Tropical North Queensland
Tourism Employment Plan
2014 - 2017
Executive Summary

Tropical North Queensland (TNQ) is blessed with some of the world’s best natural and cultural tourism experiences including two World Heritage areas, the world’s oldest living culture and many national and international award winning tourism businesses. In the past 30 years tourism has been the fastest growing industry in TNQ and contributes the equivalent to that of mining and agriculture combined for the region. In 2012/2013 TNQ received 4.9 million visitors spending around $2.9 billion. Tourism employs 18,700 people and 20% of jobs in the TNQ region are directly related to tourism.

Tourism in TNQ is entering a renaissance. Major investment in new products, rapid growth in new markets (especially Asia) and growing air access on the back of $1 billion investment in the Cairns airport means that the destination is well-placed to reach the 2020 growth target of an extra $2 billion in expenditure. This will result in increased demand for labour and the region will require an additional 3,750 workers by 2020. This demand will be exacerbated by planned developments such as the $8.15 billion Aquis Resort, which has a proposed employment impact of 26,700 jobs when fully operational.

Increased visitor numbers and rising visitor expectations, especially from international markets, require the TNQ tourism industry to adapt and address labour and skills challenges. The region faces the challenge of a small resident population it can draw from to service the growing market need and how the seasonal nature of the industry can be best managed to deliver high quality, year round experiences that inspire the global and domestic traveller. Key to the competitiveness of tourism in TNQ is a skilled and ready workforce with the ability to respond to the changing demands of the dynamic tourism, hospitality, events and leisure industries. TNQ’s identification as one of Australia’s eight ‘hot spots’ for labour and skills by Tourism Ministers acknowledged that the region would benefit from localised solutions to address the employment challenges facing the industry.

The TNQ Tourism Employment Plan is a Tourism 2020 initiative that provides a vision, outlines priority actions and sets out a framework for the delivery of workforce solutions for the tourism industry. The TNQ Tourism Employment Plan has been developed in consultation with industry and key stakeholders within TNQ’s broader tourism and labour community.

Through these consultations, four key employment challenges were identified for the region, including issues around service quality, barriers to local employment, seasonality impacts and the lack of training and career pathways. High staff turnover and the reliance on transient labour affect the service quality and consistency in the region. Shortages of skilled and unskilled labour put additional pressure on the tourism industry and there is a need to improve pathways to local employment and make tourism a more attractive career choice. The seasonal nature of tourism impacts on retention of a skilled workforce within the region. There is also a need for an industry-led matching of training needs and for improved pathways into the industry. In order to meet the changing needs of consumers and new markets, industry needs to adapt and address its labour and skills challenges.

The Tourism Employment Plan sets out four key strategic goals to address these challenges and achieve the TNQ industry vision of "delivering world-class service through passionate local ambassadors that drive business success and build the region’s competitive advantage as a global leader in eco-tourism." 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 were 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.
The strategic goals and key strategies to achieve these are:

**GOAL #1: IMPROVE SERVICE QUALITY & DESTINATION COMPETITIVENESS**

**Catalyst Project:** Delivering the “TNQ Customer Service Training Programme” in the tourism sector.
- Reinforce the messages of the “TNQ Customer Service Training Programme” to industry.
- Encourage greater idea sharing across the region on what drives competitive advantage and how to create a regional culture of innovation.

**GOAL #2: BUILD A ROBUST LOCAL EMPLOYMENT BASE**

**Catalyst Project:** Increase Indigenous employment in the industry through a Cairns-based Tourism and Hospitality Vocational Training and Employment Centre (VTEC).
- Encourage greater Indigenous participation in the tourism sector.
- Remove the transport barriers restricting uptake of current Indigenous support programmes.
- Encourage thinking out of the box for local labour solutions.

**GOAL #3: DELIVER THE EXPERIENCE YEAR-AROUND**

**Catalyst Project:** Align a range of seasonal worker programmes to deliver maximum value to the industry.
- Promote the Seasonal Worker Programme trial for the accommodation sector to encourage further uptake.
- Encourage seasonal staff retention.
- Promote the benefits of recognising tourism as a priority industry for the second-year Working Holiday Maker visa.
- Support the industry to identify the best ways of managing human resources and industrial relations matters.
- Improve the competitiveness of the TNQ tourism industry.

**GOAL #4: CREATE A CULTURE OF UPSKILLING**

**Catalyst Project:** Deliver training for high demand jobs through the Certificate III in Tourism to match industry needs.
- Remove financial and logistical barriers to training.
- Encourage upskilling and cross-skilling across the industry.
- Make tourism a career of choice to attract and retain staff.
- Create a shared understanding about the meaning of “employer of choice.”
- Encourage the tourism industry to undertake workforce planning.
- Respond to new markets and visitor needs.
- Drive industry uptake of digital technology and the digital economy.

Upon delivery of the TNQ Tourism Employment Plan it is essential that communication channels are established at multiple levels. This will ensure the ongoing delivery of the strategies and actions. Implementation will be monitored through Workforce North as an agenda item coordinated with Tourism Tropical North Queensland (TTNQ). Key responsibility to facilitate the communication will reside with Workforce North and TTNQ. The success of the goals outlined in this report will be determined through a number of Key Performance Indicators (KPIs).

The Tourism Employment Plan positions TNQ for a competitive tourism future. By establishing a range of solution-orientated projects and initiatives the TNQ Tourism Employment Plan promises to leave a positive legacy. This will be achieved through connecting the tourism community with a suite of existing programmes and by the creation of a strong informal network of key stakeholders. It offers a clear structure for addressing the region’s current and future workforce challenges.
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Acknowledgements

On behalf of the University of Queensland, Parker Travel and EC3 Global we would like to thank the industry, regional training and employment partners and all of the members of the Agency Network and Industry Advisory Panels for the opportunity to work with you to prepare the Tropical North Queensland Tourism Employment Plan.

Disclaimer

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Acronyms and Agencies

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>AEC</td>
<td>Australian Employment Covenant</td>
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<tr>
<td>DATSIMA</td>
<td>Queensland Department of Aboriginal and Torres Strait Islander and Multicultural Affairs</td>
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<td>DETE</td>
<td>Queensland Department of Education, Training and Employment</td>
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<td>DJAG</td>
<td>Queensland Department of Justice and Attorney-General</td>
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<td>DTESB</td>
<td>Queensland Department of Tourism, Major Events, Small Business and the Commonwealth Games</td>
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<td>DTMR</td>
<td>Queensland Department of Transport and Main Roads</td>
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<td>FNQ</td>
<td>Far North Queensland</td>
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<td>James Cook University</td>
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<td>Job Services Australia</td>
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<td>Key Performance Indicator</td>
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<td>Local Tourism Organisation</td>
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<td>National Tourism Alliance</td>
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<td>Queensland Tourism Industry Council</td>
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<td>Regional Development Australia</td>
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<td>RTO</td>
<td>Regional Training Organisation</td>
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<td>Tourism and Events Queensland</td>
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<td>TTNQ</td>
<td>Tourism Tropical North Queensland</td>
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<td>VTEC</td>
<td>Vocational Training and Employment Centre</td>
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1 Setting the Scene

1.1 What is the Tropical North Queensland Tourism Employment Plan?

Tourism is important to the Australian economy. It is the largest services export, contributing $41 billion to gross domestic product, and employing over 929,000 workers both direct and indirect. Tourism 2020 is the Australian Government’s national long-term strategy and is supported by states and territories. It sets an ambitious target to increase visitor expenditure in Australia to between $115 billion to $140 billion by 2020. To achieve this, Tourism 2020 recognises that increasing the supply of labour and skills must be addressed as a priority.

The tourism and hospitality sector across Australia faces a wide range of labour and skills challenges. The Australian Tourism Labour Force Report found that by 2015, an estimated 56,000 additional workers will be needed to fill tourism industry vacancies nationally. It also highlighted that more than half of Australia’s tourism businesses are facing recruitment, retention and skills deficiencies. As the industry grows to meet global trends and reach the established Tourism 2020 target, these challenges are increasingly important. The Report highlighted that targeted, localised strategies are necessary to respond to this challenge.

As a result, Tourism Ministers selected eight employment ‘hot spot’ regions for the development of Tourism Employment Plans. Tropical North Queensland (TNQ) was identified as one of these eight regions, in which labour and skills shortages are pronounced. This is in large part due to its small population, transient workforce, distance to major labour markets, and seasonality of the industry having an impact on the retention of an experienced, skilled workforce within the region.

The focus of the TNQ Tourism Employment Plan is to develop sustainable solutions addressing labour market issues and skill shortages that are being experienced among tourism operators in the region. It aims to achieve this through a number of approaches which include: identifying the issues impacting on the use of existing programmes; engaging with government and industry stakeholders to develop practical solutions; agreeing on targeted actions to overcome these issues; improving participation in training programmes; developing career pathways; and ensuring greater inclusion of the under-represented workforce.

The TNQ Tourism Employment Plan is structured around the following four key outputs:

1. Confirming the region’s specific 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 TNQ Tourism Employment Plan was developed through a series of distinct phases. These phases ensure that the recommendations are based on thorough stakeholder consultation, an in-depth analysis of the current employment challenges for the tourism sector in TNQ and a complete review 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 4.
The development of the TNQ Tourism Employment Plan has been supported by two key employment programmes that address particular labour and skills needs of the tourism industry. As part of the Workforce Futures programme, $1.1 million was allocated to a skills advisory service for businesses in Tourism Employment Plan regions, including TNQ. It provided businesses with one-on-one advice on current and future skills needs, and identified appropriate staff training programmes to ensure employee skills align with business needs. A total of 80 TNQ businesses were engaged in this program, with 84 training places funded as a result.

Another important programme connected to the TNQ Tourism Employment Plan is the Seasonal Worker Programme trial, which enables accommodation providers to engage workers from the Pacific and East Timor for up to 6 months to meet seasonal labour needs. The Programme has proven successful in other trial regions and provides an opportunity for TNQ businesses to address their workforce needs.
1.2 Tourism & Employment in Tropical North Queensland

The TNQ region consistently ranks in the top five destinations visited by international tourists to Australia, and the top twenty destinations visited by domestic overnight visitors. The region is best known as the gateway to the world heritage listed Great Barrier Reef and the Wet Tropics Rainforests, and the only place in the world where two natural world heritage listed sites meet.

The map below provides an overview of the geographical scope of the TNQ Tourism Employment Plan. While the TNQ Tourism Employment Plan had a primary focus on Cairns and Port Douglas as key tourist hubs, the strategies and benefits of the Tourism Employment Plan apply more broadly across the region.

The Value of Tourism

Tourism is the backbone of the TNQ economy and one of Queensland’s most valuable tourism regions, making up 14% of Queensland tourism gross state product.¹ In the past 30 years tourism has been TNQ’s fastest growing industry, with visitors spending around $7.8 million per day totalling nearly $2.9 billion in 2012.

It is important to note that when TNQ was identified as a regional hotspot in 2010 it was already at $2.1 billion in expenditure and it was predicted to reach $3 billion by 2014. As a result, the employment challenge has actually eased slightly over the past 2 years. Declines in the resources sector have also seen the challenge ease, with less pressure on skilled staff availability. Nevertheless, these challenges are returning as the State (and the region) returns to investment growth and a stronger outlook for employment growth.

A visitor snapshot with key statistics on the TNQ visitor economy is provided on the page over. This includes key data on visitor numbers, origin and expenditure. It also provides a brief overview of the region’s top sights and the significance of transport and business events.

¹Tourism North Queensland – Tourism Economic Facts November 2012 (Tourism Research Australia, 2012 (YE June))
The TNQ Tourism Workforce

Tourism employs a total of **18,700 people** in TNQ and **20% of jobs in the region are directly related to tourism**. Key workforce characteristics are:  

- 39% of the work is part-time
- Around 60% of staff are permanent
- Around 35% of staff are casual
- 56% of the workforce are women
- Nearly half of all staff are aged between 24 and 45 (slightly older than the state average)
- 54% of tourism staff in the region have no formal qualifications
- Staff turnover rates are just under 40%, which is the third highest amongst the eight employment ‘hot spot’ regions

An important source of labour for the TNQ region is Working Holiday Makers, who can work with an employer for up to six months and are a highly valuable staffing solution during peak seasons to fill unskilled vacancies where there is insufficient local labour. TNQ is one of the top five regions to employ Working Holiday Makers in Australia, with over 9,000 working in the region in 2011.  

Skilled migration options are also an important source of labour for tourism businesses that are unable to source locally skilled workers.

TNQ Tourism Businesses

The TNQ tourism industry is predominantly made up of micro and small businesses (43% and 37% respectively) employing less than 20 staff. This means that of the **2,254 tourism businesses in the**
region that employ staff, 43% employ less than 5 people. There are 173 accommodation establishments operating at an average occupancy rate of only 44%.³

**TNQ Regional Population and Workforce Characteristics**

The population and workforce characteristics of the broader TNQ regional economy play an important part in shaping the future growth of the TNQ tourism industry and employment. TNQ has a population of 191,330 which grew by 2.8% between 2005 and 2011. Indigenous people make up 8.2% of the TNQ population. Population growth to 2020 is predicted at an average of 1.5% per annum. The majority of growth is expected in the Cairns LGA. The unemployment rate in TNQ is higher than the State and National average (5.9%). In February 2014 the unemployment rate in TNQ was at 7.7%. Indigenous and teenage unemployment is particularly high in the region, with Indigenous unemployment at 28% (well above the State average of 18%) and teenage unemployment at 34% (above the State average of 28%) in December 2013. The workforce remains transient due to the limited career options for skilled staff. In the five years leading up to 2011, 40,000 people have moved to the region and 26,500 moved elsewhere within the region.

As a result, TNQ faces a challenge in attracting and retaining a highly skilled and flexible workforce to ensure a stronger economic base. There is a need to target youth, Indigenous and mature-aged workers to expand the local labour pool.

### 1.3 Direction of Tourism in Tropical North Queensland

The Tourism Employment Plan is being developed in the context of current regional trends and the Queensland Government’s target to grow tourism expenditure in Queensland by an additional $15 billion by 2020. It is important to recognise that approximately 80% of this target is predicted to come from only four of the thirteen regions of Queensland. TNQ is the third largest priority growth destination. It is the only destination located outside South East Queensland that has the capacity and assets to play a leadership role in achieving the growth targets.

While global events and the exchange rate drove visitor numbers and expenditure down between 2009 and 2012, the TNQ tourism industry has set an ambitious 2020 target of an additional $2 billion in expenditure. Under the 2020 growth forecasts, TNQ could grow by more than 50% resulting in an increase in international visitor expenditure by 155% by 2020. Domestic overnight visitors are forecast to grow by 140,000 visitors (or 31% growth for industry potential). The growth will target China, the touring market, events and aviation and aim to deliver on the promise of ‘the world’s best destination to engage with nature’.

The aim is to improve visitor dispersion and increase the likelihood of repeat visitation. This growth would have a significant impact on the TNQ workforce. By 2020, the region will require an additional 3,750 workers.⁵ Major planned investments including the Aquis Resort ($8.15 billion), Ella Bay ($1.3 billion) and Cairns Airport ($1 billion) will create further labour demand. The planned Aquis Resort will be a world-class integrated resort including hotels, apartments, retail outlets, theatres, a sports stadium, and a convention and exhibition centre and this development alone has a proposed employment impact of 26,700 jobs when fully operational. Hence, there is a need to address labour and skills challenges in TNQ to meet growth targets and increasing visitor expectations, in particular those of growing international markets such as China, Japan, North America, United Kingdom, and New Zealand.

The TNQ Destination Tourism Plan (2014) highlights a number of specific workforce challenges including reducing youth unemployment; increasing opportunities, support and guidance for those out of employment; the need for more targeted and resourced employment and training strategies; and to increase supply of labour, skills and Indigenous participation. These employment challenges are part of a broader regional challenge requiring a multifaceted approach. Through extensive industry consultation, the Tourism Employment Plan has identified a number of skills and labour challenges which are described in detail in the following section.

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¹ Regional Tourism Profile, 2012-13  
³ Tourism Employment Plan, Tropical North Queensland
2 Understanding the Challenge

Forecast growth in visitor numbers and expenditure towards 2020 will place a strain on the current labour market in TNQ. Addressing the labour challenge requires a multifaceted approach. A renewed focus on increasing both local participation and migration to fill seasonal and skilled vacancies is required in order to ensure the sustainability of the TNQ tourism industry.

Consultations undertaken as part of the Tourism Employment Plan have identified some specific labour and skills challenges facing the region. Many of these challenges stem from broader National and State challenges. Most of the 80 TNQ tourism businesses that were engaged through the Workforce Futures Programme (run by Service Skills Australia) indicated that their primary challenge is “Growth and Expansion” and “Marketing, Sales and Tendering”. Additionally, skills issues including “Human Resources and Employee Management”, “Staff Recruitment” and “Business Planning and Support” were also of concern. The skills and labour challenges outlined below align with the national priority areas identified as part of the Tourism and Hospitality Workforce Development Strategy 2014-2019. The strategy prioritises improved labour supply, building skills capability, addressing quality in training and the development of a strong evidence base by collecting and analysing workforce data.

2.1 The Labour Challenge

The Australian Tourism Labour Force Report on national labour and skills shortages in the tourism sector recognised that approximately half of all Queensland tourism businesses experience recruitment and retention difficulties, high turnover and vacancy rates, skills deficiencies among employees, and seasonality issues. The Report also identified that TNQ’s small population, limited transportation options, lack of accommodation and distance to major labour markets, represented a significant challenge to securing its future workforce needs. The Report predicted that the industry’s expected growth would require an annual labour force increase of almost 4%. However, the region is facing a labour shortfall of 168 workers and 270 unskilled workers by 2015.

Thinking out of the box to expand the labour pool

In order to meet the demand for both skilled and unskilled tourism staff, particularly in more remote locations within TNQ, industry will need to better utilise local labour including under-represented labour sources and embrace a targeted approach to migration to fill seasonal and skilled vacancies.

To exhaust the potential of the local labour pool, industry needs to think out of the box for labour solutions. With a 7.7% unemployment rate in the region, the aim is to find new ways of identifying and attracting suitable people who are currently not engaged in the labour market. The region has a high percentage of Indigenous people (8.2% of the population), yet they are under-represented in the workforce with 28% unemployed. Key barriers to increasing Indigenous participation (including transport, low levels of education and challenges in adapting to the needs of regular employment) need to be addressed. There is also a need to draw on mature-aged workers to expand the local labour pool.

Where skilled and seasonal vacancies are unable to be met by the local labour force, there are opportunities to better utilise migration paths such as Working Holiday Makers for seasonal vacancies, and skilled visa programmes to fill particular occupational shortages identified in the region such as chefs and people with multi-lingual skills.

Loss of pathways into the industry

With teenage unemployment at 34%, young people are an obvious local labour market. However, other industries are being successful in positioning their sector as an attractive long-term career option, while tourism has not placed enough emphasis on its potential to foster successful careers. This issue is not unique to the region and is being addressed nationally through the National Tourism Alliance’s ‘Discover Your Career’ campaign. There is a need to promote tourism as a career of choice amongst school leavers to improve pathways into the industry.

Transport barriers

Limited transport options across TNQ create a barrier to employment, especially for youth and Indigenous employees. Results from a transport survey conducted as part of the Tourism Employment Plan indicated a transport survey conducted as part of the Tourism Employment Plan.

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5 Service Skills Australia, Tourism, Travel & Hospitality Workforce Development Strategy, 2014-2019
Plan revealed that 37.5% of employees have experienced difficulties in getting to and from work. For 77% of employers and 22% of employees, this has resulted in significant barriers to staying at or starting a job (see Appendix 5 for detailed results on key areas and peak times).

**Red tape and regulation**
Local businesses are finding it difficult to understand the regulatory and planning environment. This negatively impacts on business performance and the ability for businesses to innovate. The cost of labour remains a challenge for smaller businesses. Implementing workplace structures and practices that encourage **increased productivity and efficiency** are areas many businesses feel is beyond their control. Businesses are looking for a single point of contact for information and advice on how to manage their human resources and industrial relations matters to support productivity growth.

**Seasonality**
Seasonality impacts on the retention of an experienced, skilled workforce within TNQ, and also makes it difficult for businesses to source the necessary skilled and unskilled labour to fill demand during peak seasons. While programmes exist to find longer-term solutions, the industry lacks awareness of support such as the Seasonal Worker Programme trial for the accommodation sector. The industry is heavily reliant on overseas labour, such as Working Holiday Makers, to fill seasonal vacancies and this will continue to be an important source of labour as the industry grows.

**Low staff retention**
High staff turnover in front-line service roles means that many staff may not be as familiar with the region and its tourism experiences as visitors expect, and greater effort is needed to boost service quality.

### 2.2 The Skills Challenge

TNQ has the **lowest number of students** enrolled in tourism and hospitality training in Queensland, and 54% of tourism employees have **no formal qualifications**. Those employees with qualifications predominantly have lower level certifications.

**Finding the time to train**
Many businesses are small or micro businesses that find it difficult to find the time to send staff away for training. Industry consultation identified in-house training as the preferred training mechanism. However, there is a lack of current training programmes that can be used as internal training mechanisms.

**Matching training to work, and labour to need**
The link of training and vocational education, especially for Indigenous people, to actual jobs has been a failing of many of the previous attempts to bridge the gap. Initiatives such as the Cairns Vocational Training and Employment Centre (VTEC) aim to overcome this challenge by connecting Indigenous job seekers with guaranteed tourism jobs and providing necessary support networks to prepare them for long-term employment.

**Industry-led training needs**
Training needs are not being met in some sectors and there is an identified need to create an industry led, demand driven training and education system. The industry has indicated that some traineeships (e.g. Marine / Outdoor Recreation) are too long and some of the units of competence are not considered essential by some employers. There is a recognised need for industry, the Industry Skills Council and education providers to collaboratively review the programmes and improve training pathways by linking existing training packages with other programmes to achieve desired outcomes. The marine tourism industry in particular needs support in improving training pathways to suit its needs.

**Consistent service quality**
A Delphi study (2014) of 34 businesses revealed that the lacking service quality in the region is the biggest and most important challenge to be addressed.

**Shifting the focus to value over volume**
The 2020 target to double the value of tourism has significant implications on the growth of visitors to TNQ and the staffing needed to service these visitors. To reach this goal the destination will need to lift its competitive advantage, which requires skill development and innovation. This includes growth in identified niche markets such as adventure travel and a focus on experience development. The Destination Tourism Plan identifies a key direction to lift quality, service and innovation, which aligns to the State’s 20 Year Tourism Plan.
### 2.3 Achievements to Date

While the Tourism Employment Plan provides a framework for the future roll-out of identified strategies, a number of early outcomes have been delivered. These successfully position the Tourism Employment Plan for its move into the implementation phase. These immediate wins include:

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<tr>
<th>Improve Service Quality &amp; Destination Competitiveness</th>
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<tr>
<td>✓ Four stakeholder workshops were held, engaging over 50 organisations and approximately 150 local tourism industry professionals. These were successful in educating operators on programmes that are available to assist their short-term employment needs.</td>
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<tr>
<td>✓ Distribution of a Tourism Employment Toolkit (see Appendix 6) to over 600 operators available at [<a href="http://www.tourism.gov.au/Tourism">www.tourism.gov.au/Tourism</a> Employment Plantools](<a href="http://www.tourism.gov.au/Tourism">http://www.tourism.gov.au/Tourism</a> Employment Plantools). This included:</td>
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<td>- A fact sheet covering the existing programmes for business support to inform operators on how to make best use of these.</td>
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<td>- A number of inspirational regional case studies showcasing innovative ways employers have dealt with workforce challenges in the region.</td>
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<td>✓ A Delphi survey with the local business network has been conducted generating 34 responses. The responses informed the identification of region specific issues, potential strategies and the identification of a lead project for the Tourism Employment Plan.</td>
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<td>✓ Identification and development of a lead project - the &quot;TNQ Customer Service Training Programme&quot; - which will improve the customer service skills and knowledge of workers in the region. A Training Programme Steering Committee was developed and TTNQ has taken full responsibility in delivering the “TNQ Customer Service Training Programme”, in partnership with Tropical North Queensland TAFE.</td>
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<td>✓ Engagement of 80 businesses in the Workforce Futures program, resulting in individual Workforce Development Plans for each business and 84 training places to ensure staff skills are aligned to business goals.</td>
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<table>
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<th>Robust Local Employment Base</th>
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<td>✓ Establishment of a Tourism Employment Plan Facebook presence with over 50 businesses engaged in this channel to create greater industry collaboration.</td>
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<td>✓ Through the Tourism Employment Toolkit an out of the box employment fact sheet was developed and distributed. This looks at ways to engage the under-represented workforce including mature-aged workers and school leavers.</td>
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<tr>
<td>✓ The Tourism Employment Plan promoted the Jobs Bonus Program, supporting businesses that employ mature-aged job seekers (over 50’s employees).</td>
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<td>✓ A number of results were achieved driving Indigenous training and employment:</td>
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<td>- Operators were made aware of the VTEC and GenerationOne and the project team actively lobbied support for a Cairns based VTEC. This contributed to a further 20 jobs being identified for Indigenous workers and Cairns being announced as a VTEC location.</td>
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<tr>
<td>- A VTEC fact sheet was developed informing operators how they can link with the Cairns VTEC.</td>
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<td>- A fact sheet on Indigenous Employment Opportunities was distributed as part of the Tourism Employment Toolkit. This provided a guide for businesses on how to attract and retain Indigenous Australians in employment.</td>
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<tr>
<td>✓ Results from a transport survey conducted as part of the Tourism Employment Plan revealed information on peak demand times and key demand areas, which may help to build a case for additional transport options in region.</td>
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<td>DELIVER THE EXPERIENCE ALL YEAR</td>
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<tr>
<td>✓ Promotion of the <strong>Seasonal Worker Programme</strong> trial for the accommodation sector in TNQ. One business has since signed up to the Programme, and others have expressed an interest.</td>
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</tr>
<tr>
<td>✓ A <strong>fact sheet on immigration to help businesses in understanding visas</strong> was distributed as part of the Tourism Employment Toolkit. This helps operators to successfully access, recruit and manage overseas workers.</td>
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<tr>
<td>✓ Service Skills Australia undertook a national survey of <strong>industry needs for labour swaps</strong> as part of the Workforce Futures industry engagement process. The TNQ Tourism Employment Plan project team contributed through raising awareness in the workshops, providing updates in tourism industry newsletters and through a number of press interviews which garnered interest locally.</td>
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<table>
<thead>
<tr>
<th>A CULTURE OF UPSKILLING</th>
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<tbody>
<tr>
<td>✓ The Tourism Employment Plan has promoted understanding of training pathways for Dive Master Qualifications through the Certificate III in Tourism. Eight trainees have started the programme.</td>
</tr>
<tr>
<td>o <strong>A Dive Sector Training fact sheet</strong> was developed showing how operators (and RTOs) can leverage the Certificate III in Tourism to new entrants seeking Dive Qualifications – a concept which can be replicated for other fields and qualifications.</td>
</tr>
<tr>
<td>✓ Development of a “<strong>Creating an Employer and Region of Choice</strong>” <strong>fact sheet</strong> that explains how businesses can increase their desirability by becoming an employer of choice and contribute to TNQ becoming a region of choice.</td>
</tr>
</tbody>
</table>
2.4 The Regional Challenge

While strategies have been developed to improve industry uptake of the existing employment and business support programmes available (as in Section 2.3), there is a broader challenge. A number of issues have been identified by industry and present a significant impediment to solving the labour and skills shortages currently seen throughout the region. Through the extensive industry and key agency consultation process involved in developing this Tourism Employment Plan, four key challenges have been identified:

**IMPROVE SERVICE QUALITY & DESTINATION COMPETITIVENESS**
- Reliance on transient labour and high staff turnover create a need to find an approach to delivering consistent service quality and address the situation whereby staff are not familiar with the region.
- Poor service culture affects the customer experience and the region has identified the need to shift the focus to value over volume.

**ROBUST LOCAL EMPLOYMENT BASE**
- Skilled (and unskilled) staff shortages exist in the region (especially in remote locations). A dedicated approach to matching training to work and labour to need is required.
- The region has a limited labour pool due to its geographical isolation. To meet the future needs from the local market, businesses need to think out of the box for labour alternatives.
- The lack of transport options represents a barrier to local employment, highlighting the need for greater industry collaboration.

**DELIVER THE EXPERIENCE ALL YEAR**
- Seasonality impacts on retention of a skilled workforce within the region highlighting the need to create a seasonal work programme across the sectors of the economy.
- Innovation in the region is stifled by red tape and regulation and the cost of labour remains a challenge. Industry is ready to seek new ways to reduce operating costs and embrace new partnerships to create year-round business opportunities and experiences.

**A CULTURE OF UPSKILLING**
- Finding the time to train staff remains a challenge and requires industry-led matching of training needs as a priority.
- There is a perceived loss of pathways into the industry as school leavers and new entrants look for careers with more benefits. This is driving the need to become an industry of choice.
- Need to respond to the changing needs of consumers, including new markets with a culture of upskilling and innovation.

2.5 Implications for TNQ

The short-term focus requires lifting quality and yield, responding to the current market needs and preparing for new markets. The medium to longer-term focus needs to be on increasing local participation from Indigenous, youth and mature workers and skilled migration in the medium to long-term. This does not mean leaving the workforce issues to another time – the planning for this starts now.

To meet the challenge of the forecast growth along with the rising expectations of new markets, TNQ needs to focus on two key priorities: lifting quality and driving innovation in the short-term; and targeting local workforce participation and skilled migration in the medium to long-term. Nevertheless, the planning must start now!
3 The Way Forward

Following industry consultation over a 12 month period that identified the priority focus areas for this Tourism Employment Plan, it is clear that the industry feels the region needs to focus on the following areas:

- Improving service quality;
- Developing and maintaining an experienced and skilled workforce; and
- Finding solutions on how the seasonal nature of the industry can be best managed to deliver high quality service and to create a culture of upskilling.

With this in mind and the need to make tourism an attractive sector, TNQ needs to find a way forward. This section sets a clear direction for the future of the TNQ Tourism Employment Plan through the identification of an overarching shared industry vision for the region. It also outlines the development of a series of strategic goals to support the industry to achieve its vision.

The vision for TNQ’s tourism industry is:

"Deliver world-class service through passionate local ambassadors that drive business success and build the region’s competitive advantage as a global leader in eco-tourism."

To achieve this vision, the following goals have been identified. Each has a catalyst project to pave the way forward to achieve the goals and reach the regional vision over the next one to three years.

<table>
<thead>
<tr>
<th>STRATEGIC GOAL</th>
<th>CATALYST PROJECT</th>
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<tr>
<td>Improve Service Quality &amp; Destination Competitiveness</td>
<td>Delivering the “TNQ Customer Service Training Programme” in the tourism sector.</td>
</tr>
<tr>
<td>Build a robust Local Employment Base</td>
<td>Increase Indigenous employment in the industry through a Cairns-based Tourism and Hospitality VTEC.</td>
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<tr>
<td>Deliver the Experience year-around</td>
<td>Align a range of seasonal worker programmes to deliver maximum value to the tourism industry.</td>
</tr>
<tr>
<td>Create a Culture of Upskilling</td>
<td>Deliver training for high demand jobs through the Certificate III in Tourism to match industry needs.</td>
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4 Action Plan

4.1 Strategic Goals and Catalyst Projects

4.1.1: Goal #1: Improve service quality and destination competitiveness

As one of Australia’s prime tourism destinations, the need to deliver on the TNQ promise is vital. The improvement of service quality and the destination’s competitiveness has been defined as one of the four strategic goals of the Tourism Employment Plan. This is in response to the perceived low level of service quality across the tourism industry in TNQ.

Part of the service quality issue is the high staff turnover and the lack of familiarity of transient staff with the region. Both of these issues highlight the need for a simple online training programme that ensures service quality and regional knowledge is consistent among permanent and particularly transient labour. The provision of a training programme also responds to the challenges around seasonality, staff retention and skills shortages in a wider context.

The strategies to address this priority are:

- **Catalyst Project**: Delivering the “TNQ Customer Service Training Programme” in the tourism sector.
- Reinforce the messages of the “TNQ Customer Service Training Programme” to industry.
- Encourage greater idea sharing across the region on what drives competitive advantage and how to create a regional culture of innovation.

The strategies and required actions are outlined in more detail in the Action Plan in section 4.2.
Catalyst Project: Delivering the “TNQ Customer Service Training Programme” in the tourism sector

Key to improving service quality and destination competitiveness is to lift the profile and professionalism of the tourism industry. Hence, the lead project for the TNQ Tourism Employment Plan is the delivery of the “TNQ Customer Service Training Programme” to ensure that service quality and regional knowledge is consistent among both permanent and transient labour.

This online staff training programme is suitable across the tourism, hospitality, retail, events and festivals, and food and wine sectors. It aims to boost staff capacity and their desire to act as hosts, particularly through the provision of tailored knowledge of the region and its key attractions and experiences. The programme provides both contextual and conceptual regional and industry specific knowledge for employees. It assists them in understanding 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, customer service and how to assist visitors gain a better quality experience.

A business plan has been developed providing the key information required for implementation. TTNQ owns the programme and the content has been developed together with the Tourism Employment Plan team and is modelled on the Welcome to Noosa programme. The University of Queensland Tourism team’s expert knowledge on service in the hospitality and tourism sectors has been used to ensure the programme contains the right information to address the region’s needs.

The key features of the programme are:

- The programme will be delivered online (accessible through the TTNQ website) in five to six modules (taking about three to four hours to fully complete). Each module will conclude with a quiz which the participant has to pass to complete the programme.
- It covers information on the region and customer service including practical tips to put the learnings into practice.
- Upon completion, participants will receive an online certificate that verifies that they have completed the training programme. The certificate is also mailed to the participant with a pin that can be worn on their work uniforms to signify they have completed the programme.

Key actions required to roll-out the programme are:

- Launch the “TNQ Customer Service Training Programme” to industry in December 2014.
- Investigate the potential linkages to Nationally Accredited Training with support from Service Skills Australia.
- Promote the programme and its messages through the National Tourism Alliance ‘Discover your Career’ portal.
- Look at cost effective methods of delivering face-to-face training to support the online module.
- Expand the base programme to include customised content for each of the destinations within TNQ (Port Douglas, Tablelands, etc.) to support local engagement.
- Use the “TNQ Customer Service Training Programme” as an example to encourage other regions in Queensland to create a tailored programme, to deliver on the action defined in the Destination Success: Action Plan of the 20-Year Plan for Tourism.
- Explore the potential for the “TNQ Customer Service Training Programme” programme to be used in other sectors (e.g. Agriculture, Retail, etc.).

Through this programme both transient and permanent staff will have a better understanding of the region and act as local ambassadors delivering quality service. The delivery of this programme will help to improve service quality and destination competitiveness.
4.1.2: Goal #2: Create a robust local employment base

The creation of a robust local employment base has been defined as one of the four key strategic goals to achieve the regional vision.

As identified through industry consultation, a key challenge for the tourism industry in TNQ is the difficulty of attracting and maintaining a skilled and experienced tourism workforce. There is a shortage of both skilled and unskilled staff and a need to match training to work and labour needs. The limited local labour pool leads to a reliance on transient workers and high staff turnover affecting skill and experience levels in the industry.

A broader approach is required to improve pathways to local employment by tapping into the under-represented workforce, including mature-aged workers, school leavers and Indigenous people. Part of this challenge is the lack of transport options which presents a barrier to local employment in remote areas. Results from a transport survey conducted as part of the Tourism Employment Plan revealed information on peak demand times and key demand areas and the strategies under this goal suggest using these findings to build a case for additional transport options in region (see Appendix 5).

The strategies to address this priority are:

- **Catalyst Project**: Increase Indigenous employment in the industry through a Cairns-based Tourism and Hospitality VTEC.
- Encourage greater Indigenous participation in the tourism sector.
- Remove the transport barriers restricting uptake of current Indigenous support programmes.
- Encourage thinking out of the box for local labour solutions.

The required actions under these strategies are outlined in more detail in the Action Plan in section 4.2.

CASE STUDY: ATHERTON BIG 4 WOODLANDS PARK

Patrice Fletcher, along with husband Quentin, own and manage the Atherton BIG 4 Woodlands Park. According to Patrice, they seek predominantly mature-aged workers for housekeeping roles as they are an efficient, reliable source of workers which helps the company to meet its time and quality standards. “Being a BIG 4 park, our housekeepers need to be consistently working at a high standard. We find that mature-aged workers are great at achieving these standards as they have experience”. Patrice explains the importance of having efficient housekeeping staff. “Without housekeeping efficiency, the park loses money on bookings because the overheads are bigger.”

Patrice and Quentin have found other unexpected benefits in employing mature-aged workers. They now use the mature-aged workers to provide continuous on the job training to the other staff and this ensures standards are kept high. “They are experienced, efficient, reliable, and take initiative, understand what is expected and are committed to the task at hand. They are long-term employees.”

*Mature-aged workers can provide TNQ with a stable and core resident local workforce base and this case study serves as a great example highlighting the benefits of hiring mature-aged workers.*
Catalyst Project: Increase Indigenous employment in the industry through a Cairns-based Tourism and Hospitality VTEC.

The Indigenous people of TNQ can represent a vital link in the development of a sustainable local employment market. Improving Indigenous employment links has been identified as the catalyst to achieve goal number two. This will build the momentum required for removing the existing barriers to Indigenous employment.

An immediate priority for the Tourism Employment Plan is to support the implementation of the VTEC for Cairns. With a focus on tourism and hospitality, Cairns Indigenous job seekers can be linked with guaranteed jobs and the necessary support services to prepare job seekers for long-term employment. The VTEC in Cairns is predicted to generate 200 employment places and achieve strong employment retention outcomes for Indigenous people.8 The VTEC operates with the support and involvement of local Indigenous communities and their leaders and works with service providers to build workplace related capabilities and skills. A VTEC Factsheet has been prepared to show operators how they can link with the Cairns VTEC (see Appendix 6).

Actions Required:

- Work with the VTEC contractor (Skill 360) to promote the new VTEC through tourism newsletters and press releases.
- Ensure industry partners are aware of the VTEC and its role by sharing the VTEC fact sheet prepared through the Tourism Employment Plan and inviting the VTEC contractor to join the Workforce North network.
- Work with the JSAs and the VTEC contractor (Skill 360) to attend regular industry networking events to share information.
- Regularly share the results of the VTEC with industry and the Workforce North network.

This project is to be led by the VTEC contractor (Skill 360) working with Workforce North.

Through the VTEC, Indigenous job seekers will be trained and linked with guaranteed jobs. By promoting the VTEC in the region, Indigenous job seekers, who are currently under-represented in the tourism workforce, will contribute to building a robust local employment base.

CASE STUDY: MOSSMAN GORGE CENTRE

The success of the Mossman Gorge Centre is credited to the hard work of its dedicated employees who cater for the 250,000 visitors to the Mossman Gorge each year. “The mandate for the business was to create jobs for local Yalanji people who had low skill levels, high unemployment and who faced significant social issues and other barriers to employment in a strictly commercial environment” said Kim Dorward, HR Manager at Voyagers Indigenous Tourism Australia.

More than 40 Indigenous people were placed in traineeships under the Job Guarantee Programme to enable unskilled potential employees to gain hospitality and work ready skills in preparation for the opening of the centre. “We introduced a mentoring programme which has two streams. It recognises the high potential employees and we implement a plan to further their career development. Employees at risk are also identified and receive a plan to set work and personal goals to get them back on track”, said Kim. “Like managing any individuals, leading a team of Indigenous employees requires understanding their needs, goals and tailoring your style so you can bring out their best”, said Kim.

This case study is a great example showcasing a successfully implemented programme tailored to the needs of Indigenous trainees.

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8 Minister for Indigenous Affairs, Media release, 2 July 2014
4.1.3 Goal #3: Deliver the experience year-round

The consultation process identified the impacts of seasonality on the retention of an experienced, skilled workforce as one of the four key challenges faced by the TNQ tourism industry. Employers are finding it difficult to retain staff due to inconsistencies in work demand caused by seasonality. Seasonality varies between sub-industries and from business-to-business. The cost of labour and existing regulations impacts on small business viability. There is a need to develop more flexible solutions to create year-round business opportunities and experiences, including looking at opportunities to engage overseas workers where there is insufficient local labour.

In response to these challenges, the delivery of consistent quality experiences year-round has been defined as one of the four strategic goals to achieve the regional vision.

The strategies to address this priority are:

- **Catalyst Project**: Align a range of seasonal worker programmes to deliver maximum value to the industry.
- Promote the Seasonal Worker Programme trial for the accommodation sector to encourage further uptake.
- Encourage seasonal staff retention.
- Promote the benefits of recognising tourism as a priority industry for the second-year Working Holiday Maker visa.
- Support the industry to identify the best ways of managing human resources and industrial relations matters.
- Improve the competitiveness of the TNQ Tourism Industry.

The required actions under these strategies are outlined in more detail in the Action Plan in section 4.2.

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**CASE STUDY: QUICKSILVER GROUP**

For Tess and the team at Quicksilver Group, recruiting bi-lingual staff is imperative for the safety of their main clientele, the China Market. For a business where clients will be entering the water, safety is a key concern. "Without bi-lingual staff it’s hard to guarantee the safety of all clients because our main medium for communication is on the spot demonstrations by staff." As well as the safety concerns, bi-lingual staff are imperative for the Quicksilver experience. Without understanding demonstrations and talks, visitors cannot gain the same experience as someone who has connected with the interpretation.

To overcome the challenges of recruiting local bi-lingual staff, the Quicksilver Group has had success in sourcing Working Holiday visa holders. "We source Chinese speaking Working Holiday visa holders who work for us for the allowed time of six months. After this time they move to agricultural employment for a further six months. We then employ the same staff again by which point we can sponsor them". Tess explains the importance of this programme to their business. "Without utilising these Working Holiday visa holders, there just simply isn’t enough local Chinese speaking bi-lingual staff available to ensure both the safety and experience of our products". This is especially relevant for businesses whose client base is non-English speaking. "Our main client base is non-English speaking so we need to provide our clients with an experience that is relevant to them to ensure we are providing the same quality of service to all Quicksilver clients".

This case study highlights the benefits of hiring Working Holiday visa holders and demonstrates that it is not only a mode of accessing additional labour to cover seasonal peaks, but also a way to access skills and qualifications that are difficult to find within the local workforce.
Catalyst Project: Align a range of seasonal worker programmes to deliver maximum value to the industry

The Tourism Employment Plan has identified that there are a range of programmes currently available that address the challenges around seasonality. However, a limited awareness of and familiarity with these programmes represents a major barrier to uptake. Hence, the catalyst to achieve goal number three is to align a range of seasonal worker programmes to deliver maximum value to the industry.

There is also a need to promote the successes of the Seasonal Worker Programme trial for the accommodation sector to businesses and remove barriers to uptake, including finding alternative accommodation options with local partners. The Seasonal Worker Programme allows accommodation providers to sponsor people from the Pacific Islands and Timor-Leste to work in unskilled and low skilled occupations for up to 6 months. These workers can return to the same workplace again in following seasons.

While the region will continue to rely on external labour to meet peak demand, the strategies for addressing seasonal shortages should start locally wherever possible.

Actions Required:

- Promote research results from Workforce Futures around seasonal labour mobility to help local businesses to identify potential partners for seasonal labour swaps.
- Support the local organisations engaged in coordinating tourism businesses in TNQ who have expressed an interest in participating in the Seasonal Worker Programme trial.
- Identify potential changes to the Seasonal Worker Programme trial prior to its closure in June 2015 to address barriers to uptake.
- Investigate a pilot programme for labour exchanges between the agriculture and tourism sectors within TNQ to address regional labour shortages.

This project is to be led by Workforce North.

Industry will be aware of and have access to a range of options for seasonal recruitment, which will help operators to overcome staff shortages in times of peak demand and deliver the experience year-round.

CASE STUDY: SEASONAL WORKER PROGRAMME PROVING SUCCESSFUL IN BROOME

Cable Beach Club Resort and Spa and Eco Beach, two accommodation providers in Broome, WA, have both recruited seasonal workers from Timor-Leste. Both organisations have expressed their intention to employ the same seasonal workers in the future, and increase their intake of workers should they continue to experience difficulty finding labour.

“A few of our permanent employees who assist as mentors and trainers to the seasonal workers asked if the seasonal workers would be returning the following season, after appreciating their high standard of work and invaluable contribution” said Nicole Taylor, HR Manager, Cable Beach Club Resort and Spa (an Approved Employer since January 2012). “Seasonal workers always had a happy positive manner within the workplace, and this had a positive influence on others” said Ms Kelsch. HR Manager, Eco Beach.

“Backpackers usually start their season in March and depending on the climate may leave prior to the end of the peak season. The climate is often what drives any type of worker away. Seasonal workers are committed to the entire season regardless of the weather conditions.” said Ms Kelsch. “They definitely led by example. Both of our seasonal workers were promoted to supervisory roles at Eco Beach during their employment” said Ms Kelsch.

The Tourism Employment Plan encourages TNQ to make use of the Seasonal Worker Programme trial for the accommodation sector to deliver consistent service quality year-round. These accommodation providers in Broome are encouraging examples for the potential successes of the Seasonal Worker Programme in TNQ.
4.1.4: Goal #4: Create a culture of upskilling

This goal addresses the wider challenge of labour and skills shortages and the lack of training and pathways into the industry. It aims to create a culture of upskilling, to drive competitive advantage and to ensure the sustainability and long-term success of the industry.

Consultation with the industry highlighted the lack of suitable training options for high demand jobs to meet industry needs. It also outlined the need to make tourism an industry of choice and TNQ a region of choice again. Challenges around skills shortages also highlight the need to respond to the changing needs of consumers, particularly with the increasing visitor numbers from Asia.

Hence, there is a need to respond to changing consumer needs and improve pathways into the industry.

The strategies to address this priority are:

- **Catalyst Project:** Deliver training for high demand jobs through the Certificate III in Tourism to match industry needs.
- Remove financial and logistical barriers to training.
- Encourage upskilling and cross-skilling across the industry.
- Make tourism a career of choice to attract and retain staff.
- Create a shared understanding about the meaning of “employer of choice”.
- Encourage the tourism industry to undertake workforce planning.
- Respond to new markets and visitor needs.
- Drive industry uptake of digital technology and the digital economy.

The required actions under these strategies are outlined in more detail in the Action Plan in section 4.2.

CASE STUDY: BENEFITS OF GOOD WORK CULTURE AND REPUTATION FOR THE QUICKSILVER GROUP

This reef tourism group has faced employment challenges associated with technical staff being drained from the tourism industry in times of resource booms. This is mainly due to the region’s close proximity to fly-in fly-out mining jobs. This creates a drain across the entire industry and in particular the Quicksilver Group because of their reputation for high quality technical staff. The same high quality reputation also ensures the technical staff return to their business because of their good reputation both as a business and as an employer.

General staff retention in the mainland part of the company is good with many staff members being at the company for over 20 years. They can attribute this to the company environment of secure jobs, fair treatment and respect from management, a stable company, transparent internal processes and a culture of longevity.

“We can’t change some of the external employment forces but we can provide a safe and secure working environment for employees where all staff are treated fairly and there are generally no real issues for staff.”

Tess Pincher, HR Manager, Quicksilver Group.

*This example shows how important HR management is and that a good reputation is crucial not only for business, but also for attracting and retaining staff.*
Catalyst Project: Deliver training for high demand jobs through the Certificate III in Tourism to match industry needs.

The catalyst project for addressing goal number four is to deliver training for high demand jobs through the Certificate III in Tourism. One of the challenges identified in the consultation process was that current training programmes do not suit industry needs. Some traineeships (e.g. Marine / Outdoor Recreation) are too long and some of the units of competence are not considered essential by employers. Hence, there was a need to get industry and education providers together to review the programmes and ensure that industry needs are met by the training system.

The project team, together with the Association of Marine Park Tourism Operators, Queensland Department of Education, Training and Employment, Service Skills Australia and Dive Queensland have paved the way for a new pathway to a Dive Master / Instructor qualification through the Certificate III in Tourism. This example shall serve as a guide to use the Certificate III in Tourism as a training pathway for other industries including retail sales, guiding, visitor services, and housekeeping.

**ACTIONS REQUIRED**

The key objective of the following actions is to get industry entrants into the workforce quicker, with the necessary skills, to be job ready sooner.

- Promote the Certificate III in Tourism with dive qualifications to industry and job seekers (see “Dive Sector Training Factsheet” Appendix 6).
- Service Skills Australia and RTOs to work with industry and Chambers of Commerce to identify other key sectors and occupations that would benefit from a review of the Certificate III mapping and elective streams.
- Attention should focus on the Certificate IIIs in Tourism, Events, Travel, Hospitality and Guiding, with a view to develop job-ready skills while enrolled students work on-the-job.
- Link the existing training packages for industries such as guiding, to meet industry skills needs.

**This project is to be led by SSA and DETE assisted by the Chamber of Commerce.**

*By delivering training for high demand jobs through the Certificate III in Tourism pathways into the industry can be improved. The Dive Pathway serves as an example to replicate the process for other fields and qualifications, in order to match training to industry needs.*

**CASE STUDY: CERTIFICATE III DIVE PATHWAYS**

Following on from the successful collaboration between Dive Queensland and the Queensland Department of Education Training and Employment to establish the Certificate III in Tourism (Dive Stream), the Association of Marine Park Tourism Operators will be the first to take advantage of this new pathway. The Association is engaging 10 new trainees under a Federal Government Targeted Crown of Thorn Starfish Programme from July 2014 along with another 10 in January 2015. These will be the first people to go through the Certificate III in Dive Pathway.

In order to facilitate this new training pathway, The Association of Marine Park Tourism Operators has engaged two Registered Training Organisations that have the Certificate III in Tourism and the four required dive units on scope. The dive units can be imported into the Certificate III in Tourism qualification under the current packaging rules. It is important for the Registered Training Organisations to discuss the details of this process in advance. The Registered Training Organisation providing the tourism units needs to take into account that fewer units are required from their end to fulfil the qualification requirements. The Registered Training Organisation delivering the dive units also needs to issue a Statement of Attainment for their units and the Registered Training Organisation issuing the Certificate III in Tourism qualification then recognises this Statement of Attainments in issuing the final qualification certificate.

*This case study highlights one of the short-term wins of the TNQ Tourism Employment Plan, encouraging other TNQ operators to take advantage of this new training pathway.*
CASE STUDY: LEARNING OPPORTUNITIES THROUGH TAFE TNQ

The following programmes are available through TAFE TNQ both internally and online:

- Diploma of Travel and Tourism
- Certificate IV in Travel and Tourism
- Certificate III in Travel
- Certificate III in Tourism

The Tourism programmes equip students with a broad range of tourism skills including communication skills, customer service, tourism sales and destination knowledge. The qualifications provide individuals with a solid platform of transferrable skills and knowledge that can be used in a wide variety of tourism operations. The programmes offer flexibility to link general skills in tourism with specialist skill sets (e.g. dive qualifications, housekeeping, baristas, etc.) matched with industry experience to maximise work ready skills for graduates.

TAFE TNQ’s collaboration with TTNQ

In 2012, TAFE TNQ’s Tourism programme was developed to include on-the-job training at the TTNQ Visitor Information Centre in the Cairns CBD. This partnership is exclusive to TAFE TNQ and offers students real-world experience and opportunities to develop an intimate knowledge of local products, the environment, attractions and destinations. Through working in a volunteer capacity at the centre, students are exposed to, and interact with domestic and international visitors. This contact means students are learning about visitor cultures and customs and improving their knowledge on how to best offer recommendations and answer visitor queries.

Through this partnership, the students are also offered opportunities to attend familiarisation tours and are able to participate in product presentations – again, furthering their knowledge of what is available and on offer to visitors. Students are able to use their first-hand experiences to better gauge suitable options for visitors.

A recent announcement of TAFE TNQ to streamline operations comes on the back of record growth in international student numbers. “The international team has been working very closely with Study Cairns and Trade and Investment Queensland over the past year to greatly expand our international agent network. We’ve had staff attend major recruitment expos in Beijing, Seoul and Tokyo. We have increased our presence in India and the Philippines and we now have dedicated sales staff travelling back and forth from Papua New Guinea,” says Institute director Jo Pyne. There were 138 overseas students in Cairns this year and nearly 70 had enrolled to study in Townsville. The Diploma of Business was the most popular course because it provided a pathway to university. There was also demand for courses in nursing, hospitality, tourism and health services.

This Case Study showcases a successful example of industry collaboration and how it can help in giving students workability skills and improving pathways into the industry.
## 4.2 Three Year Action Plan

A number of short, medium and long-term priority actions have been identified in order to progress the Tourism Employment Plan after project completion.

### #1 IMPROVE SERVICE QUALITY & DESTINATION COMPETITIVENESS

<table>
<thead>
<tr>
<th>ISSUE</th>
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<th>WHO</th>
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| High staff turnover/Poor service culture | Catalyst Project: Delivering the “TNQ Customer Service Training Programme” in the tourism sector. **Actions required:**  
- Launch the “TNQ Customer Service Training Programme” to industry in December 2014.  
- Investigate the potential linkages to Nationally Accredited Training with support from Service Skills Australia.  
- Promote the programme and its messages through the National Tourism Alliance ‘Discover your Career’ portal.  
- Look at cost effective methods of delivering face-to-face training to support the online module.  
- Use the “TNQ Customer Service Training Programme” as an example to encourage other regions in Queensland to create a tailored programme, to deliver on the action defined in the Destination Success: Action Plan of the 20-Year Plan for Tourism.  
- Explore the potential for the “TNQ Customer Service Training Programme” programme to be used in other sectors (e.g. Agriculture, Retail, etc.) | 1 | TTNQ (Lead) | ✓ Both transient and permanent staff have better understanding of the region and act as local ambassadors delivering quality service. |
| | | 2 | SSA |  |
| | | 3 | NTA, QTIC (Support) |  |
| | | | RTOs |  |
| | | | QTIC, DTESB |  |
| | | | Workforce North |  |
| | Strategy: Reinforce the messages of the “TNQ Customer Service Training Programme” to industry. **Actions required:**  
- Add a category for service quality excellence to the Annual Tourism Awards, which showcases best practice and excellence in quality. | | TTNQ (Lead) | ✓ The region has created a strong service culture and shifted the focus to value over volume. |
## #1 Improve Service Quality & Destination Competitiveness

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</table>
| Poor service culture | Strategy: Encourage greater idea sharing across the region on what drives competitive advantage and how to create a regional culture of innovation. **Actions required:**  
- Identify what drives TNQ’s competitive advantage by applying a brand review process (such as being a pilot for the Brand Science program) to create a clear regional brand promise.  
- Through the brand review process and drawing on international best-practice (both in tourism and out of sector) in creating cultures of innovation, support existing operators to adopt new models of business growth and innovation. | 1 | **TTNQ (Lead)** | ✓ Industry is collaborating to build its competitive advantage as a global leader in eco-tourism and innovations. |

## #2 Create a Robust Local Employment Base

<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>
| Skilled (and unskilled) staff shortages | **Catalyst Project: Increase Indigenous employment in the industry through a Cairns-based Tourism and Hospitality VTEC.** **Actions required:**  
- Work with the VTEC contractor (Skill 360) to promote the new VTEC through tourism newsletters and press releases.  
- Ensure industry partners are aware of the VTEC and its role by sharing the VTEC fact sheet prepared through the Tourism Employment Plan and inviting the VTEC contractor to join the Workforce North network.  
- Work with the JSAs and the VTEC contractor (Skill 360) to attend regular industry networking events to share information.  
- Regularly share the results of the VTEC with industry and the Workforce North network. | 1 | VTEC Contractor (Skill 360) (Lead)  
TTNQ, Workforce North & Generation-One, QTIC Indigenous Employment Champions Network (Support) | ✓ Indigenous job seekers are linked with guaranteed jobs and get the necessary support services to prepare them for long-term employment.  
Job seekers, operators and programme managers across TNQ understand how the VTEC ties in with other support programmes. |
## #2 Create a Robust Local Employment Base

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</thead>
</table>
| Skilled (and unskilled) staff shortages | **Strategy:** Encourage greater Indigenous participation in the tourism sector.  
**Actions required:**  
- Link training and vocational education for Indigenous people to actual jobs through programmes such as the QTIC Indigenous Employment Champions Network.  
- Through the National Tourism Alliance 'Discover Your Career' portal, promote Indigenous participation in tourism as part of an annual campaign. | 1 | QTIC, DETE & DATSIMA (Lead), Department of Employment (Support)  
NTA, QTIC (Support) | ✓ There is a year on year growth in the number of Indigenous employees in tourism and hospitality. |
| Lack of transport options | **Strategy:** Remove the transport barriers restricting uptake of current Indigenous support programmes.  
**Actions required:**  
- Share the findings of the Tourism Employment Plan transport survey with industry, transport providers, local government and agencies.  
- Work with existing transport providers to find practical ways to provide a wider range of transport options in areas such as Port Douglas. | 2 | Workforce North (Lead)  
DATSIMA, DTM & Local Government (Support) | ✓ Flexibility and capacity of existing local transport providers is improved accommodating the increased demand for Indigenous and remote area employees. |
| Limited labour pool | **Strategy:** Encourage thinking out of the box for local labour solutions.  
**Actions required:**  
- Re-engage mature-aged workers, initially focussing on women, into the tourism sector by promoting the mature-aged workers 'Restart Wage Subsidy' through industry publications and events. | 3 | QTIC, DETE, Department of Employment, Industry, Workforce North | ✓ A stable and core resident local workforce base delivers the local service ethos. |
#3 DELIVER THE EXPERIENCE YEAR-ROUND

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>STRATEGY AND KEY ACTIONS</th>
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<th>WHO</th>
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</thead>
<tbody>
<tr>
<td>Catalyst Project: Align a range of seasonal worker programmes to deliver maximum value to the industry.</td>
<td></td>
<td></td>
<td>SSA (Lead), Workforce North, QTIC (Support)</td>
<td>✓ Industry is aware of and successfully makes use of a range of seasonal worker programmes to overcome staff shortages in times of peak demand.</td>
</tr>
<tr>
<td>Actions required:</td>
<td></td>
<td></td>
<td>Austrade &amp; Department of Employment (Lead)</td>
<td></td>
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<tr>
<td>➢ Promote research results from Workforce Futures around seasonal labour mobility to help local businesses to identify potential partners for seasonal labour swaps.</td>
<td></td>
<td></td>
<td>QTIC, Workforce North</td>
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<tr>
<td>➢ Support the local organisations engaged in coordinating tourism businesses in TNQ who have expressed an interest in participating in the Seasonal Worker Programme trial.</td>
<td></td>
<td></td>
<td>Workforce North</td>
<td></td>
</tr>
<tr>
<td>➢ Identify potential changes to the Seasonal Worker Programme trial prior to its closure in June 2015 to address barriers to uptake.</td>
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<tr>
<td>➢ Investigate a pilot programme for labour exchanges between the agriculture and tourism sectors within TNQ to address regional labour shortages.</td>
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<tr>
<td>Strategy: Promote the Seasonal Worker Programme trial for the accommodation sector to encourage further uptake.</td>
<td></td>
<td></td>
<td>Workforce North &amp; Department of Employment (Lead), QTIC (Support)</td>
<td>✓ Industry is aware of and successfully makes use of a range of seasonal worker programmes to overcome staff shortages in times of peak demand.</td>
</tr>
<tr>
<td>Actions required:</td>
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<tr>
<td>➢ Work with operators in Port Douglas who have expressed an interest to support the uptake of the Programme.</td>
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<tr>
<td>➢ Promote the success stories of the Seasonal Workers Programme in Port Douglas to other operators through existing industry newsletters and events.</td>
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<tr>
<td>Strategy: Encourage seasonal staff retention.</td>
<td></td>
<td></td>
<td>SSA, Workforce North, Department of Employment</td>
<td>✓ TNQ delivers a year-round experience with consistent quality</td>
</tr>
</tbody>
</table>
#3 DELIVER THE EXPERIENCE YEAR-ROUND

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</table>
| Seasonality impacts | Strategy: Promote the benefits of recognising tourism as a priority industry for the second-year Working Holiday Maker visa. Actions required:  
- Promote industry and whole-of-government support for recognising tourism and hospitality as a priority industry for the second-year Working Holiday Makers visa by working closely with National and State Tourism Industry bodies to identify a shared vision on the need and value of this initiative and presenting it to the Federal Government at every opportunity. | 1 | QTC & DTESB (Lead) NTA (Support) | ✓ Industry harnesses the enthusiasm and job-ready skills of Working Holiday Makers. |
| Red tape and regulation | Strategy: Support the industry to identify the best ways of managing human resources and industrial relations matters. Actions required:  
- Identify a single point for information and advice on human resource and industrial relations issues.  
- Continue to drive productivity and efficiency through industry development and mentoring programmes that will allow businesses to stay open longer and employ more staff to deliver the experience year round.  
- Promote the Australian Government’s Single Business Service (business.gov.au) as a streamlined way for businesses to access information on relevant resources and tools regarding human resources and industrial relations. | 2, 3 | Industry, Department of Employment, DETE, QTIC (Support) | ✓ ✓ ✓ A single point of information on human resource issues provides industry, particularly small businesses, with local workforce solutions. |
|  | Strategy: Improve the competitiveness of the TNQ tourism industry. Actions required:  
- Identify opportunities for the TNQ tourism industry to submit to industrial relations and employment programme reviews to support the case for enhancing the operating environment for businesses. | 3 | DJAG, QTIC, TTNQ, LTO’s, Workforce North | ✓ Regulations are adjusted to improve small business competitiveness. ✓ The need for flexible conditions of typical working hours in tourism is recognised. |
## GOAL #4 CREATE A CULTURE OF UPSKILLING

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</table>
| Catalyst Project: Deliver training for high demand jobs through the Certificate III in Tourism to match industry needs. | **Actions required:**  
- Promote the Certificate III in Tourism with dive qualifications to industry and job seekers (see “Dive Sector Training Factsheet” Appendix 6).  
- Service Skills Australia and RTOs to work with industry and Chambers of Commerce to identify other key sectors and occupations that would benefit from a review of the Certificate III mapping and elective streams.  
- Attention should focus on the Certificate IIIIs in Tourism, Events, Travel, Hospitality and Guiding, with a view to develop job-ready skills while enrolled students work on-the-job.  
- Link the existing training packages for industries such as guiding, to meet industry skills needs. | 1 | RTO’s (Lead), DETE, TTNQ, QTIC, Industry | ✓ Operators hire trainees through the Certificate III Dive Pathway giving them the required Dive Instructor skills and qualifications  
 ✓ The delivery of existing programmes (Certificate III) is tailored to other roles required in the region |
| Finding the time to train staff | **Strategy: Remove financial and logistical barriers to training.**  
**Actions required:**  
- Investigate new training packages that can be included in internal training, which is the method favoured by industry. | 2 | DETE, SSA, QTIC, RTOs, Industry | ✓ Financial and logistic barriers to training are removed through increased availability of funded internal training methods |
| | **Strategy: Encourage upskilling and cross-skilling across the industry.**  
**Actions required:**  
- Help operators to see the benefits of on-the-job training and cross-skilling to provide employees with a broader range of skills allowing them to fulfil multiple roles. This could be through formal and informal training, access to mentoring programmes or offering subsidised training for staff by sharing case studies at regular forums and events. | 3 | Industry (Lead), RTOs (Support) | ✓ Tourism businesses in TNQ have created a culture of upskilling which is lifting industry professionalism and helps TNQ to become a region of choice. |
### GOAL #4 CREATE A CULTURE OF UPSKILLING

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<tbody>
<tr>
<td>Loss of pathways into the industry</td>
<td><strong>Strategy: Make tourism a career of choice to attract and retain staff.</strong>&lt;br&gt;<strong>Actions required:</strong>&lt;br&gt;Actively promote tourism as a ‘career of choice’ to the youth market within schools, VET and tertiary education providers, by:&lt;br&gt;➢ Offering careers information to be used as classroom content across the curricula;&lt;br&gt;➢ Regular visits to speak to classes with a focus on promoting the breadth and depth of career opportunities; and&lt;br&gt;➢ A visible and sustained presence at public events, such as career information days, educational expos etc.</td>
<td>1</td>
<td>DETE, Department of Employment, RTOs, QTIC, TTNQ, NTA, Workforce North, Industry</td>
<td>✓ Young job seekers perceive entry into tertiary hospitality and tourism related education and training as a viable career option.&lt;br&gt;✓ Industry offers new entrants a career pathway rather than just a job.</td>
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<td></td>
<td><strong>Strategy: Create a shared understanding about the meaning of “employer of choice.”</strong>&lt;br&gt;Building a region of choice requires each employer to understand and practice “employer of choice” principles.&lt;br&gt;<strong>Actions required:</strong>&lt;br&gt;➢ All participants will need to agree on what it means to be a “Great Place to Work” to ensure a shared understanding within the region.</td>
<td>1</td>
<td>TTNQ, NTA, Workforce North</td>
<td>✓ Employers have built a strong brand and reputation for employee benefits and are perceived as “Employers of Choice”.</td>
</tr>
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<td>ISSUE</td>
<td>STRATEGY AND KEY ACTIONS</td>
<td>Year</td>
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|Responding to changing needs of customers | **Strategy: Encourage the tourism industry to undertake workforce planning.**  
**Actions required:**  
- Share the outcomes of the Workforce Futures Programme through case studies, research and discussion papers published by Service Skills Australia.  
- Provide links to the QTIC and NTA online fact sheets on training and employment from the Workforce North partners’ websites.  
- Promote the Workforce Planning Guide and ensure tools like these are shared with industry. | 1 | SSA, TTNQ, QTIC | ✓ Industry successfully implements a number of workforce planning tools |
| | **Strategy: Respond to new markets and visitor needs.**  
**Actions required:**  
- Promote language and cultural awareness to meet the needs of visitors, particularly Asian languages such as Mandarin and other emerging markets through the delivery of the China Ready programme within TNQ. | 1 | DETE, QTIC, Chamber of Commerce, TTNQ, LTO’s | ✓ Industry has the skills and capacity to respond to the needs of the rapidly growing Asian markets. |
| | **Strategy: Drive industry uptake of digital technology and the digital economy.**  
**Actions required:**  
- Identify and appoint respected tourism business people to champion the uses and benefits of the internet and digital technologies within the tourism sector.  
- Promote uptake of the Dive into Digital programme delivering free training and mentoring sessions in TNQ.  
- Promote the use of the new Tourism e-kit module on “Online Recruitment 101” to assist operators identify the best online tools to recruit staff, including social media platforms, job boards and professional networks. | 1 | QTIC, DTESB, TEQ | ✓ Industry is increasingly using internet and digital technologies meeting the demand of new markets. |
5 Delivery of Tourism Employment Plan Solutions

This section outlines a framework for the delivery of the Tourism Employment Plan. The Tourism Employment Plan positions TNQ for a competitive and sustainable tourism future. It promises to leave a positive legacy by establishing a range of solution-orientated projects and initiatives, connecting the tourism community with a suite of existing programmes and creating a dedicated network to communicate on tourism employment matters. The attainment of a range of already achieved goals has built momentum. Through a clear structure for addressing the region’s current and future workforce challenges, this momentum will be maintained.

5.1 Governance Framework

Workforce North will oversee the implementation and communication networks for the Tourism Employment Plan, in partnership with key tourism and employment stakeholders. Workforce North is an industry-led cooperative of leading organisations in employment and training in Tropical North Queensland. The Tourism Employment Plan will be included as a standing item in Workforce North meeting agendas and key implementation partners of the Tourism Employment Plan will be invited to the meetings. TTNQ will lead the Tourism Employment Plan agenda item to review and establish strategies and actions and discuss progress with the implementation partners.

The diagram below shows the permanent members of Workforce North that are involved in the implementation of the Tourism Employment Plan as well as those key agencies that should be invited to Workforce North meetings.
5.2 Communication Framework

Upon delivery of the Tourism Employment Plan it is essential that communication channels are established at multiple levels to ensure the ongoing delivery of the strategies and actions. The group will meet twice annually to discuss progress on the strategies and action. TTNQ will facilitate these meetings and ensure the meeting outcomes are communicated to the group and additional agencies that have support roles and responsibilities under the Tourism Employment Plan. TTNQ will also provide regular updates on the Tropical North Queensland Tourism Employment Plan implementation to the State Oversight Committee representatives.

**Vertical Communication:** Continue to engage upwards with key industry bodies, especially QTIC, which shows a leadership role in advocacy for the tourism industry at the state and national governmental levels. In particular, maintain clear communications with the workforce capacity team. Downward communication should focus on ensuring the Tourism Employment Plan’s action points are clear and accessible to the constituents of the various bodies represented on the Workforce North.

**Horizontal Communication:** Key to the success of the Tourism Employment Plan is continued collaboration between the organisations represented by Workforce North, and other tourism-related agencies not represented on the group.

**Diagonal Communication:** Given that tourism is integral to the TNQ economy and community, the communication framework needs to ensure that Workforce North, as champion of the Tourism Employment Plan, opens channels for communication with other industries and community groups. Considering that Workforce North is a network dedicated to training and employment issues across multiple industry sectors, the network is well placed to facilitate exchange with other industries.

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):

<table>
<thead>
<tr>
<th>KPI</th>
<th>TARGET (2017)</th>
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<tbody>
<tr>
<td>Deliver consistent service quality year-round and improve destination competitiveness</td>
<td>‘Graduate’ 100 ambassadors through the “TNQ Customer Service Training Programme” within 6 months of launching the programme and a total of 300 by 2017.</td>
</tr>
<tr>
<td>Create a robust local employment base</td>
<td>Achieve year on year growth of Indigenous employees in tourism.</td>
</tr>
<tr>
<td>Create a culture of upskilling to drive competitive advantage</td>
<td>Increase in the number of places delivered by RTOs matching the Certificate III qualifications with specific industry qualifications (e.g. Dive).</td>
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<td></td>
<td>Increase in the uptake of government and industry programmes to support business development and workforce planning, including recruitment, retention and upskilling.</td>
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</table>
5.4 Summary of Outcomes

The key focus areas of the TNQ Tourism Employment Plan are service quality and consistency, the development and maintenance of an experienced and skilled workforce and the focus on finding solutions to overcome seasonality issues and creating a culture of upskilling.

Key strategies and actions outlined in the action plan and the linkage to Workforce North, an existing network dedicated to training and employment issues, provides TNQ with the required framework and capacity to address the identified labour and skills issues.

The driver for change will be the “TNQ Customer Service Training Programme.” Once implemented across multiple destinations within TNQ, it will create the momentum for the other labour and skills priorities that will transform TNQ into a leading destination with a sustainable workforce delivering world-class service through passionate local ambassadors that drive business success and build the region’s competitive advantage as a global leader in eco-tourism.
6 Appendices

Appendix 1: Consultation List

Project steering committee members:
- Mark Olsen (EC3)
- Spiro Kavadias (Austrade)
- Evan Read (Austrade)
- Arthur Burn (DTESB)
- Mark Jones (DTESB)
- Therese Phillips (TEQ)
- Richard Robinson (UQ)
- David Solnet (UQ)
- Tamilyn Brennan (DE)
- Sharyn Brydon (TTNQ)
- Kim Harrington (QTIC)
- Renée Hardwicke (QTIC)

Steering Committee for “TNQ Customer Service Training Programme” project has been formed to manage project operational aspects. Membership is made up of:
- Renée Hardwicke (QTIC)
- Angelo Finocchiaro (Cairns Regional Council)
- Sharyn Brydon (TTNQ)
- Alex de Waal (TTNQ)
- Mark Matthews (Advance Cairns)
- Linda Richardson (Advance Cairns)
- Tamilyn Brennan (Department of Employment)
- Joanne Bowie (Far North Queensland Regional Office DATSIMA)
- Nathan Williams (Far North Queensland Regional Office DATSIMA)
- David Pollock (Cairns Chamber of Commerce)
- Ms Kathy Rankin (Department of State Development)
- Gavin Taylor (Department of State Development)
- Cindy Perry (Far North Queensland Region, Department of Education, Training and Employment)
- Phoebe Kitto (HR Dynamics)

An Industry Advisory Group has been formed, aligned with the existing industry networks with the following members:
- John Lucas, Accor
- Patrice Fletcher, Big4 Atherton
- Gordon Wellham
- Mark Evans, Paronella Park
- Craig Spire, Restaurant and Catering
- Tamilyn Brennan (Chair of Agency Network)
An **Agency Network** has been formed to bring agencies together to guide the Tourism Employment Plan locally. Membership includes:

- Tamilyn Brennan (DE Local Employment Coordinator)
- Mark Matthews (CEO Advance Cairns)
- Bronwyn Voyce (Cairns Regional Council),
- Alison Brunker (Mgr Industry Devt FNQ for DAFF),
- Sonja Johnson (CEO FNQ&TS RDA),
- Sharyn Brydon (TTNQ)
- Don McLaughlin (DE RESJC/ now DPMC)
- Peter Boyd (Cairns Regional Council)
- Debbie Hancock (CEO Cairns Chamber of Commerce)
- Allan Dale (RDA)
- Margaret Darveniza (Cassowary Coast Regional Council),
- Katrina Spies (QITE),
- Angelo Finocchiaro (Cairns Regional Council), Darlene Irvine (FNQROC),
- Sue McGinty (JCU),
- Helga Biro (Health & Community Services Sector)
- Robert Willmett (DE Deputy State Manager)

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<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>Linda Richardson</td>
<td>Advance Cairns</td>
<td>Steve Moon</td>
<td>Dive Queensland</td>
</tr>
<tr>
<td>Mark Matthews</td>
<td>Advance Cairns</td>
<td>Ismenia Martins da Silva</td>
<td>Embassy of Timor-Leste</td>
</tr>
<tr>
<td>Irene Jucker</td>
<td>Anguana Great Barrier Reef</td>
<td>Frances Maddern</td>
<td>Far North Queensland Regional Office DATSINA</td>
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<tr>
<td>Patrice Fletcher</td>
<td>Atherton Big 4</td>
<td>Joanne Bowler</td>
<td>Far North Queensland Regional Office DATSINA</td>
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<tr>
<td>Jo Lockyer</td>
<td>Bedrock Village Caravan Park</td>
<td>Christie Lawrence</td>
<td>Far North Queensland Regional Office DATSINA</td>
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<tr>
<td>Dulie Reibc</td>
<td>Bloomfield Lodge</td>
<td>Nathan Williams</td>
<td>Far North Queensland Regional Office DATSINA</td>
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<tr>
<td>Karen Burchill</td>
<td>Bolt Burchill Tranter</td>
<td>Liz Ross</td>
<td>Far North Training &amp; Consultancy</td>
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<tr>
<td>Kevin Brown</td>
<td>Cairns airport</td>
<td>Dianne Stepiewski</td>
<td>Fishery Falls Holiday Park</td>
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<tr>
<td>David Pollock</td>
<td>Cairns Chamber of Commerce</td>
<td>Natalie Johnson</td>
<td>Flames of the Forest</td>
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<td>Kim Thomas</td>
<td>Cairns Coconut Holiday Resort</td>
<td>Alex Geffersies</td>
<td>GBR Helicopters</td>
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<td>Penny Cleland</td>
<td>Carita Group</td>
<td>Ian Johnson</td>
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<tr>
<td>Alison Brunker</td>
<td>DAFF</td>
<td>Margie McKenzie</td>
<td>Gempearl Pty Ltd</td>
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<tr>
<td>Justine Murray</td>
<td>Daintree Naturals Botanical Skin Care</td>
<td>Col McKenzie</td>
<td>Gempearl PTY LTD/ AMPTO</td>
</tr>
<tr>
<td>Cindy Perry</td>
<td>Department of Education, Training and Employment</td>
<td>Judy Cooper</td>
<td>Herberton Historic Village</td>
</tr>
<tr>
<td>Jo Ward</td>
<td>Department of Education, Training and Employment</td>
<td>Vicki Bidwell</td>
<td>Heritage Lodge and Spa</td>
</tr>
<tr>
<td>Tamilyn Brennan</td>
<td>Department of Employment</td>
<td>Phoebe Kitto, (on behalf of Douglas Chamber)</td>
<td>HR Dynamics</td>
</tr>
<tr>
<td>Gavin Taylor</td>
<td>Department of State Development</td>
<td>Peter and Faith Buchanan</td>
<td>Lake Tinaroo Holiday Park</td>
</tr>
<tr>
<td>Kathy Rankin</td>
<td>Department of State Development, Infrastructure and Planning</td>
<td>Brett Stevens</td>
<td>Lake Tinaroo Resort</td>
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<tr>
<td>Raelene Hall</td>
<td>Mandalay &amp; Shalimar Luxury Beachfront Apartments</td>
<td>Michele Davies</td>
<td>Sheraton Mirage Port Douglas Resort</td>
</tr>
<tr>
<td>Dewayne Mundrahy</td>
<td>Mandingalbay Yidjani people</td>
<td>Narelle Merritt</td>
<td>Skyrail Rainforest Cableway</td>
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<tr>
<td>Paul Carney</td>
<td>MEGT</td>
<td>Bronwyn Vokse</td>
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<td>Peter Boyd</td>
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<td>Sandy Whyte</td>
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<td>Mark McCarthy</td>
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<td>Erin Smith</td>
<td>Quicksilver Cruises</td>
<td>Maf Burke</td>
<td>Tony’s Tropical Tours</td>
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<tr>
<td>Tess Pinches</td>
<td>Quicksilver Group</td>
<td>Doug Ryan</td>
<td>Tourism Port Douglas Daintree</td>
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<td>Dr Geraldine McGuire</td>
<td>Rainforest Beauty</td>
<td>Alex de Waal</td>
<td>TTNQ</td>
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<tr>
<td>Julie Carmondy</td>
<td>Reef and Rainforest Research Centre</td>
<td>Rob Gieson</td>
<td>TTNQ</td>
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<tr>
<td>Graham Megginson</td>
<td>Restaurant and Catering Industry Association</td>
<td>Sharyn Bredon</td>
<td>TTNQ</td>
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<tr>
<td>Russell Boswell</td>
<td>Savannah Guides</td>
<td>Darrell Harris</td>
<td>UMI Arts</td>
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<tr>
<td>Allen Woo</td>
<td>Seawalker Green Island</td>
<td>Dr Paul Chantrell</td>
<td>Wet Tropics Management Authority</td>
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<tr>
<td>Therese Ma</td>
<td>Service Skills Australian Workforce Futures</td>
<td>Marcus Brady</td>
<td>Wet Tropics Management Authority</td>
</tr>
</tbody>
</table>
Appendix 2: Funding Opportunities

The project team has identified potential funding streams that could be tapped into to fund the delivery of priority, medium and long-term actions carried out through the Tourism Employment Plan. There are also funding opportunities specific to supporting Indigenous employment and addressing skills gaps by providing wage subsidies to support disability employment and mature-aged workers.

<table>
<thead>
<tr>
<th>NATIONAL FUNDING OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme Name</strong></td>
</tr>
<tr>
<td>Grant Finder</td>
</tr>
<tr>
<td>Restart Wage Subsidy</td>
</tr>
<tr>
<td>Indigenous Cadetship Support</td>
</tr>
<tr>
<td>Indigenous Wage Subsidy</td>
</tr>
<tr>
<td>Disability Employment Services Wage Subsidies</td>
</tr>
<tr>
<td>Employment Assistance Fund</td>
</tr>
<tr>
<td>Job Search</td>
</tr>
<tr>
<td>Australian Apprenticeship Pathways</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.

### NATIONAL PROGRAMMES

<table>
<thead>
<tr>
<th>Programme Name</th>
<th>Programme Owner</th>
<th>Programme Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Business</td>
<td>The Australian Government – Department of Communications</td>
<td>The Digital Business website provides information that may assist with simple and practical tips on what your business or community organisation could be doing online and how you can do it. For further information: <a href="http://www.digitalbusiness.gov.au/">http://www.digitalbusiness.gov.au/</a></td>
</tr>
<tr>
<td>Digital Enterprise Programme</td>
<td>Australian Government – Department of Communications</td>
<td>The Digital Enterprise programme provides free group training and face-to-face support for small-to-medium enterprises and not-for-profit organisations to help improve the way they do business and deliver services online. For further information: <a href="http://www.communications.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_programme">http://www.communications.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_programme</a> RDA FNQ&amp;TS won funding to deliver this programme together with Advance Cairns in FNQ and has had over 350 businesses take up the free training and mentoring sessions. The programme is being rolled out as diveintodigital.com.au and it runs locally until July 2015.</td>
</tr>
<tr>
<td>Support for Tourism Businesses</td>
<td>The Australian Government - Austrade</td>
<td>There are a range of programmes administered by Austrade and more broadly across the Australian Government to assist small businesses, including tourism businesses. Further information and resources can be found at: <a href="http://www.Tourism2020.gov.au">http://www.Tourism2020.gov.au</a></td>
</tr>
<tr>
<td>Australian Employment Covenant (AEC)</td>
<td>GenerationOne</td>
<td>AEC is a national industry-led initiative aimed at securing 50,000 sustainable jobs for Indigenous Australians. It provides support to both employers and Indigenous employees via a three way agreement. For further information: <a href="http://jobsearch.gov.au/employerinfo/australianemploymentcovenant.aspx">http://jobsearch.gov.au/employerinfo/australianemploymentcovenant.aspx</a></td>
</tr>
</tbody>
</table>

### QUEENSLAND PROGRAMMES

<table>
<thead>
<tr>
<th>Programme Name</th>
<th>Programme Owner</th>
<th>Programme Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>QTIC Business Barometer</td>
<td>QTIC</td>
<td>QTIC has developed a tool to assist tourism operators, across the state gain an understanding of their ‘business health’ by undertaking a whole of business assessment. The QBB is available at: <a href="http://www.businessbarometer.com.au">www.businessbarometer.com.au</a></td>
</tr>
<tr>
<td>Programme Name</td>
<td>Programme Owner</td>
<td>Programme Description</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Staff Management Tool Kit</td>
<td>QTIC</td>
<td>QTIC’s Staff Management Toolkit is a free online resource incorporating seven Tourism Employment Plans to better staff management. The toolkit covers essential information including how to motivate and keep staff, in order to help your business succeed and grow. Access the toolkit at: <a href="http://www.qtic.com.au/project-service/staff-management-tool-kit">http://www.qtic.com.au/project-service/staff-management-tool-kit</a></td>
</tr>
<tr>
<td>QTIC Workforce Capacity</td>
<td>QTIC</td>
<td>The QTIC Workforce Capacity team is dedicated to successfully facilitating training for the tourism and hospitality sectors and assisting industry to achieve workforce development-related outcomes. For further information: <a href="http://www.qtic.com.au/project-service/qtic-workforce-capacity">http://www.qtic.com.au/project-service/qtic-workforce-capacity</a></td>
</tr>
<tr>
<td>Tourism e-kit</td>
<td>ATDW</td>
<td>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. To access the Tourism e-kit: <a href="http://tourismekit.atdw.com.au/">http://tourismekit.atdw.com.au/</a></td>
</tr>
<tr>
<td>Ready, Set, Go! Mobile app</td>
<td>QTIC</td>
<td>The Ready, Set, Go! mobile app is an invaluable tool for tourism businesses looking for an easy and effective way to get prepared for severe weather events and help them manage their business in times of crisis. Download the app: <a href="http://www.qtic.com.au/project-service/ready-set-go-mobile-app">http://www.qtic.com.au/project-service/ready-set-go-mobile-app</a></td>
</tr>
</tbody>
</table>
## Appendix 4: Visa Categories and Immigration

This table provides examples of the various visa categories by which organisations in Queensland can access international migrant employees.

<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 ages 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. 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 Programme (416) Visa</td>
<td>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 with an employer for between 14 weeks and 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.</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 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. 3. For those sponsored by an employer through a labour or regional migration 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: Transport Survey Findings

In a survey of TNQ employers and employees to explore the regional transport challenges we found that 100% of employers and 37.5% of employees have experienced difficulties in getting to and from work. The survey gained responses from 21 individual staff and 22 employers and Job Service Australia providers representing 6,184 staff, of which 45% identify as Indigenous Australians.

The survey findings were:
- For 77% of employers and 22% of employees transport challenges have proven to be a significant barrier to staying at or starting a job.
- The locations staff are travelling from vary greatly but, expectedly, the locations where employees (the percentages indicate the proportion of employers listing staff challenges in the above locations) face the greatest challenge are:
  - Mossman Gorge (68%)
  - Shannonvale (41%)
  - Palm Cove (36%)
  - Mowbray (36%)
  - Craiglie (36%)
  - Yarrabah (32%)
  - Edmonton (32%)
- The majority of staff travel to work in Port Douglas (47%), Mossman Gorge (32%) and Cairns CBD (32%)
- Less than half (42%) of employers would be willing to pay for transport for their staff in advance and be reimbursed

Location specific challenges
It is estimated that current transport services cover 82% of suburbs that staff are travelling from and 78% of locations they wish to travel to. The locations that staff seek to travel from and to are summarised in the table below. The challenge remains the timeliness of the services with 23% of staff needing to arrive before 6am and 15% needing to travel after 10pm when the majority of services have ceased.

Grouped locations employees want to move to and from and specific time issues

<table>
<thead>
<tr>
<th>FROM</th>
<th>%</th>
<th>TO</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Beaches</td>
<td>15%</td>
<td>Northern Beaches</td>
<td>10%</td>
</tr>
<tr>
<td>Northern Suburbs</td>
<td>17%</td>
<td>Northern Suburbs</td>
<td>13%</td>
</tr>
<tr>
<td>CBD &amp; City Suburbs</td>
<td>11%</td>
<td>CBD &amp; City Suburbs</td>
<td>16%</td>
</tr>
<tr>
<td>Southern Suburbs</td>
<td>13%</td>
<td>Southern Suburbs</td>
<td>10%</td>
</tr>
<tr>
<td>Yarrabah</td>
<td>1%</td>
<td>Yarrabah</td>
<td>1%</td>
</tr>
<tr>
<td>Tablelands</td>
<td>20%</td>
<td>Tablelands</td>
<td>26%</td>
</tr>
<tr>
<td>Port Douglas</td>
<td>13%</td>
<td>Port Douglas</td>
<td>13%</td>
</tr>
<tr>
<td>Mossman</td>
<td>12%</td>
<td>Mossman</td>
<td>8%</td>
</tr>
</tbody>
</table>

| BEFORE 6AM | 23% | AFTER 10PM | 15% |
Cairns and Surrounds
The routes and services in and around Cairns are limited by the population size but in the main they service the locations that tourism staff need to get to and from, with the exception of services to Yarrabah, and the timeliness of services from Palm Cove, Trinity Beach and Gordonvale.

Atherton Tablelands
The introduction of the Emerson Hail and Ride bus service on the Atherton Tablelands will provide for some of the needs, but again those 30% travelling before 7am and 20% after 9pm will not be catered for by this service.

Mossman and Port Douglas
The lack of public transport services in Mossman and the limited availability of services in Port Douglas (limited to commercial transfer services at $5 per person per trip within Port Douglas, or taxis) mean there are few options other than private or company vehicles. The survey identified staff 31 trips from locations in both Mossman and Port Douglas, which is hardly enough to support a dedicated service, but suggests the need for a dedicated staff survey of Port Douglas and Mossman employers to support further discussion.
Appendix 6: Tourism Employment Toolkit and Fact Sheets
TROPICAL NORTH QUEENSLAND 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. Indigenous Employment: A Vital Place in Queensland’s Tourism Future 10
6. Tropical North Queensland: Programmes for Business Support 12
7. Human Resource Management Healthcheck 14

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 the University of Queensland and EC3 Global accepts no liability for decisions made or the information provided in this report.

Images: Courtesy of Tourism and Events Queensland
Dear Tourism Industry and Employment Partners,

On behalf of the Tropical North Queensland Tourism Employment Plan we are pleased to provide you with some useful information about a number of resources and tools, which can help your business to navigate the programmes available to help retain and improve your workforce.

This Toolkit has been developed to specifically address a number of issues raised through industry consultation for the Tourism Employment Plan including:

- Ways to increase Indigenous employment;
- Seasonal labour shortages;
- Improving service quality and increasing staff retention through a stronger connection to the destination; and
- Business assistance that is relevant to the tourism sector.

This is not intended as a comprehensive guide to workforce planning or development, as this is the role of broader documents such as the QTIC Tourism and Hospitality Best Practice Guide*. Businesses are encouraged to start with the Best Practice Guide and use this Toolkit for regionally specific and issue specific references.

Included in this Toolkit are the following Fact Sheets:

1. Creating an Employer and Region of Choice
2. Think Outside the Box: Building a Diverse Workforce
3. Immigration: Understanding Visas
4. Indigenous Employment: A Vital Place in Queensland’s Tourism Future
5. Tropical North Queensland: Programmes for Business Support

Thank you,
Tropical North Queensland Tourism Employment Plan Team

November 2014

Creating an Employer and Region of Choice

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 in Tropical North Queensland, becoming a region of choice/employer of choice is an easy strategy for businesses to implement.

Vision: Tropical North Queensland needs 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) Tropical North Queensland 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 in Tropical North Queensland 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.

Benefits of good work culture and reputation for the Quicksilver Group

This reef tourism group has faced employment challenges associated with technical staff being drained from the tourism industry in times of resource booms due to the region’s close proximity to FIFO mining jobs. This creates a drain across the entire industry, and in particular the Quicksilver Group, because of their reputation for high quality technical staff.

The same high quality reputation also ensures the technical staff return to their business first because of their good reputation, both as a business and as an employer.

Staff retention in the mainland part of the company is good with many staff members being employed for more than 20 years. They can attribute this to the company environment which is characterised by job security, stability, fair treatment, respect from management, transparent internal processes, little internal politics and a culture of longevity.

“We can’t change some of the external employment forces, but we can provide a safe and secure working environment for employees where all staff are treated fairly and there are generally no real issues for staff.” Tess Pincher, HR Manager, Quicksilver Group.
Learning opportunities through TAFE Tropical North Queensland (TNQ)

The following programmes are available through TAFE TNQ both internally and online:
• Diploma of Tourism
• Certificate IV in Tourism (Guiding)
• Certificate III Tourism (Retail Travel Sales)
• Certificate III in Tourism
• Flight/Cruise Skill Set

The tourism programmes equip students with a broad range of tourism skills including communication skills, customer service, tourism sales and destination knowledge. The qualifications provide individuals with a solid platform of transferrable skills and knowledge that can be used in a wide variety of tourism operations. The programmes also offer specialist skills sets, which have been developed to cater for burgeoning employment prospects.

TAFE TNQ collaboration with TTNQ

In 2012, TAFE TNQ's Tourism programme was developed to include on-the-job training at the TTNQ Visitor Information Centre in the Cairns CBD. This partnership is exclusive to TAFE TNQ and offers students real-world experience and opportunities to develop an intimate knowledge of local products, the environment, attractions and destinations.

Through working in a volunteer capacity at the centre, students are exposed to, and interact with real-life domestic and international visitors. This contact means students are learning about visitor cultures and customs and improving their knowledge on how to best offer recommendations and answer visitor queries.

Through this partnership, the students are also offered opportunities to attend familiarisation tours and are able to participate in product presentations – again, furthering their knowledge of what is available and on offer to visitors. Students are able to use their first-hand experiences to better gauge suitable options for visitors.

To read more about becoming an employer of choice in your industry read the following article that contains advice for the hospitality and tourism industry: http://www.hospitalitymagazine.com.au/management/staff-turnover-troubles-four-ways-to-become-an-emp
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, such as mature-aged workers, people with a disability and the long-term unemployed.

The Tropical North Queensland region is predicted to face a labour shortfall of over 400 people by 2015. This, coupled with regional difficulties in attracting and retaining staff from the mainstream employment pool, calls for an ‘outside the box’ approach to filling vacancies.

What does this mean?

Employing people currently outside the labour force (35% of our working age population are not in the workforce) enables organisations to access 600,000 Australians 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.

Mature-aged workers have networks, external interests and experience that can add value to your business.

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 practices;
- Growing the skills of your current workforce; and
- Access to Government incentives aimed at increasing employment opportunities for disadvantaged job seekers.

Atherton BIG 4 Woodlands Park

Patrice Fletcher, along with her husband Quentin, own and manage the Atherton BIG 4 Woodlands Park.

According to Patrice, they seek predominantly mature-aged workers for housekeeping roles as they are an efficient, reliable source of workers which helps the company to meet its time and quality standards.

“Being a BIG 4 park, our housekeepers need to be consistently working at a high standard. We find that mature-aged workers are great at achieving these standards as they have experience”.

Patrice explains the importance of having efficient housekeeping staff. “Without housekeeping efficiency, the park loses money on bookings because the overheads are bigger.”

Out of the mature-aged worker preference they have acquired, Patrice and Quentin have found other unexpected benefits. They now use mature-aged workers to provide continuous on-the-job training to other staff and this ensures standards are kept high.

“They are experienced, understand what is expected, efficient, reliable, take initiative and committed to the task at hand. They are long-term employees.”

There is strong evidence that people with a disability have a lower number of occupational health and safety incidents than employees without disability.
Employer Support

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
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. For further information visit: http://www.jobaccess.gov.au/content/how-use-wage-subsidies

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. For further information visit: www.jobaccess.gov.au/content/employment-assistance-fund

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.

Upskilling Staff

Industry Partnerships Strategy
The Industry Partnerships Strategy provides Queensland industry with an opportunity to partner with government to meet priority skill and workforce needs of employers. It provides employers with an opportunity to influence public investment in skills including how, where and when training is delivered. Queensland employers and industry organisations seeking to train their workforce in priority skills or address critical skills or labour shortages in regional communities are eligible to apply for project funding. The strategy supports eligible participants to access a subsidised training place under the Department of Education, Training and Employment’s (DETE) Certificate 3 Guarantee or Higher Level Skills program, or to address a priority skill need identified by industry and government.


Higher Level Skills Program
The Higher Level Skills Program helps individuals to gain the higher level skills and qualifications required to secure employment or career advancement in a priority industry. It may also help individuals transition to university study in areas aligned to priority occupations for industry and the economy. The program provides eligible individuals with access to one subsidised training place in priority Certificate IV level and above qualifications or priority skill sets.


Certificate 3 Guarantee
The Certificate 3 Guarantee provides a government subsidy towards the training cost for eligible individuals undertaking their first post-school Certificate 3 level qualification. The intent of the program is to equip individuals with the necessary skills to secure a job or advance their career. Employers have the ability to source a training provider that can deliver flexible and tailored training to develop the skills and productivity of their existing workforce, dependent on individual employees meeting the eligibility criteria. The investment priority or importance of the training determines the size of the government subsidy. Training in vocational areas that aligns with important economic and industry skill needs will receive a higher government subsidy.


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.

Tropical North Queensland’s JSA providers include:

- **Break Thru People Solutions**
  Phone: 07 4030 5600
  Email: PortDouglas@breakthru.org.au
  Website: www.breakthru.org.au

- **NEATO Employment Services**
  Phone: 07 4091 1999
  Email: atherton@neato.com.au

- **Quality Innovation Training and Employment**
  Phone: 07 4030 8600
  Email: cairns@qite.com
Immigration: Understanding Visas

This Fact Sheet lists examples of the various visa categories by which organisations in Queensland can access international migrant employees, as well as some stories of success.

Utilising the local workforce is the preferred option. However, the experience of tourism operators in Queensland suggests that other options are required to fill vacancies.

Further information is available on the website: www.immi.gov.au or contact the Queensland Outreach Officer: outreach.qld@immi.gov.au

Working Holiday Maker (417 & 462) Visa
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.

Further information is available on the website: www.immi.gov.au/visitors/working-holiday/

Temporary Work - Skilled (457) Visa
A business can sponsor a skilled worker such as a chef, cook or manager for up to 4 years if a person with those skills cannot be found in Australia.

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; and
• must have health insurance.

If the job vacancy is not an eligible 457 occupation, a 'Labour Agreement' may be negotiated with the Government.

Quicksilver Group

For Tess and the team at Quicksilver Group, recruiting bi-lingual staff is imperative for the safety of their main clientele, the China Market.

For a business where clients will be entering the water, safety is a key concern. “Without bi-lingual staff it's hard to guarantee the safety of all clients because our main medium for communication is on the spot demonstrations by staff.”

As well as safety concerns, bi-lingual staff are imperative for the Quicksilver experience. Without understanding demonstrations and talks, visitors cannot gain the same experience as someone who has connected with the interpretation.

To overcome the challenges of recruiting local bilingual staff, the Quicksilver Group has had success in sourcing Working Holiday visa holders.

“We source Chinese speaking Working Holiday visa holders, who work for us for the allowed time of six months. After this time they move to agricultural employment for a further six months. We then employ the same staff again by which point we can sponsor them”.

Tess explains the importance of this programme to their business. “Without utilising these Working Holiday Maker visa holders, there just simply isn’t enough local Chinese speaking bi-lingual staff available to ensure both the safety and experience of our products”.

This is especially relevant for businesses whose client base is non-English speaking. “Our main client base is non-English speaking so we need to provide our clients with an experience that is relevant to them to ensure we are providing the same quality of service to all Quicksilver clients”.

8
Seasonal Worker Program (416) Visa
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 between 14 weeks to 6 months over a 12 month period;
• work in unskilled and low skilled occupations; and
• work only with the sponsor.

To utilise seasonal workers, sponsors must provide some conditions such as suitable accommodation and assisting with initial living expenses.

For more information please contact the Labour & Education Attaché, Embassy of Timor-Leste in Australia by phoning +612-6260-8800 or emailing TL_Emb.Canberra@bigpond.com.

You can also contact the Department of Employment:
Email: seasonalworker@employment.gov.au
Seasonal Worker Program information line: (02) 6240 5234
Website: https://employment.gov.au/seasonal-worker-program

Special Category (444) Visa (New Zealand)
This visa is automatically granted to New Zealand citizens who arrive in Australia and 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.
3. For those sponsored by an employer through a labour agreement.

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.

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.

Labour Agreements
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. 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. More information can be found in the Temporary Work (Skilled) (Subclass 457) quick guide available at:


To find out more about the Labour Agreement process please contact the Department of Immigration and Border Protection by emailing: labour.agreement.section@immi.gov.au.

Seasonal Worker Program – Successes in Broome

Cable Beach Club Resort & Spa and Eco Beach, two accommodation providers in Broome, WA have both recruited seasonal workers from Timor-Leste. Both organisations have expressed their intention to employ the same seasonal workers in the future and increase their intake of workers should they continue to experience difficulty in finding labour.

"A few of our permanent employees who assist as mentors and trainers to the seasonal workers asked if the seasonal workers would be returning the following season after appreciating their high standard of work and invaluable contribution" says Nicole Taylor, HR Manager, Cable Beach Club Resort & Spa (an Approved Employer since January 2012).

"Seasonal workers always had a happy, positive manner within the workplace, and this had a positive influence on others" said Ms Kelsch, HR Manager, Eco Beach.

"Backpackers usually start their season in March and depending on the climate, may leave prior to the end of the peak season. The climate is often what drives any type of worker away. Seasonal workers are committed to the entire season regardless of the weather conditions." says Ms Kelsch.

"They definitely led by example. Both of our seasonal workers were promoted to supervisory roles at Eco Beach during their employment" says Ms Kelsch.
Indigenous Employment: A Vital Place in Queensland’s Tourism Future

This Fact Sheet lists some of the organisations that help businesses in Tropical North Queensland to develop an Indigenous employment strategy and includes success stories from those in the tourism and hospitality sector that are creating pathways to jobs for Indigenous people.

Federal Government Assistance

Australian Apprenticeship Pathways
This programme provides targeted financial and mentoring support to businesses when taking on an apprentice via the Australian Apprenticeship Incentives Program. As well as financial support, the business is supported to train a staff member according to specific needs and is provided with training support to meet national accreditation.

Contact the Australian Apprenticeships referral line
Phone: 13 38 73

Australian Employment Covenant (AEC)
AEC is a national industry-led initiative aimed at securing 50,000 sustainable jobs for Indigenous Australians. It provides support to both employers and Indigenous employees via a three way agreement.

For more information visit:

Indigenous Advancement Strategy - Jobs, Land and Economy
This Programme provides support to connect working age Indigenous Australians with real and sustainable jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from economic assets, including Indigenous-owned land. The Jobs, Land and the Economy programme supplements a range of State, Territory and Australian Government programmes which aim to improve the vocational, workplace and entrepreneurial skills of Indigenous Australians to improve employment outcomes and support the development of Indigenous businesses. The programme addresses current gaps between these services and targets additional investment where it can maximise employment opportunities for Indigenous Australians.

For more information please visit:

Mossman Gorge Centre

The success of the Mossman Gorge Centre is credited to the hard work of its dedicated employees like Kim, who cater for the 250,000 visitors to the Mossman Gorge each year.

“The mandate for the business was to create jobs for local Yalanji people, who had low skill levels, high unemployment and who faced significant social issues and other barriers to employment in a strictly commercial environment.”

While they found there was no shortage of certificate based training amongst the prospective employees, very few had any relevant work experience.

“A training and upskilling programme was required that could close the gap between the skill set, but also concurrently work on other barriers to full time employment through a mentoring programme.”

40 Indigenous people were placed in traineeships under the Job Guarantee Program to enable unskilled potential employees to gain hospitality and work ready skills in preparation for the opening of the centre.

“We introduced a mentoring programme which has two streams. It recognises high potential employees and implements a plan to further their career development. At risk employees are also identified and receive a plan to set work and personal goals to get them back on track”.

Programmes have been implemented as more has been learnt about the business and what is required. “Like managing any individuals, leading a team of Indigenous employees requires an understanding of their needs, goals and tailoring your style so you can bring out their best.”
Indigenous Wage Subsidy (IWS)

The Indigenous Wage Subsidy (IWS) is an incentive paid to employers when they employ eligible Aboriginal and Torres Strait Islander people on a continuing basis.

The programme provides a wage subsidy to employers of eligible Aboriginal or Torres Strait Islander job seekers after 13 and 26 weeks in a job. Some employers may also be eligible for retention bonuses and funds to cover training costs.

Contact the Indigenous Employment Line

Phone: 1802 102
Website: http://employment.gov.au/indigenous-wage-subsidy-iws

Queensland Tourism Industry Council (QTIC) Tourism Indigenous Employment Champions Network

The Tourism Indigenous Employment Champions Network is an industry led network that supports tourism employers to engage and manage Indigenous employees. The network increases operators’ awareness of how to encourage and maintain increased participation of Indigenous Australians within the mainstream tourism industry.

The network is a group of volunteer tourism operators that have exhibited best practice in the recruitment and retention of Indigenous employment. Together with the Champions, QTIC have developed a range of free resources for tourism operators, presented at numerous industry conferences, facilitated industry forums, provided tourism industry career path information to Indigenous students and job seekers, and identified Indigenous employment placements within the industry.


Contact the Queensland Tourism Industry Council (QTIC) Tourism Indigenous Employment Champions Network:

Phone: 07 3236 1445
Email: champions@qtic.com.au

Indigenous Training Strategy

The Indigenous Training Strategy funds eligible organisations to deliver regional and community-based training projects that demonstrate a high likelihood of achieving meaningful and long-term employment and training outcomes for Aboriginal and Torres Strait Islander participants. The focus of the strategy is the attainment of Certificate 3 level and above qualifications. Some skill sets, lower level qualifications and foundation skills training can also be considered if they provide a pathway for students to employment.

Visit the Department of Education, Training and Employment website to find out more about the Indigenous Training Strategy:


For eligibility refer to the Guidelines for each Program:


Cairns and Port Trips & Attractions (CaPTA)

Indigenous employees currently make up 12.6% of the workforce at The CaPTA Group, with seven Indigenous staff members exceeding their long service leave for ten years service. Indigenous staff are employed in a variety of jobs within the organisation including Accountancy, Retail, Reservations, Hospitality, Tour Guides and Cultural Performers.

The CaPTA Group recognises the value and contribution of its Indigenous employees to its business. In choosing to employ Indigenous staff, the unique qualities they bring to the visitor experience can add value to your service and product, providing a point of difference from competitors.

As a part of their strategy for recruiting Indigenous employees, CaPTA has been involved with the Australian Employment Covenant (AEC) since it was originally promoted to industry.

The AEC is a private sector initiative through Generation One, aiming to secure 50,000 jobs for Indigenous Australians over a variety of industries. The AEC works as an agreement between the Australian Government, the employer and the Indigenous employee.

CaPTA will happily continue to use the website to advertise vacant positions.
Tropical North Queensland: Programmes for Business Support

In addition to a large collection of websites and programmes designed to help with labour and skills challenges in Tropical North Queensland, there are also a number of programmes and resources 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 use different tools, such as the use of digital media to business mentoring. This Fact Sheet provides a starting point to understanding what is available and where to go for more information.

Explore the available programmes yourself at the Queensland Government’s Tourism Pathways. Tourism Pathways is your one stop site for tourism support programmes. You can access a range of different programmes to support your Queensland tourism business.


Business Development Resources

Guide to Best Practice in Tourism and Hospitality
The Guide to Best Practice in Tourism and Hospitality provides guidelines for tourism industry employers on how to recruit, train and create an engaged and motivated workforce. Customers receive great service, and investment in staff lasts longer because of better staff retention. The Guide contains 17 practical forms, templates and tools that most tourism employers could pick up and apply with only a few minor changes to customise them to your business. The guide is available online by following the link:


Staff Management Toolkit
Human Resource Management is a critical part of any business. QTIC’s Staff Management Toolkit is a free online resource incorporating seven steps to better staff management. The Toolkit covers essential information including how to motivate and keep staff, to help your business succeed and grow. You can access the Toolkit online by following the link:


Queensland Tourism Industry Council (QTIC)
Business Barometer (QBB)
QTIC has developed a tool to assist tourism operators, across the state gain an understanding of their ‘business health’ in our demanding tourism climate. It is a business tool that facilitates a whole of business assessment.

The QBB focuses on seven critical components of success:
- Leadership
- Planning
- Customers
- Reporting & Monitoring
- Workforce
- Business Process
- Business Results

By completing the QBB questionnaire, businesses will receive instant, easy to understand visual feedback on the strength of their operations, coupled with a more detailed Business Barometer Evaluation Report. This tool is free for all tourism operators and accessible at:

www.businessbarometer.com.au

Far North Queensland Training and Employment Services
The aim of FNQ Training is to ensure businesses have all the tools they need to plan for and develop the workforce skills so the companies can grow and mature.

FNQ training focus on three main activities:
- Workforce analysis and planning
- Human resource management and people development
- Advice to ensure your businesses has access to trade or job qualified expertise

For more information please visit:

You can also contact the regional office of the department for assistance:
Phone: 07 40373991 or Email: cairntraining@dete.qld.gov.au
Business Mentoring & Support

Austrade: Support for Tourism Businesses

There are a range of programmes administered by Austrade and more broadly across the Australian Government to assist small businesses, including tourism businesses. These include resources and programmes:

- Workforce Planning Guide for the tourism and hospitality industry
- Responsible Service of Alcohol fact sheet
- Supporting Small Tourism Businesses
- Programmes and Resources to Aid Indigenous Tourism Development
- Crisis Management Resources for Tourism
- Industry Resilience Kit

For more information visit: http://www.Tourism2020.gov.au

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 and 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 visiting www.business.gov.au or emailing sbsi@industry.gov.au

QTIC Workforce Capacity

The QTIC Workforce Capacity team is dedicated to successfully facilitating training for the tourism and hospitality sectors and assisting industry to achieve workforce development-related outcomes. Training packages, professional development and event opportunities are available to members of the Workforce Capacity Network.

Join the free Workforce Capacity Network and find out more online at: http://www.qtic.com.au/project-service/qtic-workforce-capacity

Business and Financial Planning

Australia Business Financing Centre

The Australia Business Financing Centre offers information and advice regarding business funding from all levels of government. Use their Grant Finder to identify government grants and/or loans that may be available for your Australian business. Access the Grant Finder online at: http://www.australiangovernmentgrants.org/

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/

Digital Enterprise

The Digital Enterprise programme provides free group training and face-to-face support for small-to-medium enterprises and not-for-profit organisations to help improve the way they do business and deliver services online. For further information: http://www.communications.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_programme

RDA FNQ&TS won funding to deliver this program together with Advance Cairns in FNQ and has had over 350 businesses take up the free training and mentoring sessions. The program runs locally as “Dive into Digital” until July 2015. To register for free information sessions visit www.diveintodigital.com.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/

Ready, Set, Go! Mobile App

A new mobile app will take the tourism industry to the next level of ‘readiness’ through a powerful digital tool - the Ready, Set, Go! mobile app. The Ready, Set, Go! mobile app is an invaluable tool for tourism businesses looking for an easy and effective way to get prepared for severe weather events and help them manage their business in times of crisis.

Download the app on Google Play (for android) and iTunes (iPhone) or find out more online at: http://www.qtic.com.au/project-service/ready-set-go-mobile-app
Human Resource Management (HRM) addresses all those issues related to people – recruitment, hiring, compensation, managing performance, employee wellbeing, 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.

### 15 Point Human Resource Management “Healthcheck” for Tourism and Hospitality

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

1. Before looking to hire new staff, we clearly specify the kind of person and types of skills we are looking for.
2. 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”).
3. We provide employees with clear, well thought out and accurate position descriptions.
4. We always look to recruit for the long-term, acknowledging potential as much as immediate needs.
5. We ask our current top performers to help source new staff.
6. We recognise talent within the company – aiming to select and promote from within.
7. 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.
8. 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.
9. We have an open and transparent bonus system – making sure staff can see the benefits of company success while understanding the consequences of downturn.
10. We recognise and work with staff in relation to individual work-life balance.
11. We always utilise non-tangible rewards such as encouragement and recognition.
12. We empower those who want to be empowered – not all staff do!!
13. We support people when they have ambitions and the desire to learn.
14. We always strive to rotate positions and give opportunities to new staff.
15. We provide regular formal and informal feedback to staff on their performance and areas where they could improve.
Certificate III Tourism: Improved pathways to Dive Master/ Instructor qualifications

For businesses seeking to train and employ Dive Guides, there is an alternative option to lengthy training programs or hiring already trained staff. Dive Queensland, the Department of Education, Training and Employment and the Association of Marine Park Tourism Operators have paved the way for a new pathway to a Dive Master/ Instructor qualification through the Certificate III Tourism.

This information sheet serves as a guide for employers and employees to understand the benefits and prerequisites of the traineeship and covers the recommended steps to successfully hire and register a Dive Master/ Instructor trainee in a business.

What are the benefits of the Certificate III Tourism traineeship pathway for Dive qualifications?

For the Employer
Employers will benefit from employing a full-time trainee who can complete the required study units outside of working hours over the internet. As the provider of a Registered Australian Traineeship:

- Employers receive a commencement payment of about $1,500 and a completion payment of $2,500 from the Federal Government
- Employers will be entitled to pay trainee wages at 75% of minimum wage rates

For the Employee
Through the traineeship agreement, employees will be given the opportunity to earn while they learn. The employee will be able to complete the qualification in less than half the time and course and theory work is available for completion over the internet to suit the flexible needs of students.

What is covered by the course?
The Certificate III in Tourism is designed for students who would like to work in tourism in roles such as tour guides in any tourism destination or business that employs guides. The Certificate III Tourism Dive pathway incorporates four specific dive related electives. These electives have been developed in consultation with industry in order to meet the needs of dive operators in Tropical North Queensland.

How long will it take for employees to become qualified?
Traineeship completion is based on competency, not time and the appraisal is up to the employer and the training organisation. It is very feasible for a trainee to become competent in the skills required to attain a Certificate III in Tourism within a 12 month period.

Entry requirements
While there are no requirements for the training there are some prerequisites to entering a traineeship. The minimum age is 13 years and where the trainee is under 18 years, details of the parent/guardian and their signature, are required. While the traineeship is generally full-time, part-time and school-based arrangements are available. Traineeships are open to adults of any age and individuals that are already employed are also eligible (if no similar qualification is already held). Existing employees entering in a traineeship may be subject to the Existing Workers Policy which may affect funding for off-the-job training (Read the ATIS-035 Existing workers information sheet or the User Choice section of the Training website for more information). Trainees do not have to be an Australian or New Zealand citizen, but there are some restrictions for foreign workers. To find out which visas are eligible for traineeships in Queensland, read the ATIS-010 Citizenship, residency and visa information sheet.

More detailed information on entry requirements is available at http://apprenticeshipsinfo.qld.gov.au.
How does it work?

If your business is looking to upskill a Dive Master trainee, there are a number of recommended steps to follow to ensure all requirements are met.

1. Contact the Department of Education Training and Employment (DETE)

DETE can help you with advice on traineeships, to assist in identifying if this is the right option for your business. Advice may include training contract obligations, the people/organisations involved during the contract and how to recruit the right person.

Contact FNQ Training Queensland:
Email: cairntraining@dete.qld.gov.au
Phone: 07 4037 3991

2. Find the right person for your organisation and operation

To find a suitable trainee for your organisation you can either search directly or through a labour hire company. Refer to the DETE apprenticeships website (http://apprenticeshipsinfo.qld.gov.au) for queries on the eligibility of your preferred candidate or contact DETE directly via the above contact details.

3. Register the person for training with the Australian Apprenticeships Centre (AAC) and enter into a Training Contract

Once you have found a suitable candidate you would like to hire as a trainee, contact the AAC to register. The AACs for Tropical North Queensland are:
- Skill360 Australia (call 1300 933 358 or email AAC@skill360.com.au)
- MEGT (call 136348 or email AACinfo@megt.com.au)

Both centres offer the same services under the same conditions. The AAC will arrange a site visit with the employer and employee to sign the training contract and nominate a registered training organisation. It is very important to sign a training contract before commencing employment of the trainee, because you may otherwise be liable for wages unpaid under the Fair Work Commission and only a signed trainee contract will entitle your business to subsidised training.

The AAC is responsible for assessing and processing Commonwealth Incentive payments and will monitor progress throughout the traineeship. They assist employers, trainees and training providers throughout the duration of the traineeship.

4. Register your trainee in the Cert III in Tourism (including Dive Electives)

You will need to find a registered training organisation who can deliver the Dive Electives of the Cert III in Tourism; ask Dive Queensland for details. The Certificate III in Tourism (including Dive Electives) covers the modules outlined in the table below.

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<tr>
<th>MODULE</th>
<th>DESCRIPTION</th>
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<tr>
<td>SITTIND301</td>
<td>Source and use information on the tourism and travel industry</td>
</tr>
<tr>
<td>SITTXCCS303</td>
<td>Provide service to customers</td>
</tr>
<tr>
<td>SITTXCOM201</td>
<td>Show social and cultural sensitivity</td>
</tr>
<tr>
<td>SITTXWH5101</td>
<td>Participate in safe work practices</td>
</tr>
<tr>
<td>SITTXCOM202</td>
<td>Provide a briefing or scripted summary</td>
</tr>
<tr>
<td>SITTGDE308</td>
<td>Prepare specialised interpretive content on marine environments</td>
</tr>
<tr>
<td>SITTGDE304</td>
<td>Prepare and present tour commentaries or activities</td>
</tr>
<tr>
<td>BSBSUS202A</td>
<td>Participate in environmentally sustainable work practices</td>
</tr>
<tr>
<td>HLTAID003</td>
<td>Provide first aid</td>
</tr>
<tr>
<td>SITTHFAB201</td>
<td>Provide responsible service of alcohol</td>
</tr>
<tr>
<td>SITTXWH5301</td>
<td>Identify hazards, assess and control safety risks</td>
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</tbody>
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<th>ELECTIVES</th>
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<tr>
<td>SISOSCB301A</td>
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<td>SISOSCB306A</td>
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<td>SISOSCB308A</td>
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The Certificate III in Tourism could be integrated with other modules to establish new pathways to a range of qualifications. If you can find a training organisation that is able to deliver the courses you require, the process described in this resource can be replicated for other fields and qualifications.
The Australian Government has committed up to $45 million to deliver VTECs for up to 5,000 jobs, based on the GenerationOne employment model. A tourism and hospitality VTEC is now located in Cairns at Skill360 Australia. This fact sheet explains the purpose and role of the Cairns VTEC.

WHAT IS THE PURPOSE OF A VTEC?

The purpose of a Vocational Training and Employment Centre (VTEC) is to connect Indigenous job seekers with guaranteed jobs and bring together support services necessary to prepare job seekers for long term employment. A VTEC operates with support and involvement of local Indigenous communities and their leaders and works with service providers to build capabilities including obtaining a Driver’s license, providing literacy and numeracy training, gaining work experience and engaging in pre-employment and job training.

WHO CAN PARTICIPATE IN THE VTEC?

VTECs are directed at Indigenous job seekers and school leavers with highly disadvantaged Indigenous job seekers being prioritised.

FIVE VTEC SERVICE COMPONENTS

**Community Engagement:** to build work aspirations among Indigenous job seekers.

**Work Readiness** - Strengthening the capacity of Indigenous job seekers and to comprehensively addressing barriers to employment.

**Vocational Training** to prepare job seekers for a specific job in line with employers’ requirements.

**Guaranteed Jobs** by creating a mutual commitment between job seekers and employers.

**Post Placement Support** which could include employee mentoring and cultural awareness support for employers.

**SKILL360 VTEC WILL WORK WITH EMPLOYERS**

VTECs work with employers in order to identify suitable positions and the training requirements needed for these jobs. VTECs ensure that job seekers have required skills and training tailored to the specifications of the employer and offer continuous support to Indigenous employees and their employers. As part of the VTEC model, Skill360 Australia will ensure that:

- All candidates will be pre-screened and matched to the employers specific roles position description.
- Up to 3 candidates per position will be put forward to the employer to interview and make final selection.
- After choosing a candidate and prior to commencing employment, Skill360 will train the candidate with job specific skill sets defined by the employer in consultation with Skill360. The successful candidate will also receive work readiness and life skills training.
- During employment a Skill360 Indigenous mentor will work with both the employer and the candidate to ensure long term employment outcomes.
- Skill360 mentors can also provide Cultural Awareness training for other members of the employers’ staff.
- Skill360 can also provide advice on the AEC – Australian Employment Covenant and RAP’s – Reconciliation Action Plans.

All of this will be provided at NO COST to the employer. There are also generous employment incentives available to your company, which vary depending upon the roles available. Skill360 will assist in accessing up to $6,600 for employers through the Indigenous Wage Subsidy – paid to the employer. If the employer chooses to put the candidate through a traineeship there are traineeship incentives available dependent on candidate eligibility.
MORE INFORMATION ON SKILL360 VTEC

Warren Keys – Business Development Manager
Call: 07 4046 4000
Mobile: 0438 545 217
Email: Warren.Keys@skill360.com.au

MORE INFORMATION ON VTECS

For more information on VTECs you can:
Call the Indigenous Employment hotline: 1802 102
Email: VTEC@pmc.gov.au

ABOUT GENERATIONONE

GenerationOne’s mission is to end the disparity between Indigenous and non-Indigenous Australians in one generation through employment. For more information on GenerationOne visit: www.generationone.org.au

ALTERNATIVE INDIGENOUS SUPPORT PROGRAMS

Phone: 07 3236 1445
Email: champions@qtic.com.au

The National Indigenous Training Academy, established by the Indigenous Land Corporation at Yulara, provides enterprise based accredited training programs offering pathways for Indigenous people into employment at the resort and within the wider Australian tourism and hospitality industry. For more information visit the Indigenous Land Corporation or the Ayers Rock Resort Website.