

# Investment criteria

Different sectors face different challenges and priorities, and hold differing perspectives on skills and workforce development as a fundamental business strategy.

Our Board considers all of these factors when determining how the Transport and Logistics ISC can invest its finite resources and to the best effect.

In the first instance, our primary commitment is to those activities which clearly contribute towards achievement of our Strategic Directions and which are further prioritised against the following investment criteria:

- ▶ **Breadth of impact:**
  - Extent of industry sectors and jurisdictions that will benefit
- ▶ **Sustainability of outcome and stakeholder commitment past initial investment**
- ▶ **Criticality of issue relative to other proposals:**
  - Alignment with Environmental Scan priorities
  - Currency of issue with industry, the community, governments and the tertiary system
- ▶ **Best return on government and industry investment:**
  - Capacity for co-investment with third parties
  - Informs and responds to policy priorities across portfolios
  - Capacity to drive real productivity growth
  - Cascades' benefits across the value chain/tertiary system
- ▶ **Presents limited risk to relationships**
- ▶ **Represents no conflict of interest to ISC's funded role or unacceptable risks to the ISC's status or financial standing**

# Organisational values

How we act and engage with our external and internal stake holders will dictate our success.

As a small, independent, expert organisation operating in a dynamic environment, our values keep us focused on what and who is important – regardless of situation.

As a team and individually, we are committed to:

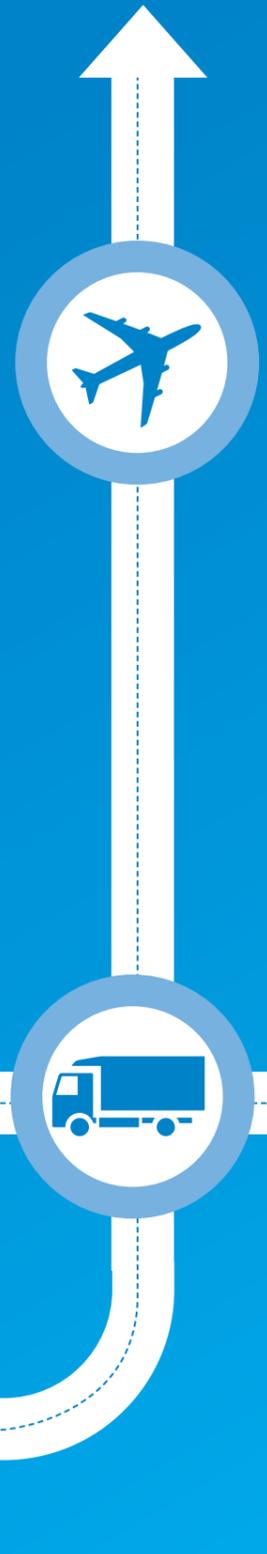
- ▶ Attracting and growing the best possible talent to drive the organisation's Strategic Directions
- ▶ Building a creative, respectful and accountable team environment which recognises excellence
- ▶ Inspiring trust by being clear and firm on what we can and cannot do
- ▶ Being genuine listeners and constructive, strategic thinkers
- ▶ Delivering on our commitments
- ▶ Building open and honest relationships with stakeholders
- ▶ Delivering valued and relevant outcomes to industry and government – every time.

- Integrated Logistics in Australia. IBISWorld. 11 November 2010.

- ABS Counts of Australian Businesses, including Entries and Exits, Jun 2007 to Jun 2009, Cat no: 8165.0

Transport & Logistics Industry Skills Council

# Strategic Directions 2011 – 2014



# Who we are & what we do

The Transport and Logistics Industry Skills Council (TLISC) is one of 11 independent, not-for-profit Industry Skills Councils (ISCs) established by the Australian Government.

Led by industry and funded by Government through the Department of Education, Employment and Workplace Relations, TLISC's mandate is driving the skills and workforce development agenda across the transport and logistics industry which encompasses activities in road transport, warehousing, rail, aviation, maritime, logistics and ports.

In the next three years TLISC will further strengthen its partnership with industry to develop the capability of the current and future transport and logistics workforce.



Transport and logistics involves almost every type of occupation, from:

- ▶ Crews of vehicles, Trains, Vessels and Aircraft
- ▶ Staff involved in engineering, infrastructure, tourism, hospitality, security, retailing, warehousing, administration and IT

# Industry's key challenges impacting on skills & workforce development

As the sixth largest country in the world and one which sits geographically isolated from its key overseas markets, Australia's ability to sustain economic growth relies heavily on efficient transport and logistics systems.

Over 165,000 businesses make up the industry which in 2010-11 was worth \$100billion. While often synonymous with the image of transport and logistics, large companies employing over 200 persons constituted only 0.25 per cent of the industry in 2009 while over 64 per cent of businesses were self-employed persons.

There are views that having been so successful – and with its operations embedded within all sectors of the economy – major challenges now confronting the transport and logistics workforce have become almost hidden from mainstream recognition and pose a significant risk to industry's future without a concerted and coordinated response.

Ageing of the workforce in several sectors is creating greater demand for skills replenishment and better utilisation of existing skills. This critical situation is compounded by the 'pull' of the resources and construction sectors on many of our industry's youngest and brightest people, and even those on the cusp of entering transport and logistics. An outdated image of the industry and its opportunities further exacerbates this issue. A focus on improving the culture and career paths within our industry is therefore now an absolute priority. Optimising the potential of people marginally attached to the workforce or those a typical



to industry's traditional demographic must also become a major focus of recruitment practices.

New and emerging technologies continue to generate a need for higher order skills within the existing workforce. Workers will be required to harness new knowledge. Demand for improved language, literacy and numeracy skills is set to further grow in importance as supply chains become more integrated, transparent, accountable and agile.

These and other issues identified in our 2011 Environmental Scan, have significant implications for the current and future workforce, and require an immediate response from TLISC, industry, governments and the tertiary sector more broadly.

# TLISC's strategic directions

Our Strategic Directions for 2011-2014 respond directly to industry's priorities identified in our intelligence gathering, our annual Environmental Scan and the ongoing conversations we have with industry leaders, peak bodies, enterprise owners, their managers and employees.

Our four key areas of focus respond to current and emerging policy priorities of lifting productivity and workforce participation levels, and driving greater industry co-investment in the skills and workforce development agenda.

**01 Training Products & Services**  
High quality development and continuous improvement of training products and value-add services to support excellence in training delivery and assessment across the tertiary sector

**02 Analysis & Intelligence**  
Contemporary, high quality analysis and intelligence on the profile and skills needs of the current and future transport and logistics workforce

**03 Productivity & Skills**  
Increasing enterprise productivity through contemporary skills and workforce development practices

**04 Transport & Logistics Workforce**  
Repositioning transport and logistics as an attractive, valued and rewarding place to work

**In practice the Four Strategic Directions are interdependent and will inform each other**



- 01 We will achieve this through...**
- ▶ Development and continuous improvement of Training Package products and services to reflect the current and emerging needs of industry
  - ▶ Increasing the knowledge and capability of vocational education and training professionals/workplace trainers
  - ▶ Supporting the newly established Australian Skills Quality Authority and its role in improving the quality of training and assessment outcomes

- 02 We will achieve this through...**
- ▶ Analysis of the breadth and depth of transport and logistics occupations and skills usage across the Australian economy
  - ▶ Acting as a coordinator and adviser for our industry sectors by identifying the skills and workforce development implications of government policies and regulatory reform at a national level
  - ▶ Identification of new and emerging trends in intra and inter occupational mobility/cross industry skills
  - ▶ Providing contemporary advice on the condition of the transport and logistics sectors, their workforce planning and development needs and demands from the national training system over a projected 12 month period
  - ▶ Development of industry positions on key issues to inform and positively influence policy
  - ▶ Identifying and utilising international trends in workforce development and labour market intelligence to inform our work

- 03 We will achieve this through...**
- ▶ Brokered, whole of business solutions to help enterprises build their workforce
  - ▶ Increasing capability and awareness of industry bodies and intermediaries on workforce planning, skills development and utilisation strategies to drive widespread improvement of practice and productivity
  - ▶ Establishment of evidentiary based value propositions to quantify the worth of skills at the individual, enterprise, sector and industry level

- 04 We will achieve this through...**
- ▶ Targeting of under-represented demographics and brokering key partnerships to build a vibrant, untapped labour force