMES

Since 2006 at KGT, 77 people have commenced traineeships or apprenticeships, of whom 22 have completed their qualifications, with many others undertaking further employment with the host employer. Many participants have returned to the same employer for several seasons. In one case, a member of the original 2006 intake remains in employment with the same host employer.

For employers the beneficial aspects of these partnership arrangements include:

- meeting Indigenous employment targets;
- sourcing reliable, experienced and qualified staff from the local area without incurring costs for travel and accommodation;
- continuity of staff who have completed the program, which adds to the development and training of new staff by creating and maintaining the desired workplace culture;

*"Partnership support for trainees and apprentices in hospitality and tourism is all about preparing Kimberley people for Kimberley jobs."*

Ian Warrener

- the capacity to delegate supervisory roles in some cases to people who have completed the program while others continue internal training and development; and
- positive responses from customers, who express enjoyment at engaging with local people as a part of their Kimberley experience, potentially attracting more tourists.

## CHALLENGES/ISSUES

- In the early stages of employment, punctuality and attendance are issues in some instances, although these are dealt with in a timely manner.
- To improve traineeship outcomes employers' expectations need to be fully understood by participants at the commencement of the program.
- Occasional instances occur in which employees recruited from outside the region indulge in inappropriate behaviour, impacting negatively on participants.
- The demand for participants exceeds the local supply each year.
- The quality of local participants is rising with increased competition for places, and there is a noticeable improvement in the quality of school leavers entering the program.

## FURTHER INFORMATION

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