CARAVAN INDUSTRY ASSOCIATION VICTORIA JOBS, CAREER & TRAINING STRATEGY

July 2018

Prepared by **nem** Australasia Pty Ltd

EXECUTIVE SUMMARY

The Caravan and Camping Industry continues to be a significant contributor to Victoria's economy.

Victoria is the national manufacturing centre for the caravan and camping industry, which in total generates $2.1 billion of revenue per annum for the State of Victoria, employs over 6600 across 1165 trade businesses, plus an additional 1000 in camping equipment retailers and contributes $680 million per annum through wages and value-adding activities.

The industry has grown by 50% over the last six years since the Victorian Caravan and Camping Industry Blueprint was created, although caravan production has been steady over the last three years.

From the Blueprint recommendations, the National Caravan Industry Training College was created in 2015 and is now operating as a partnership with Melbourne Polytechnic.

This Jobs, Career and Training Strategy will strengthen the Victorian Caravan and Camping Industry's ability to attract and retain a motivated, innovative and rewarded workforce, at a time of many challenges, which include:

- Skilled workers are in high demand during the current construction and infrastructure boom;

- Industry members have 300+ vacancies;

- Job-seekers often do not match current Industry requirements and Industry requirements do not match current job-seeker skills and desires;

- Caravan Industry jobs are diverse, multi-disciplinary, multi-locational and multi-aged, but are not a front-of-mind consideration for a career;

- The importance of wages, conditions and security is high, but over-estimated, at job placement; and

- Business culture is under-estimated and a major reason for leaving.

Eight Strategies, each with three strategic initiatives, will drive the Industry towards its vision of being:

JOBS		CAREER	
Vision: An aspirational, rewarding (financial, secure and culturally supportive), well-marketed industry with a highly effective and efficient recruiting process.		*Vision: An industry with rewarding career pathways and respected culture at all levels of employment.*	
1. Industry Job and Career Promotion	**2. Job-Seeker Engagement**	**3. Career Pathway**	**4. Management and Culture Skills**
• Jobs, career and training branding • Promotion and communication • Research	• School engagement • Community engagement • Job-seeker program coordination	• Career pathway definition • Career services, tools and mentoring • Industry projects	• Workplace culture • Business management skills • Cultural development
TRAINING		LEADERSHIP	
Vision: An industry with a clear job-creation and induction pathway for people into the Industry that supports future business, leadership, professional & skill development to drive and adapt to industry, consumer and environmental changes.		*Vision: An industry with leadership that drives collaboration and innovation from within and outside the industry to adapt to changing consumer and environmental trends.*	
5. Industry Induction	**6. Training and Development**	**7. Industry Leadership**	**8. Innovation and Change Management**
• Industry induction • Online learning • Exposure to Industry	• Caravan Industry traineeships • Workforce certification • Business certification	• Influencing • Coordination of individuals • Collaboration	• Innovation and change • Innovation steering committee • New programs

Of the **24 initiatives**, the key initiatives, which will be cornerstones for the Industry's jobs, career and training strategies, are:

- The establishment of the Caravan Industry Skills Centre;

- Development of a "Job and Career Portal" on the CIA Vic website;

- Implementation of a "Career Pass" for industry induction, training and career development;

- Business culture, mindset and innovation programs for managers, supervisors and staff; and

- Partnerships with Government and community organisations.

The Caravan Industry Skills Centre will be the place for the Industry; where the next generation of employees for the Industry will be trained, like traditional TAFE or in block programs for 8-12 weeks duration. The Caravan Industry Skills Centre will house all of the industry's professional development, with industry suppliers running training out of the facility and will host industry events, such as Trade Days.

FUTURE INDUSTRY TARGETS

Implementation of the recommendations of this report will progress the Industry towards the following targets at the end of 2020:

- 25% of all employees will have a formal qualification to Certificate 3 level;

- 75% of employees will have completed the Industry Induction Program and hold a Career Pass; and

- 25% of businesses will have achieved business management certification, reflecting 50% of their business managers / supervisors to have completed an industry-endorsed management program.

CURRENT INDUSTRY ENVIRONMENT

SITUATIONAL ANALYSIS

Many factors are currently impacting the Industry's operating environment, including:

- Businesses continue to find it difficult to recruit suitably skilled workers despite high unemployment in caravan and camping regions of Victoria.

- The Federal and Victorian Government are encouraging manufacturing investment, business sustainability and have programs with mixed success.

- Local Councils are facilitating economic development and the matching of job seekers to businesses with mixed success.

- 77% of carpenters, electricians, plumbers and cabinet makers work in construction and mining Australia-wide (ABS: Australian Jobs 2017), making employment of these trades highly competitive.

- Technological changes are appearing and impact all areas of the Industry.

- Business culture is a now critical factor in job selection.

- Imports are becoming more competitive.

KEY MESSAGES FROM THE INDUSTRY

During the consultation process, the key messages from Industry members were found to be:

- Most businesses are looking for workers (skilled and unskilled) and are happy to train people, but are frustrated when people then leave.

- Caravan Industry jobs are diverse, multi-disciplinary, multi-locational and attractive to many age groups.

- The Caravan Industry is not currently a front-of-mind consideration for a career, despite its attractions.

- Job-seekers does not match current Industry requirements and industry requirements do not match current job-seeker skills and desires.

- Service and Repairers are desperately needed – work is complex due to number of manufacturers and suppliers.

- The importance of wages, conditions and security is high but over-estimated at job placement; business culture is under-estimated and a major reason for leaving.

- Businesses need to adapt to resource and skill availability (e.g. via lean/advanced manufacturing).

CURRENT INDUSTRY ENVIRONMENT

STATISTICS

The regions in which industry members are based are regions of high overall and youth unemployment, thus creating common drivers on which close collaboration with Local Government can be developed.

Regions	Overall Unemployed	Youth Job Actives	Mature Job Actives
Nth East Melb	4.8% / 28,000	3,923	6,331
Nth West Melb	7.8% / 15,500	2,337	3,041
Sth East Melb & Peninsula	6.3% / 37,500	4,385	7,534
Barwon	5.8% / 8,600	1,682	2,306
Bendigo	6.6% / 4,700	1,176	1,682
Victoria	6.3% / 203,000	29,418	45,025
Data from ABS Labour Force Survey 2017			

Key Statistics	Detail
Size of Industry	$2.1 Billion pa
Workforce Size	7600 (includes 1000 in Camping Equipment Retailers)
Workforce Age	40-45
Total Wages	$380M pa
Vacancies @ April 2018	300+
Staff Turnover Rates	8%
Total Qualified @ Dec 2017	Approx 7% of total workforce
Data from nem Survey of CIA Vic Members	

CURRENT INDUSTRY ENVIRONMENT

JOBS	CAREER	TRAINING	LEADERSHIP
The competition for job-seekers is increasing and the awareness of the Industry by job-seekers is low. • Many businesses currently find it difficult to attract skilled workers. • The competition for job-seekers from building, construction and infrastructure will continue. • Industry awareness is low. • Millennials value mobility, change and control. • The number and type of jobs will be dependent upon the level of innovation adopted by the Industry. • First 6-12 weeks of employment are critical to long term placement. • Job Funnel does not match Industry requirements.	Career pathways are very important to job-seekers. Key issues must be addressed by the Industry if the Industry is to successfully attract and retain job-seekers. • There is no promotion of the significant and varied career opportunities that the Industry can offer. • There are currently no industry-wide career pathways. • There is no career coordination resource for the Industry. • Business culture is now very important in career considerations.	The National Caravan Industry Training College (NCITC) was established in 2015 and is a central component of the Industry's future workforce development plans. • NCITC is now operating as a partnership with Melbourne Polytechnic. • No substantial change is needed to the structure of existing NCITC courses. • More tools and information will help individuals and businesses progress through training and provide a greater range of course delivery options. • The skill requirement for Servicing and Repairs is diverse.	As well as progressing actions to address jobs, career and training issues, industry leadership must be further strengthened to deal with workforce competition and the ever-changing environment. CIA Vic has been tasked with leading the Industry into the future and will need to address key issues including: • Innovation and new business models will be required. • Industry leadership will be required throughout the Industry. • Key influencers need to be identified and included as advocates for industry programs.

CURRENT INDUSTRY ENVIRONMENT
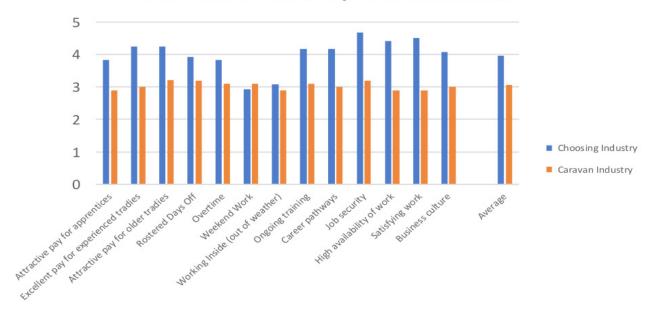
COMPETITIVE POSITIONING

A survey of job-seekers suggests that business owners and job-seekers have opposing views on the caravan industry:

- Job-Seekers have little, or at best neutral, ideas of what the caravan industry offers.

- The industry sees its competitive advantages (why people would join) as job security, ongoing training, attractive pay for apprentices, excellent pay for experienced tradies, RDOs and overtime.

Infrastructure spending in the broader economy is currently negating any pay and conditions on offer within the Caravan Industry.

Job-seekers rated the Caravan Industry lower than desired, albeit neutral, in nearly all factors important in choosing an industry in which to work.

5=Extremely important 4=Very important 3=Moderately important 2=Slightly important 1=Not at all important

THE STRATEGY

KEY FUTURE TRENDS IMPACTING INDUSTRY WORKFORCE

The future success of the Industry will depend upon its ability to respond to the expected and unexpected trends that will impact the Industry in the future.

Six key trends will have a significant impact on the Industry's workforce; these are: employment in the construction industry, the characteristics of job-seekers; migration; technology changes; consumer demand for bespoke product; and global economic trends.

Employment in the construction industry is expected to grow by 10.9% over the next five years, whilst manufacturing employment will decline by 4.2% over the same period[1].

Job-seekers will want more mobility and control over their own lives and strong migration into Melbourne will continue.

Consumer demand and global economic trends will change, and technology will be the tool by which businesses will respond to these changes. The scale range of businesses within the Industry will continue whilst consumers want bespoke product. At the same time, the global economy will continue to threaten businesses without a point of difference. Technology will be adopted by business to meet consumer demands, maintain points of difference and drive workforce and process changes.

STRATEGIC DRIVERS

The Jobs, Career and Training Vision incorporates the following key strategic drivers for the Industry, the most important being that the Industry must be in charge of its own destiny. To achieve this, CIA Vic will coordinate industry-wide initiatives, harness resources for the betterment of the Industry and manage the introduction and induction of job-seekers into the Industry.

The promotion of jobs, careers and training needs to align and have consistent branding and address the concept that the current nostalgic imagery of the Industry (for consumers) is inconsistent with an image of having innovative, creative and exciting jobs.

Today's job-seekers are different from past generations of job-seekers. They place a high value on mobility, change, control, want to be masters of their own destiny and have information at their fingertips to make informed decisions.

The future availability of skilled workers is not guaranteed. Government infrastructure projects will continue to cope with future population growth.

Innovation and workforce skills are strongly linked. For a business to innovate, they must have leaders who can develop ideas and lead people through a change process. Businesses must have a workforce with an open mindset, capable of implementing and adopting the change.

These strategic drivers lead to a vision reflecting an environment in which there are:

- A consumer-driven range of experiences, products and price-points in a growing innovative and respected industry;

- An industry-wide sustainable workforce that is educated/trained, rewarded, innovative, delivers to consumer needs and has attractive career pathways;

- Businesses which are innovative, adaptable to economic and technology changes, profitable and divestment / investment / succession ready; and

- Business owners building economic value through leadership, innovation, management, cultural respect and a strong and supportive workplace culture.

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[1] Ref: Dept of Jobs and Small Business - Industry Employment Projections – 2017 Report

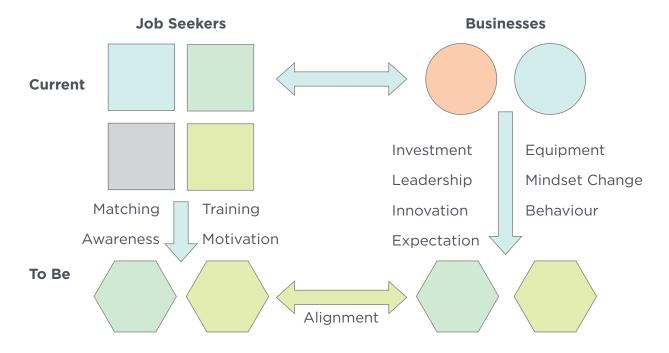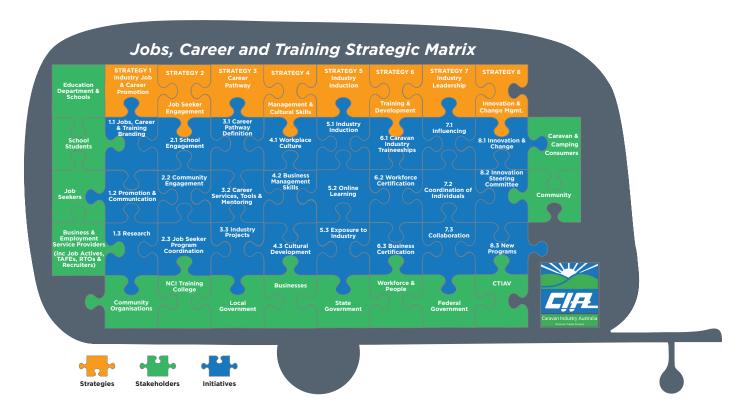# THE STRATEGY

PATHWAY TO INDUSTRY VISION

The pathway to the industry vision involves creating greater alignment of job-seekers and businesses, by changing the awareness of the industry to job-seekers with diverse skills leadership, mindset, behaviour, expectations and resources of businesses.

THE EIGHT STRATEGIES AND TWENTY-FOUR INITIATIVES

Jobs, Career and Training Strategic Matrix

ACTION PLAN

ROLE OF CIA VIC

To achieve the vision and targets, Caravan Industry Association Victoria (CIA Vic) will continue its Industry leadership role by:

- Being responsible for implementing all strategic initiatives and chairing Steering Committees;

- Increasing the awareness of the Industry by creating and implementing marketing and communications for industry promotion and coordinating job-seeker programs;

- Setting industry induction and certification standards;

- Inducting, training and placing job-seekers and employees through a traineeship program marketed by CIA Vic and managed through NCITC;

- Coordinating collaboration activities and programs with internal and external stakeholders, including Federal Government, State Government, Local Governments, community organisations, job-seekers and business service providers; and

- Developing and implementing industry programs for business management, innovation and culture.

TIMELINE

Half of the strategic initiatives will commence by the end of 2018, with others commencing in 2019 and many becoming ongoing activities.

ACTION	STRATEGY	INITIATIVE	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
1	Strategy #1 - Industry Job & Career Promotion											
1.1		Jobs, Career and Training Branding										
1.2		Promotion and Communication										
1.3		Research										
2	Strategy #2 – Job-Seeker Engagement											
2.1		School Engagement										
2.2		Community Engagement										
2.3		Job-Seeker Program Coordination										
3	Strategy #3 – Career Pathway											
3.1		Career Pathway Definition										
3.2		Career Services, Tools and Mentoring										
3.3		Industry Projects										
4	Strategy #4 – Management & Cultural Skills											
4.1		Workplace Culture										
4.2		Business Management Skills										
4.3		Cultural Development										
5	Strategy #5 - Industry Induction											
5.1		Industry Induction										
5.2		Online Learning										
5.3		Exposure to Industry										
6	Strategy #6 – Training & Development											
6.1		Caravan Industry Traineeships										
6.2		Workforce Certification										
6.3		Business Certification										
7	Strategy #7 – Industry Leadership											
7.1		Influencing										
7.2		Coordination of Individuals										
7.3		Collaboration										
8	Strategy #8 – Innovation and Change Management											
8.1		Innovation and Change										
8.2		Innovation Steering Committee										
8.3		New Programs										

STRATEGIC INITIATIVES - JOBS

ACTION	STRATEGY / INITIATIVE / PROJECT / ACTIVITY
1	**Strategy #1 - Industry Job and Career Promotion** **The "Industry Job and Career Promotion Strategy", will improve the communication of the Industry to job-seekers and ensure ongoing understanding of the behaviour and motivations of job-seekers.**
1.1	**Jobs, Career & Training Branding**
1.1.1	**Consistent message and branding from Job Seeking to Training to Career** Develop a brand to assist the recognition of the industry.
1.2	**Promotion and Communication**
1.2.1	**Competitive Advantage** Articulate the advantages of a career in the industry versus other industries and include this information in the communications to school students, job-seekers and consumers.
1.2.2	**Industry Opportunities** Place details of typical job descriptions, career paths, salary ranges and case studies in a separate portal on the CIA Vic website to demonstrate the full range of opportunities and experiences available in the industry.
1.3	**Research**
1.3.1	**Future Workforce Research** Conduct ongoing research on the source and attributes of the desired future workforce to ensure the industry remains competitive, attractive, and meets consumer needs.
2	**Strategy #2 – Job-Seeker Engagement** **The "Job-Seeker Engagement Strategy", will increase the awareness and engagement of job-seekers with the Caravan Industry.**
2.1	**School Engagement**
2.1.1	**Career Advice and Work Experience** Actively engage with school career advisors and work experience programs through Skills and Jobs Centres and form relationships with new Technical Schools and other targeted schools looking for innovative workforce solutions.
2.1.2	**Traditional Apprenticeships / Traineeships** Lead and coordinate the development and placement of apprentices and trainees through NCITC into business placements, with funding linked to the placements into businesses or via an industry fund.
2.2	**Community Engagement**
2.2.1	**Community Engagement** Establish a process for each job-seeker segment to assess job-seekers, align job-seeker skills with business requirements and facilitate the upskilling process - Youth, Migrant, Diversion and Disengaged, Other.
2.3	**Job-Seeker Program Coordination**
2.3.1	**Skill Assessment** Develop an online skills assessment tool to consider all types of roles (professional, trade and non-trade) that the industry can offer and place the tool within a portal on the CIA Vic website.
2.3.2	**Jobs Steering Committee** Establish Regional Steering Committee(s) to oversee the progress and success of program initiatives.

STRATEGIC INITIATIVES - CAREER

ACTION	STRATEGY / INITIATIVE / PROJECT / ACTIVITY
3	**Strategy #3 - Career Pathway** **The "Career Pathway Strategy", will create clear career pathways, tools to assist job-seekers, current em-ployees and managers with career pathway considerations and discussions and opportunities for employees to participate in industry projects.**
3.1	**Career Pathway Definition**
3.1.1	**Industry Standard Job Descriptions** Create standard job descriptions of typical positions and place them within a portal on the CIA Vic website.
3.1.2	**Career Pathway Maps** Create typical long-term career pathways for inclusion in industry job and career promotions, including a careers booklet with examples from industry.
3.2	**Career Services, Tools and Mentoring**
3.2.1	**Career Counselling, Pathway Mapping Tool, Mentoring** Establish an industry-wide mentoring program with experienced mentors from within/outside of the industry.
3.2.2	**Career Leadership and Management for Managers** Establish a Career Management and Leadership program to assist business managers with career conversations.
3.3	**Industry Projects**
3.3.1	**Micro-Secondment and Idea Incubation for Industry Projects** Establish a program of micro-secondment for industry projects and idea incubators involving existing industry employees and university students.
4	**Strategy #4 – Management and Cultural Skills** **The "Management and Cultural Skills Strategy", will improve workplace culture, the skills of managers and cultural diversity within businesses, making the Industry more appealing to job-seekers and more rewarding to employees.**
4.1	**Workplace Culture**
4.1.1	**Workplace Culture** Establish programs to enhance people and culture management of business.
4.2	**Business Management Skills**
4.2.1	**Business Management Development** Provide access for business managers to management advice, skills training and mentoring to improve business outcomes and assist with career development for existing and potential managers and leaders.
4.2.2	**Government Programs** Encourage participation of eligible businesses in business/workforce development programs – directly or through CIA Vic as the auspice body for group and network programs.
4.3	**Cultural Development**
4.3.1	**Cultural Development** Establish region-specific programs to educate businesses on how to best interact and link with community groups.

STRATEGIC INITIATIVES - TRAINING

ACTION	STRATEGY / INITIATIVE / PROJECT / ACTIVITY
5	**Strategy #5 - Industry Induction** **The "Industry Induction Strategy" will introduce the "Career Pass" to the Industry, improve online learning tools and provide inductees with exposure to a range of industry experiences. These initiatives will improve industry standards and better recognise and monitor the training undertaken by job-seekers and employees.**
5.1	**Industry Induction**
5.1.1	**Career Pass** Introduce a "Career Pass" as a prerequisite for working in the industry and as initial recognition of attaining minimum industry standards.
5.2	**Online Learning**
5.2.1	**Online Learning Tools** Increase the amount and sophistication of online learning as part of business and people development.
5.3	**Exposure to Industry**
5.3.1	**Micro-Secondment and Idea Incubation for Industry Projects** Establish an initial induction period, over which Career Pass recipients are exposed to a wide range of industry experiences and have these experiences recorded within the Career Pass system.
6	**Strategy #6 – Training and Development** **The "Training and Development Strategy" will create a dedicated Skills Centre, from which workforce and business certification programs will be coordinated and delivered, with the target of increasing the proportion of all employees in the Caravan Industry with a formal Level 3 qualification to 25% by 2020.**
6.1	**Caravan Industry Traineeships**
6.1.1	**Dedicated Caravan Industry Skills Centre** Seek funding to establish a Skills Centre in Melbourne through NCITC and Melbourne Polytechnic.
6.1.2	**Enhanced Traineeship Program** Enhance the existing industry-wide Traineeship Program to further meet industry standards.
6.2	**Workforce Certification**
6.2.1	**Training and Competency Matrix** Develop a Training and Competency Matrix to define the minimum requirement for the industry to meet regulatory standards and consumer expectations.
6.2.2	**Recognised Prior Learning** Establish a process with the industry's training partner to recognise prior learning and expertise for nominated roles within the industry.
6.2.3	**Workplace Simulation and Assessment Tools** Investigate the use of high-tech tools as part of the training and Certification processes to support on-the-job and off-the-job training.
6.3	**Business Certification**
6.3.1	**Businesses to achieve Certification for Business Management** Establish a certification process that recognises the professionalism of member businesses in an industry-wide program, managed by CIA Vic, that at least 50% of managers / supervisors within a business have attended.

STRATEGIC INITIATIVES - LEADERSHIP

ACTION	STRATEGY / INITIATIVE / PROJECT / ACTIVITY
7	**Strategy #7 - Industry Leadership** **The "Industry Leadership Strategy", will increase the influence of strategy initiatives, increase collaboration within and outside of the Industry and see CIA Vic proactively lead Career Pass holders through their job, ca-reer and training pipeline.**
7.1	**Influencing**
7.1.1	**Influencing** Include influencing components within all programs to achieve the best outcomes.
7.2	**Coordination of Individuals**
7.2.1	**Coordination of Individuals** Proactively lead and coordinating "Career Pass Holders" through the job, training and career pipeline through tracking of individual training and development activities.
7.3	**Collaboration**
7.3.1	**Collaboration within Industry** Develop collaboration guidelines between industry members.
7.3.2	**Collaboration outside of Industry** Develop collaboration guidelines between industry and external stakeholders.
8	**Strategy #8 – Innovation and Change Management** **The "Innovation and Change Management Strategy", will support members on the topics of mindset change, innovation and decision making and create a steering committee to oversee, monitor and support changes and innovation within the Industry.**
8.1	**Innovation and Change**
8.1.1	**Mindset Change Program** Establish an Innovation and Change Mindset program to educate and promote innovation within the industry.
8.1.2	**Decision Forks** Regularly inform businesses of the future industry trends and environments on which they can base their future decisions.
8.2	**Innovation Steering Committees**
8.2.1	**Innovation Steering Committee to oversee progress** Establish an Innovation Steering Committee consisting of industry, government. community group and regional representatives to oversee the progress and success of Innovation and Change activities.
8.3	**New Programs**
8.3.1	**Annual Review of Industry Needs** Conduct annual reviews and analysis of workforce skills, vacancies, supply/demand and conditions to identify regional and specialised requirements and opportunities.
8.3.2	**Program Development and Funding** Submit applications for Government Funding to address industry gaps and requirements.

ACTION PLAN & TIMELINE

STRATEGY #1 - INDUSTRY JOB AND CAREER PROMOTION

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
1	Strategy #1 - Industry Job & Career Promotion														
1.1		Jobs, Career and Training Branding				▓	▓								
1.1.1			Consistent message and branding from Job-Seeking to Career and Training												
1.1.1.1				Develop a brand to assist the recognition of the Industry.											
1.1.1.1.1					Develop rrand	▓									
1.1.1.1.2					Endorse and implement brand		▓								
1.2		Promotion and Communication				▓	▓								
1.2.1			Competitive Advantage												
1.2.1.1				Articulate the advantages of a career in the industry versus other industry and include this information in the communications plan.											
1.2.1.1.1					Identify and clearly articulate the advantages of industry	▓									
1.2.1.1.2					Create summary for inclusion in Communications Plan	▓									
1.2.2			Industry Opportunities												
1.2.2.1				Place details of typical job descriptions, career paths, salary ranges and case studies in a separate portal on the CIA Vic website to demonstrate the full range of opportunities and experiences available in the Industry.											
1.2.2.1.1					Using the outcomes of Actions 5.1.1, place job descriptions on website.		▓								
1.2.2.1.2					Develop Job Descriptions for each type, using members		▓								
1.2.2.1.3					Survey members for salary ranges for each job type.		▓								
1.2.2.1.4					Write career case studies for Industry Leaders		▓								
1.3		Research				▓	▓								
1.3.1			Future Workforce Research												
1.3.1.1				Conduct ongoing research on the source and attributes of future workforce to ensure the Industry remains competitive and attractive and meets consumer needs.											
1.3.1.1.1					Industry - Develop & conduct quarterly survey on industry requirements		▓								
1.3.1.1.2					Industry - CIA Vic Business Advisor to gather information during member visits		▓								
1.3.1.1.3					Consumer - Develop & conduct quarterly survey for industry members on current consumer needs		▓								
1.3.1.1.4					Workforce - Develop & quarterly conduct survey to be sent to workforce sources		▓	▓	▓	▓	▓	▓	▓	▓	▓
1.3.1.1.5					Analysis - Review quarterly the trends, drivers and influencing factors related to industry requirements and workforce availability.		▓	▓	▓	▓	▓	▓	▓	▓	▓

ACTION PLAN & TIMELINE

STRATEGY #2 - JOB-SEEKER ENGAGEMENT

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
2	Strategy #2 – Job-Seeker Engagement														
2.1		School Engagement													
2.1.1			Career Advice and Work Experience												
2.1.1.1				Actively engage with school career advisors and work experience programs through Skills and Jobs Centres and form relationships with new Technical Schools and other targeted schools looking for innovative workforce solutions.											
2.1.1.1.1					Career Advisors - Develop Relationships with Skills and Jobs Centres (via Dept of Education & Training - Regional Strategy Unit - Higher Education and Skills Group (HESG))										
2.1.1.1.2					Career Advisors - Conduct briefings at Skills and Jobs Centres & Tech Schools for School Career Advisors										
2.1.1.1.3					Work Experience - Register as a provider of Work Experience to each council's work experience program										
2.1.1.1.4					Work Experience - Send Expression of Interests to industry members to participate in Work Experience Programs										
2.1.1.1.5					Work Experience - Facilitate the placement into industry businesses										
2.1.2			Traditional Apprenticeships / Traineeships												
2.1.2.1				Lead and coordinate the development and placement of apprentices and trainees through NCITC into business placements, with funding linked to the placements into businesses or via an industry fund.											
2.1.2.1.1					Businesses - Send Expression of Interests (twice-yearly) to industry members to offer business placements of current and future Apprentices										
2.1.2.1.2					Apprentices - Establish & maintain a register of Apprentices and their skills and desires for business placements.										
2.2		Community Engagement													
2.2.1			Community Engagement												
2.2.1.1				Establish a process for each job-seeker segment to assess job-seekers, align job-seeker skills with business requirements and facilitate the upskilling process.											
2.2.1.1.1					Establish a tailored industry utilising "Launch into Work" Program via Australian Govt Dept of Jobs and Small Business										
2.2.1.1.2					Establish a Youth Program via Hume & Dandenong Councils										
2.2.1.1.3					Establish a Youth Program via Knox, Whittlesea & Geelong Councils										
2.2.1.1.4					Establish a Migrant Program via Spectrum & other migrant organisations										
2.2.1.1.5					Establish a Diversion & Parole Program via VicPol										
2.3		Job-Seeker Program Coordination													
2.3.1			Skill Assessment												
2.3.1.1				Develop an online skills assessment tool to consider all types of roles (professional, trade and non-trade) that the Industry can offer and place the tool within a portal on the CIA Vic website.											
2.3.1.1.1					Identify all major job types within the industry										
2.3.1.1.2					Determine the mandatory and desired skills for each job type										
2.3.1.1.3					Create an Assessment Tool for the Industry that shows the skill gap between a job-seeker and minimum and desired industry skills.										
2.3.2			Jobs Steering Committee												
2.3.2.1				Establish Regional Steering Committee(s) to oversee the progress and success of job program initiatives.											
2.3.2.1.1					Determine Regional Steering Committee Members										
2.3.2.1.2					Establish scope and outcomes for each Steering Committee										
2.3.2.1.3					Initiate Steering Committees										

ACTION PLAN & TIMELINE

STRATEGY #3 - CAREER PATHWAY

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
3	Strategy #3 – Career Pathway														
3.1		Career Pathway Definition													
3.1.1			Industry Standard Job Descriptions												
3.1.1.1				Create standard job descriptions of typical positions and place them within a portal on the CIA Vic website.											
3.1.1.1.1					Develop Job Descriptions for each type, using members										
3.1.1.1.2					Use standard job descriptions in Action 1.2.2.1										
3.1.2			Career Pathway Map												
3.1.2.1				Create typical long-term career pathways for inclusion in industry job and career promotions, including a careers booklet with examples from industry.											
3.1.2.1.1					Create map of typical career pathways.										
3.1.2.1.2					Use standard job descriptions in Action 1.2.2.2										
3.2		Career Services, Tools and Mentoring													
3.2.1			Career Counselling, Pathway Mapping Tool, Mentoring												
3.2.1.1				Establish an industry-wide mentoring program with experienced mentors from within/outside of the Industry.											
3.2.1.1.1					Create a mentor program framework										
3.2.1.1.2					Identify potential mentors and mentorees										
3.2.1.1.3					Commence mentor program										
3.2.2			Career Leadership & Management for Managers												
3.2.2.1				Establish a Career Leadership and Management program to assist business managers with career conversations.											
3.2.2.1.1					Create a Career Leadership and Management framework										
3.2.2.1.2					Identify potential program participants										
3.2.2.1.3					Hold annual Career Leadership and Management Workshops										
3.3		Industry Projects													
3.3.1			Micro-Secondment & Idea Incubation for Industry Projects												
3.3.1.1				Establish a program of micro-secondment for industry projects and idea incubators involving existing industry employees and university students.											
3.3.1.1.1					Develop a Micro-Volunteering & Idea Generation Framework for the industry										
3.3.1.1.2					Communicate framework to Industry and request nomination of micro-volunteering projects and individual participants										
3.3.1.1.3					Commence Micro-Volunteering & Idea Generation Program										

ACTION PLAN & TIMELINE

STRATEGY #4 - MANAGEMENT AND CULTURAL SKILLS

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
4	Strategy #4 – Management & Cultural Skills														
4.1		Workplace Culture													
4.1.1			Workplace Culture												
4.1.1.1				Establish programs to enhance people and culture management of business.											
4.1.1.1.1					Conduct detailed assessment of industry's people and culture management requirements										
4.1.1.1.2					Undertake market search of existing programs applicable for the industry										
4.1.1.1.3					Rollout People & Culture Program throughout industry										
4.2		Business Management Skills													
4.2.1			Business Management Development												
4.2.1.1				Provide access for business managers to management advice, skills training and mentoring to improve business outcomes and assist with career development for existing and potential managers and leaders.											
4.2.1.1.1					Develop better relationships with businesses to understand their specific challenges and requirements										
4.2.1.1.2					Introduce experts to improve business and career outcomes.										
4.2.2			Government Programs												
4.2.2.1				Encourage participation of eligible businesses in business/workforce development programs – directly or through CIA Vic as the auspice body for group and network programs.											
4.2.2.1.1					Develop and maintain a list of current Government Grants and Programs										
4.2.2.1.2					Assess industry trends on a quarterly basis to determine requirement and opportunity for industry network projects										
4.3		Cultural Development													
4.3.1			Cultural Development												
4.3.1.1				Establish region-specific programs to educate businesses on how to best interact and link with community groups.											
4.3.1.1.1					Conduct regular industry meetings / forums to facilitate more frequent interaction between businesses and community groups.										

ACTION PLAN & TIMELINE

STRATEGY #5 - INDUSTRY INDUCTION

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
5	Strategy #5 - Industry Induction														
5.1		Industry Induction							▓	▓	▓				
5.1.1			Career Pass												
5.1.1.1					Introduce a "Career Pass" as a prerequisite for working in the Industry and as initial recognition of attaining minimum industry standards.										
5.1.1.1.1					Confirm name of card is acceptable to Industry			▓							
5.1.1.1.2					Confirm the scope and utilisation of the Career Pass (How issued and used? Which roles is it applicable to?)			▓							
5.1.1.1.3					Determine appropriate format / technology for the card				▓						
5.1.1.1.4					Develop Implementation timetable and role priorities					▓					
5.1.1.1.5					Progressively rollout Career Pass to Industry						▓	▓	▓	▓	▓
5.2		Online Learning								▓	▓				
5.2.1			Online Learning Tools												
5.2.1.1					Increase the amount and sophistication of online learning as part of business and people development.										
5.2.1.1.1					Assess all current online learning material versus suitability for the industry					▓					
5.2.1.1.2					Develop an online learning development plan to further enhance industry growth and training efficiencies.						▓				
5.2.1.1.3					Implement plan							▓	▓	▓	▓
5.3		Exposure to Industry													
5.3.1			On-the-Job Skill Assessments												
5.3.1.1					Establish an initial induction period, over which Career Pass recipients are exposed to a wide range of industry experiences and have these experiences recorded within the Career Pass system.										
5.3.1.1.1					Identify where additional on-the-job skill assessments can be undertaken on quality-impacting activities				▓						
5.3.1.1.2					Determine the process / technology to enable job skills to be assessed effectively and efficiently.					▓					
5.3.1.1.3					Implement process / technology						▓	▓	▓	▓	▓

ACTION PLAN & TIMELINE

STRATEGY #6 - TRAINING AND DEVELOPMENT (ACCREDITED AND NON-ACCREDITED)

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
6	Strategy #6 – Training & Development														
6.1		Caravan Industry Traineeships					▓	▓	▓						
6.1.1			Dedicated Caravan Industry Skills Centre												
6.1.1.1				Seek funding to establish a Skills Centre in Melbourne through NCITC and Melbourne Polytechnic.											
6.1.1.1.1					Consider NCI Branding in Communications Plan (Action 1.1.1)		▓								
6.1.1.1.2					Update NCI Branding as required.			▓							
6.1.2			Enhanced Traineeship Program												
6.1.2.1				Enhance the existing industry-wide Traineeship Program to further meet industry standards.											
6.1.2.1.1					Conduct Annual Review of Traineeship Program against current industry requirements				▓				▓		
6.1.2.1.2					Implement changes to Traineeship Program					▓				▓	▓
6.2		Workforce Certification				▓	▓	▓	▓						
6.2.1			Training and Competency Matrix												
6.2.1.1				Develop a Training and Competency Matrix to define the minimum requirement for the Industry to meet regulatory standards and consumer expectations.											
6.2.1.1.1					Identify all major job types within the industry	▓									
6.2.1.1.2					Determine the mandatory and desired skills for each job type		▓								
6.2.1.1.3					Create a skills matrix for all job types that is endorsed by the industry and NCI Training College			▓							
6.2.1.1.4					Communicate how the Skills Matrix will be used within the industry				▓						
6.2.1.1.5					Rollout Matrix to Industry				▓						
6.2.2			Recognised Prior Learning												
6.2.2.1				Establish a process with the Industry's training partner to recognise prior learning and expertise for nominated roles within the Industry.											
6.2.2.1.1					In conjunction with NCI Training College, determine criteria under which RPL will be recognised for each course.			▓							
6.2.2.1.2					Establish an RPL Application & Review process, under which individuals can apply for RPL recognition.				▓						
6.2.2.1.3					Communicate RPL Recognition to industry members				▓						
6.2.2.1.4					Implement RPL					▓					
6.2.3			Workplace Simulation & Assessment Tools												
6.2.3.1				Investigate the use of high-tech tools as part of the training and accreditation processes.											
6.2.3.1.1					Training - Continually monitor the development of new high-tech training tools					▓	▓	▓	▓	▓	▓
6.2.3.1.2					Training - Determine the applicability of holographic training for the industry					▓	▓	▓	▓	▓	▓
6.2.3.1.3					Accreditation - Continually monitor the development of high-tech tools to assess in-workplace training activities against industry standards					▓	▓	▓	▓	▓	▓
6.3		Business Certification								▓					
6.3.1			Businesses to achieve Certification for Business Management												
6.3.1.1				Establish a certification process that recognises the professionalism of member businesses in an industry-wide program, managed by CIA Vic, that at least 50% of managers / supervisors within a business have attended.											
6.3.1.1.1					Establish the key business areas that will be assessed for accreditation.					▓					
6.3.1.1.2					Establish criteria for assessing each business area						▓				
6.3.1.1.3					Rollout Business Accreditation to the Industry							▓			

STRATEGY #7 - INDUSTRY LEADERSHIP

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
7	Strategy #7 – Industry Leadership														
7.1		Influencing													
7.1.1			Influencing												
7.1.1.1					Ensure all programs include components that maximise influence so as to improve outcomes.										
7.1.1.1.1					Create a checklist to monitor the inclusion and effectiveness of influencing components in all actions.										
7.1.1.2					Influencing components include make the undesirable desirable, provide skills to people to surpass their limits, harness peer / group pressure, have strength in numbers, have rewards, demand accountability and have a structural environment change)										
7.2		Coordination of Individuals													
7.2.1			Coordination of Individuals												
7.2.1.1					Proactively lead and coordinate "Career Pass Holders" through the job, training and career pipeline through tracking of individual training and development activities.										
7.2.1.1.1					Before Career Pass Implementation - Maintain a register of individuals progressing through NCITC										
7.2.1.1.2					Before Career Pass Implementation - Allocate resources to oversee coordination of JCT pipeline										
7.2.1.1.3					After Career Pass Implementation - Use Card Technology and Systems to manage JCT pipelines										
7.3		Collaboration													
7.3.1			Collaboration within Industry												
7.3.1.1					Develop collaboration guidelines between industry members.										
7.3.1.1.1					Develop guidelines on how industry members agree to interact in relation to sharing, intellectual property, expectations, staff-poaching, etc										
7.3.1.1.2					Confirm all members agree to act in line with the Collaboration Guidelines before commencing collaboration										
7.3.2			Collaboration outside of Industry												
7.3.2.1					Develop collaboration guidelines between industry and external stakeholders.										
7.3.2.1.1					Develop guidelines on how industry members agree to interact with external stakeholders in relation to sharing, intellectual property, expectations, behaviour etc										
7.3.2.1.2					Confirm all members agree to act in line with the Collaboration Guidelines before commencing collaboration										

STRATEGY #8 - INNOVATION AND CHANGE MANAGEMENT

ACTION	STRATEGY	INITIATIVE	PROJECT	ACTIVITY	ACTION	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
8	Strategy #8 – Innovation and Change Management														
8.1		Innovation and Change													
8.1.1			Mindset Change Program												
8.1.1.1					Establish an Innovation and Change Mindset program to educate and promote innovation within the Industry.										
8.1.1.1.1					Identify potential program delivery partners		■								
8.1.1.1.2					Develop program content			■							
8.1.1.1.3					Rollout Program to Industry				■	■	■	■	■	■	■
8.1.2			Decision Forks												
8.1.2.1					Regularly inform businesses of future industry trends and environments on which they can base their future decisions.										
8.1.2.1.1					Develop workshop content that outlines choices available to members		■								
8.1.2.1.2					Hold workshops				■	■	■	■	■	■	■
8.2		Innovation Steering Committee													
8.2.1			Innovation Steering Committee to oversee progress												
8.2.1.1					Establish an Innovation Steering Committee consisting of industry, government. community group and regional representatives to oversee the progress and success of Innovation and Change activities.										
8.2.1.1.1					Determine Steering Committee representatives	■									
8.2.1.1.2					Establish scope for Steering Committee	■									
8.2.1.1.3					Initiate Steering Committee		■	■	■	■	■	■	■	■	■
8.3		New Programs													
8.3.1			Annual Review of Industry Needs												
8.3.1.1					Conduct annual reviews and analysis of workforce skills, vacancies, supply/demand and conditions to identify regional and specialised requirements and opportunities.										
8.3.1.1.1					Annual review of training and innovation needs.									■	■
8.3.2			Program Development and Funding												
8.3.2.1					Submit applications for Government Funding to meet the regional and specialised requirements of the Industry.										
8.3.2.1.1					Develop and submit application for Regional and Specialist Training Fund (RSTF) with Dept of Education & Training.		■								
8.3.2.1.2					Develop and submit application for Regional Skills Fund (RSF) with Regional Development Victoria.		■								

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