

SECTION 4 INDUSTRY ISSUES AND STRATEGIES

Skilling WA: Strategic goal 1

Increase participation in the workforce particularly among the under-employed and disengaged, mature-aged workers, Aboriginal and Torres Strait Islander and other under-represented groups.

Issue (from Section 3)	Strategy	Actions	Skilling WA Priority Action
<p>1. The hospitality sector encompasses a vast range of business types and sizes from small and medium enterprises, to large multi-national brands. The diverse nature and high staff turnover dictates the need for the industry to expand beyond the traditional workforce, creating more diversity and address skill shortages.</p>	<p>Develop innovative approaches to attract, engage and retain workers from underrepresented groups to expand the traditional workforce.</p>	<p>FutureNow to work with industry associations and employers to:</p> <ul style="list-style-type: none"> • Promote the benefits, cost savings and productivity improvements of attracting and retaining workers from a range of backgrounds • Drive promotion outlining realistic training and career pathways for Indigenous people in Tourism, Hospitality and events • Promote the benefits of targeting recruitment of specific underrepresented groups, e.g. benefit of recruiting older workers in front of house occupations in businesses with that customer demographic • Employ innovative approaches to attract and engage potential workers from under-represented groups to participate in programs, e.g. Certificate I in Housekeeping Program at the Murray Hotel. • Act on recommendation 9 of the 2012 Andrea Mitchell MLA Food For Thought report by actively encouraging Indigenous tourism opportunities, while at the same time supporting indigenous people to work within both indigenous and mainstream tourism operations.⁷⁶ 	<p>1.1.1 1.2.6 4.1.3 1.3.1</p>
<p>2. Difficulty in attraction and retention of quality workers in Australia's South West.</p>	<p>Promote hospitality careers and develop long-term career options for the sector in Australia's South West.⁷⁷</p>	<p>See section 5</p>	<p>1.1 1.2 1.3 3.2.10</p>

⁷⁶ Andrea Mitchell MLA, Food for Thought Report, Training and workforce Development for the Hospitality and Tourism Industry, September 2012 Recommendation 9

⁷⁷ DTWD, South West Regional Workforce Development Plan 2013-2016

Skilling WA: Strategic goal 3

Attract workers with the right skills to the Western Australian workforce and retain them by offering access to rewarding employment and a diverse and vibrant community and environment to live in.

Issue (from Section 3)	Strategy	Actions	Skilling WA Priority Action
1. WA State Government incentives resulting in a large increase in Hospitality infrastructure developments in Perth will lead to significant numbers of job opportunities over the next 5 years and a workforce skills and labour deficit.	Develop partnerships with industry, government and training providers to identify and meet the future workforce requirements arising from the increasing number of hospitality infrastructure developments in Perth.	See section 5	1.2.2, 1.2.3, 2.1.13, 2.1.15, 3.1.3, 4.1.1, 4.1.2, 4.1.3
2. Critical skills shortages still exist in the hospitality industry due to the low completions of Certificate III in Commercial cookery apprenticeships.	Identify the underlying causes for low completion rates of the Cert III in Commercial Cookery apprenticeship and develop an action plan with stakeholders to increase the completion rate.	See section 5	3.1.1

Continued

Skilling WA: Strategic goal 3

Attract workers with the right skills to the Western Australian workforce and retain them by offering access to rewarding employment and a diverse and vibrant community and environment to live in.

Issue (from Section 3)	Strategy	Actions	Skilling WA Priority Action
<p>3. Industry image is poor creating a barrier to people working in the industry. The community perception of the Hospitality, Tourism and Events industry as a place to work until beginning a career is a major barrier for people considering training and employment.</p>	<p>Improve industry image by promoting the industry as career of choice to increase uptake of training and employment in the industry.</p>	<ul style="list-style-type: none"> • FutureNow to work with key industry employer groups and associations to provide a united voice on the need to promote the industry as a career of choice. • Improve industry management and human resource practices. Develop and promote an industry best practice ethos, including demonstrating the benefits to productivity and overall business performance. • Promote VET training and career pathways in the hospitality, tourism and events industries through: <ul style="list-style-type: none"> ○ Showcasing industry ambassadors (e.g. Hospitality Ambassador Program) ○ Utilising FutureNow’s stable of industry awards winners ○ Showcasing industry champions in Career videos. 	<p>4.1.2 4.1.2 4.1.2; 1.1.1</p>
<p>4. The knowledge of school career advisors and VET coordinators on the viable jobs and career opportunities and pathways within the hospitality, tourism and events industry appears to be variable at best. There remains the perception that school students work within these industries while they are working towards a career in other industries.</p>	<p>Increase Career Advisors and VET Coordinators awareness and contemporary knowledge of the viable jobs, careers and pathways available within the Tourism, Hospitality and Events industry.</p>	<ul style="list-style-type: none"> • FutureNow to attend Career Advisors conferences to present career opportunities within creative and leisure industries. • FutureNow to provide promotional material/Career videos to career advisors. • FutureNow to present to Career Advisors/ VET Coordinators on hospitality industry careers as a part of the Ambassador program. • FutureNow to work with employers and industry associations to form closer working relationships with VETiS programs and stakeholders 	<p>1.1.1 3.1.2; 3.1.3 1.1.1</p>

Skilling WA: Strategic goal 4

Provide flexible, responsive and innovative education and training which enables people to develop and utilise the skills necessary for them to realise their potential and contribute to Western Australia's prosperity.

Issue (from Section 3)	Strategy	Actions	Skilling WA Priority Action
<p>1. Sections of the industry struggle to provide consistent best practice service while charging high prices necessitated by low profit margins.</p>	<p>Identify industry good practice models and target WA hospitality and tourism industry owners to develop a higher level of customer service ethos.</p>	<ul style="list-style-type: none"> • FutureNow in collaboration with peak industry bodies to identify and implement solutions to develop a culture of service excellence. • FutureNow in collaboration with industry associations and industry to promote examples of existing best practice to business. 	<p>3.1.2 3.1.2</p>
<p>2. There is a general shortage of supervisory, management and business skills in industry particularly in SMEs (almost two thirds -64.7 per cent- of workers have a level of educational attainment of Year 12 or below).</p>	<p>Develop programs to assist with increasing management and supervisory skills and practices in the Hospitality, Tourism and Events industry.</p>	<p>See section 5</p>	<p>4.2.3, 4.1.6; 4.2.3; 4.1.4; 4.1.5</p>

Skilling WA: Strategic goal 5

Plan and coordinate a strategic State Government response to workforce development issues in Western Australia.

Issue (from Section 3)	Strategy	Actions	Skilling WA Priority Action
<p>1. Government policy and legislation around penalty rates, licensing requirements, and the lengthy and bureaucratic visa processes negatively impact on this labour intensive, low profit industry sector that is vital to the WA economy.</p>	<p>Influence Government Policy and legislation that impact negatively on industry sustainability.</p>	<ul style="list-style-type: none"> • Industry associations and key industry stakeholders to lobby State and Commonwealth Governments for changes in the reviews of the Fair Work Act in 2012 and 2014, to improve outcomes for Tourism, Hospitality and Events industries and improve sustainability and investment in training. • FutureNow to work with DTWD on issues around apprenticeships and Modern Awards to preserve the WA nominal durations. • FutureNow to highlight skilled migration issues negatively impacting on the tourism and hospitality industries in WA. • Industry associations and key industry stakeholders to lobby for changes to State Government Policies negatively affecting the tourism, hospitality and events industries through over-regulation and unnecessary burdens on small to medium businesses. 	<p>5.2.1</p> <p>4.1.1</p> <p>2.1.11 2.1.13 2.1.15</p>
<p>2. Access by training councils to cross-Government labour force and training data specific to tourism, hospitality and events industry occupations (metropolitan and regional) is insufficient.</p> <p>Currently data is structured by sector, rather than occupation, and there is a lack of data covering many tourism, hospitality and events industry occupations.</p>	<p>Improve the robustness of data available to training councils in order to provide more accurate regional industry workforce data.</p>	<ul style="list-style-type: none"> • FutureNow and peak industry associations to recommend to State and Federal Government to review industry 'sectors', 'occupations' and data to ensure Australia's data collection enables current and future workforce planning. • FutureNow in conjunction with National Skills Councils to lobby ABS to undertake special surveys of selected occupations and expand the codes to adequately reflect the occupations within industry. Also to amend ANZSIC and ANZSCO classifications at next review of codes in 2016. • FutureNow recommends inclusion of current occupation in annual ATO Tax returns to obtain timely data which can be collected on a state and regional basis annually and provide a more up to date occupational analysis. 	<p>5.1.1; 5.2.3;</p>

SECTION 5 RECOMMENDED PRIORITY ACTION PLAN

FutureNow Strategy			
1. Improve industry image by promoting the industry as career of choice to increase uptake of training and employment in the industry.			
Recommended Priority Action(s)	Steps to Implement Actions	Priority	Date to be completed
<p>Act on recommendations of the 2012 Andrea Mitchell MLA Food For Thought report where issues raised are predominantly around improving business and people management, attraction, training, retention and career pathways, which if effectively addressed would lead to a positive change in industry culture and career perceptions.⁷⁹</p>	<p>The overwhelming call in the report was for the tourism and hospitality industry to be seen as a career industry in Western Australia as it is in many other countries and cultures.</p> <p>The report has 9 recommendations. Six of them can be summed up under 3 headings which are dealt with already in this plan as follows:</p> <ul style="list-style-type: none"> • Establish Hospitality and tourism industry as a Career of Choice – Recommendations 1-6 • Improving Management and supervisory skills and business acumen/people skills – Recommendations 1-7 • Improving all workers service ethos/people skills – Recommendations 1-6 		
Lead Agency: FutureNow			
<p>Assist Industry in meeting workforce requirements arising from new hospitality infrastructure development in Perth.</p>	<p>FutureNow in partnership with the Australian Hotels Association WA to conduct in-depth workforce analysis of leading hotels undergoing development or redevelopment to identify their workforce requirements.</p> <ul style="list-style-type: none"> • Compare analysis of industry demand against publicly funded training supply based on DTWD data. • Disseminate research findings to RTO's and work with them to devise appropriate strategies so that there is sufficient capacity to train workers for the relevant positions. • Use the findings to enable industry employers and associations, and other stakeholders to promote to promote the hospitality industry as a career of choice with positive career/job pathways and work opportunities. • Monitor training delivery and outcomes and employment take up and vacancies and make recommendations on a strategy to target migrant workers where necessary. 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>September 2014</p> <p>October 2014</p> <p>November 2014</p> <p>June 2015</p> <p>March 2016</p>
Lead Agency: FutureNow working with the AHA			

⁷⁹ Andrea Mitchell MLA, Food for Thought Report, Training and workforce Development for the Hospitality and Tourism Industry, September 2012 Recommendations 1-7

FutureNow Strategy

2. Improve industry image by promoting the industry as career of choice to increase uptake of training and employment in the industry.

Recommended Priority Action(s)	Steps to Implement Actions	Priority	Date to be completed
<p>Promote hospitality careers and develop long-term career options for the sector in Australia's South West (Source <i>South West WDP Recommendation....</i>).</p>	<ul style="list-style-type: none"> • Continue to expand the delivery of the Hospitality Ambassador Program to schools in the south west of the State. • Undertake desktop research of the SW industry and training data. • Identify, inform and consult with key SW industry stakeholders. • Develop workforce development priority strategies to counter the perception of the hospitality sector as a short term/stop gap employment option (for example, marketing the benefits of work/ lifestyle employment arrangements in the South West of the State)⁸⁰. • Implement identified workforce development strategies in conjunction with other stakeholders as identified 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>December 2014-2015</p> <p>December 2014</p> <p>March 2015</p> <p>June 2015</p> <p>June 2016</p>
<p>Lead Agency: FutureNow</p>			

⁸⁰ DTWD, South West Regional Workforce Development Plan 2013-2016

FutureNow Strategy

3. Improve attraction and retention within the industry by increasing the enrolment and completion of hospitality apprentices to provide an adequate skilled workforce to meet future needs.

Recommended Priority Action(s)	Steps to Implement Actions	Priority	Date to be completed
<p>Improve Certificate III in Commercial Cookery apprenticeship completion rates from current base of 43% against all industry apprenticeship average of 64.9% (DTWD Dec 2013 based on 2009 cohort).</p>	<ul style="list-style-type: none"> • FutureNow to conduct research to identify the reasons for low completion – as well as the factors driving completion - of the Certificate III in Commercial Cookery apprenticeship. • Project to include face to face focus groups and surveys to include a range of stakeholders including; 	High	December 2014
	<ul style="list-style-type: none"> Apprenticeship Non completers Apprenticeship Completers Employers of apprentices, various size businesses Employers who no longer employ apprentices RTOs Australian Apprenticeship Centres ApprentiCentre 	High	June 2015
	<p>FutureNow to engage with stakeholders on research findings and co-ordinate the development and implementation of strategies that will improve the non-completion rate of the Certificate III in Commercial Cookery apprenticeship in WA.</p>	High	December 2015
	<p>FutureNow to evaluate the effectiveness of the project through comparison of completion rates (number of completions annually in the short term and against the 5 year cohort in the longer term)</p>	High	April 2016 (based on December 2015 data)

Lead Agency: FutureNow, Working with peak industry associations AHA and R&CA.

FutureNow Strategy

4. Develop programs to assist with increasing management and supervisory skills in the Hospitality, Tourism and Events industry.

Recommended Priority Action(s)	Steps to Implement Actions	Priority	Date to be completed
<p>Implement programs for the Hospitality and Tourism industry workforce which encourages the uptake of Hospitality Management and Supervisory qualifications.</p>	<ul style="list-style-type: none"> • FutureNow to facilitate and analyse industry feedback on the proposed qualifications and pathways in the R&CA National Skills Pathway Project and the various elements of that which will influence management training opportunities in hospitality in WA. 	High	Apprenticeships by August 2014. Other December 2014
	<ul style="list-style-type: none"> • FutureNow in conjunction with R&CA, AHA and TCWA to review all relevant industry management research and other evidence to inform the development and delivery of relevant RPL, mentoring and skill sets to increase the recognition and take up of management qualifications. 	High	December 2015
	<ul style="list-style-type: none"> • FutureNow and Peak industry bodies to promote best practice workforce development that incorporates good contemporary management in a united hospitality environment. 	High	June 2016
	<ul style="list-style-type: none"> • FutureNow and RTO's to promote skills assessment, skills gap training and professional development to existing workers to increase supervisory management skills 	High	June 2016

Lead Agency: FutureNow, AHA, R&CA and TCWA