

# Retail trade

...covers large and small shops, including supermarkets and petrol stations, and specialty shops such as pharmacies as well as non-store and commission-based selling

This suite of Industry Snapshots complements *Future Focus*, the 2013 National Workforce Development Strategy. These snapshots provide additional information and analysis on each industry to assist stakeholders in planning for the future of their industry or sector. It should be noted that the longer term data contained in this publication is based on AWPA's four scenarios for Australia to 2025 and is not intended to be compared to other data sources or projections.

## Key points

- ▶ Retail is one of Australia's largest industries and employs over 1.2 million people, accounting for around 10.5 per cent of the total Australian workforce.
- ▶ 41 per cent of the retail workforce is employed in large enterprises (i.e. those that employ 200 workers or more), while 38 per cent are employed in small-sized enterprises (i.e. those that employ less than 20 workers).
- ▶ The retail workforce has one of the youngest age profiles, with almost three-quarters of workers aged under 45 years and more than a third (34 per cent) aged 24 years old or younger.<sup>1</sup>
- ▶ Over half the workforce is female and 48 per cent of the workforce is employed part-time.
- ▶ 39 per cent of employment in retail trade occurs in regional and remote areas—slightly higher than the all-industry average of 37 per cent.<sup>2</sup>
- ▶ The majority of workers in retail trade (62 per cent) do not hold post-school qualifications, reflecting the industry's role as an entry point to the labour market for school leavers, students and part-time workers.
- ▶ A detailed employment profile for the retail trade industry (including information on its workforce, industry and occupational characteristics) can be found at [www.skillsinfo.gov.au](http://www.skillsinfo.gov.au).

## Industry outlook

The retail trade sector is the second highest-employing industry within the Australian economy, after Health Care and Social Assistance, and employs more than one in ten people, or 10.5 per cent of the entire Australian workforce. In terms of industry value added, the retail trade industry contributed around 4.8 per cent (\$65.6 b) to the national economy in 2011–12.<sup>3</sup>

<sup>1</sup> ABS (2013) *Labour Force Australia*, detailed quarterly report, February 2013, cat. no. 6291.0.55.003.

<sup>2</sup> Regional and remote areas are defined as those outside state capital cities.

<sup>3</sup> 'Industry value added' is the measure of the contribution by industry to gross domestic product (GDP) at basic prices. ABS (2012) *Australian System of National Accounts*, cat. no. 5204.0.

## Short-term growth

Employment in retail has contracted slightly over the next five years due to a decline in the number of workers employed in the largest industry sub-sector, Other Store-Based Retailing, which has decreased by 78,300 workers during this period. However, employment in other retail sub-sectors, such as Motor Vehicle, Food and Fuel Retailing, has increased over the past five years.

**Table 1 Current and past employment in retail**

Industry	Current employment		Past growth: five years	
	'000	% of total	'000	%
<b>Retail trade</b>	<b>1,220.2</b>	<b>10.5</b>	<b>-26.2</b>	<b>-2.1</b>
Motor Vehicle and Motor Vehicle Parts Retailing	91.7	0.8	1.7	1.8
Fuel Retailing	35.9	0.3	0.3	0.8
Food Retailing	383.1	3.4	14.5	3.9
Other Store-Based Retailing	630.2	5.6	-78.3	-11.0
Non-Store Retailing and Retail Commission-Based Buying and/or Selling	21.4	0.2	12.8	148.3
<b>All industries</b>	<b>11,588.7</b>	<b>100.0</b>	<b>798.1</b>	<b>7.4</b>

Note: Data for industry subsectors may not sum to the industry total because data for each subsector have been separately seasonally adjusted and trended and at the higher levels include 'not further defined' categories.

Source: ABS (2013) *Labour Force Australia*, February, cat. no. 6291.0.55.003 (DEEWR trend).

## Long-term growth

Australia needs to position itself in a world where work is changing rapidly. Technological innovation, globalisation, the Asian century and new patterns of work are impacting on the demand for skills and the speed of change is making it hard to predict and plan for the future.

To deal with this uncertainty, AWPA has adopted a scenario planning approach to help us overcome these limitations in making projections about the future. Scenarios are alternative visions of potential futures, and provide a means to make decisions that take account of uncertainty.

AWPA developed four possible, plausible scenarios for Australia to 2025.

- ▶ In the **Long Boom** scenario, the high demand for resources traded with China and other countries continues. Industries challenged by the high terms of trade undertake structural adjustment. This results in a scenario of sustained prosperity and a restructured economy.
- ▶ In **Smart Recovery**, the challenges facing Europe and the United States affect financial markets. This means low growth for Australia to 2014–15. Growth then improves and Australia benefits from industry and government strategies to implement a knowledge economy.
- ▶ In **Terms of Trade Shock**, resource prices fall mainly due to increased supply from other countries, the Australian dollar falls and we move to a broader-based economy.
- ▶ **Ring of Fire** is a risky world with multiple economic and environmental shocks resulting in ongoing lower growth.

Economic modelling against each of these four scenarios was undertaken by Deloitte Access Economics (DAE) to determine the skills demand for the economy into the future.<sup>4</sup>

The modelling to 2025 shows long-term growth rates vary depending on which future scenario eventuates. Under all four scenarios, average employment growth per annum is expected to be slightly below that of the all-industry average to 2025. Fuel Retailing is expected to have the lowest growth among the retail industry sub-sectors, with a decrease of between 3.3 and 4.2 per cent per annum across the scenarios between 2011 and 2025.

In comparison, employment in Non-Store Retailing and Retail Commission-Based Buying and/or Selling is expected to grow strongly, albeit off a small base, with 21,400 workers currently employed in this sub-sector.

**Table 2 Average annual industry employment growth in four scenarios, 2011–18 and 2011–25 (% per annum)**

Industry	Long Boom		Smart Recovery		Terms of Trade Shock		Ring of Fire	
	2018	2025	2018	2025	2018	2025	2018	2025
<b>Retail</b>	<b>1.3</b>	<b>1.4</b>	<b>1.0</b>	<b>1.0</b>	<b>1.3</b>	<b>0.9</b>	<b>0.9</b>	<b>0.4</b>
Motor Vehicle and Motor Vehicle Parts Retailing	1.3	1.0	1.0	0.6	1.3	0.6	0.9	0.0
Fuel Retailing	-3.9	-3.3	-4.1	-3.6	-3.8	-3.7	-4.3	-4.2
Food Retailing	0.9	1.2	0.6	0.8	0.9	0.7	0.5	0.2
Other Store-Based Retailing	1.2	0.9	0.9	0.6	1.2	0.5	0.8	-0.1
Non-Store Retailing and Retail Commission-Based Buying and/or Selling	19.0	15.7	18.7	15.3	19.1	15.2	18.5	14.6
<b>All industries</b>	<b>2.1</b>	<b>2.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.7</b>	<b>1.6</b>	<b>0.8</b>	<b>0.7</b>

Source: Deloitte Access Economics (2012) *Economic modelling of skills demand and supply*, Scenario output—detailed employment results.

## Occupation outlook

### Key occupations

The largest occupational group in the retail industry is Sales Assistants (General), comprising nearly one third of the industry workforce. It is worth noting that Sales Assistants (General) is the largest occupation in Australia, with an additional 130,000 working in other industry sectors such as accommodation and food services, manufacturing and wholesale trade. Within the retail trade industry, Retail Managers and sales support workers such as Checkout Operators and Office Cashiers and Shelf Fillers are also sizeable groups, followed by Pharmacy Sales Assistants and Retail Supervisors.

<sup>4</sup> A description of the scenarios and the Deloitte Access Economics modeling of employment in each, with state and territory breakdowns, is available at the AWPA website [www.awpa.gov.au](http://www.awpa.gov.au).

**Table 3 Top ten retail occupations**

Occupation	People employed	Industry employment
	'000	% of total
6211 Sales Assistants (General)	370.3	30.5
1421 Retail Managers	163.2	13.4
6311 Checkout Operators and Office Cashiers	118.9	9.8
8912 Shelf Fillers	59.8	4.9
6214 Pharmacy Sales Assistants	32.0	2.6
6215 Retail Supervisors	31.2	2.6
6213 Motor Vehicle and Vehicle Parts Salespersons	23.3	1.9
7411 Storepersons	22.6	1.9
3512 Butchers and Smallgoods Makers	19.1	1.6
2515 Pharmacists	18.7	1.5
<b>Total retail trade</b>	<b>1213.5</b>	<b>70.8</b>

Source: ABS (2013) *Labour Force Australia*, detailed quarterly report, 2012 average of four quarters, cat. no. 6291.0.55.003.

### Short-term growth

Table 4 shows current employment and past growth for the occupations that feature prominently within the industry. **Note that the figures refer to the expected number of people in these occupations across all industries, not just in the retail sector.**

Motor Vehicle and Vehicle Parts Salespersons have experienced the strongest employment growth over the past five years, followed by Storepersons and Pharmacy Sales Assistants. Conversely, Shelf Fillers have experienced the lowest growth over the past five years, followed by Retail Managers and Pharmacists.

**Table 4 Current and past employment in key occupations**

Occupation	Current employment (all industries)		Past growth: five years	
	'000	% of total	'000	%
6211 Sales Assistants (General)	492.5	4.4	12.0	2.5
1421 Retail Managers	223.1	2.0	-17.0	-7.1
6311 Checkout Operators and Office Cashiers	141.9	1.3	2.5	1.8
8912 Shelf Fillers	69.9	0.6	-27.9	-28.5
6214 Pharmacy Sales Assistants	34.6	0.3	1.0	3.1
6215 Retail Supervisors	37.8	0.3	1.0	2.8
6213 Motor Vehicle and Vehicle Parts Salespersons	41.8	0.4	11.4	37.3
7411 Storepersons	127.1	1.1	15.4	13.8
3512 Butchers and Smallgoods Makers	21.4	0.2	0.6	2.9
2515 Pharmacists	16.9	0.1	-0.9	-5.2
<b>All employed</b>	<b>11,588.7</b>	<b>100.0</b>	<b>798.1</b>	<b>7.4</b>

Source: ABS (2013) *Labour Force Australia*, February, cat. no. 6291.0.55.003 (DEEWR trend).

## Long-term growth and job openings

Table 5 indicates the long-term net job growth per annum expected in these occupation groups, according to Deloitte Access Economics' economic modelling of the scenarios.

Retail Supervisors are expected to see the strongest increase to 2025 across all four scenarios, with employment growth expected to exceed the average for all occupations. Retail Managers; Storepersons; Butchers and Smallgoods Makers; and Sales Assistants (General) are also expected to experience employment growth to 2025, albeit below the all-occupations average, while employment of Shelf Fillers is expected to decline in all four future worlds.

By contrast, the average annual occupational growth of Pharmacists is forecast to decrease in the years to 2018 but to recover somewhat in the years to 2025, with growth of 0.3 per cent per annum expected under the Long Boom.

**Table 5 Average annual occupation growth in four scenarios, 2011–18 and 2011–25 (%pa)**

Industry	Long Boom		Smart Recovery		Terms of Trade Shock		Ring of Fire	
	2018	2025	2018	2025	2018	2025	2018	2025
6211 Sales Assistants (General)	1.2	1.1	0.9	0.7	1.3	0.7	0.8	0.2
1421 Retail Managers	1.5	1.6	1.1	1.2	1.4	1.2	0.8	0.6
6311 Checkout Operators and Office Cashiers	-0.6	0.1	-0.8	-0.2	-0.5	-0.2	-1.0	-0.7
8912 Shelf Fillers	-0.8	-0.6	-1.2	-1.0	-1.0	-1.1	-1.4	-1.6
6214 Pharmacy Sales Assistants	1.0	0.2	0.7	-0.2	1.0	-0.3	0.5	-0.8
6215 Retail Supervisors	3.8	2.5	3.5	2.2	3.8	2.2	3.4	1.7
6213 Motor Vehicle and Vehicle Parts Salespersons	0.5	0.8	0.2	0.4	0.3	0.3	-0.1	-0.3
7411 Storepersons	1.7	1.6	1.3	1.2	1.2	1.1	0.9	0.5
3512 Butchers and Smallgoods Makers	2.1	1.2	1.9	0.9	1.9	0.9	1.7	0.5
2515 Pharmacists	-0.6	0.3	-1.1	-0.2	-0.7	0.0	-1.5	-0.8
<b>All occupations</b>	<b>2.1</b>	<b>2.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.7</b>	<b>1.6</b>	<b>0.8</b>	<b>0.7</b>

Source: Deloitte Access Economics (2012) *Economic modelling of skills demand and supply*, Scenario output—detailed employment results.

As noted, the data in Table 5 concerns employment growth in an industry. The number of total **job openings** which includes both employment growth and **the replacement resulting from individuals leaving the occupation net of those re-entering** can also be estimated. This replacement requirement is particularly significant in industries where there are high numbers of people retiring or leaving the occupation.

Table 6 shows the average annual job openings projected in key retail occupations to 2025. The highest number of job openings to 2025 is forecast for Sales Assistants (General), with over 30,000 job openings per annum under all four scenarios. Job openings are also expected to be high for Checkout Operators and Office Cashiers, with between 13,200 and 14,400 job openings per annum across the future worlds.

**Table 6 Average annual job openings per annum, 2011 to 2025, in four scenarios**

Occupation	Long Boom		Smart Recovery		Terms of Trade Shock		Ring of Fire	
	('000)	%	('000)	%	('000)	%	('000)	%
6211 Sales Assistants (General)	35.7	6.3	33.3	6.0	33.5	6.0	30.6	5.4
1421 Retail Managers	11.6	3.8	10.3	3.4	10.5	3.4	8.6	2.8
6311 Checkout Operators and Office Cashiers	14.4	8.2	13.8	7.9	13.9	7.9	13.2	7.4
8912 Shelf Fillers	3.8	5.4	3.6	5.0	3.7	4.9	3.5	4.3
6214 Pharmacy Sales Assistants	1.6	3.9	1.5	3.6	1.5	3.5	1.5	3.0
6215 Retail Supervisors	1.6	4.2	1.5	3.9	1.4	3.9	1.3	3.5
6213 Motor Vehicle and Vehicle Parts Salespersons	1.3	3.3	1.2	2.9	1.2	2.8	1.0	2.2
7411 Storepersons	4.9	3.4	4.3	2.9	4.2	2.8	3.4	2.3
3512 Butchers and Smallgoods Makers	1.3	4.1	1.2	3.8	1.2	3.8	1.2	3.4
2515 Pharmacists	1.3	1.8	1.2	1.4	1.2	1.5	1.0	0.7
<b>All occupations</b>	<b>576.4</b>	<b>4.4</b>	<b>500.9</b>	<b>3.9</b>	<b>513.3</b>	<b>4.0</b>	<b>391.4</b>	<b>3.1</b>

Source: Deloitte Access Economics (2012) *Economic modelling of skills demand and supply*, Scenario output—detailed employment results. Net replacement demand by AWPA (2013).

As Table 7 shows, nearly as many, or in some cases, more job openings are created by replacement as by new growth. Only Pharmacists, Retail Supervisors and Storepersons are expected to have a higher proportion of job openings generated by growth than by replacement requirements in the Long Boom world. For occupations such as Sales Assistants (General); Checkout Operators and Office Cashiers; and Shelf Fillers, the vast majority of job openings are created by replacement demand than by new jobs. This is attributable to workforce dynamics such as the rate of job turnover in these roles.

**Table 7 Total job openings (growth and net replacement) in four scenarios, 2011 to 2025**

### 7.1 Long Boom

Occupation	Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
	('000)	%	('000)	%	('000)	%
6211 Sales Assistants (General)	97.7	18.2	438.5	81.8	536.2	100.0
1421 Retail Managers	86.3	49.7	87.5	50.3	173.8	100.0
6311 Checkout Operators and Office Cashiers	41.1	19.0	175.4	81.0	216.5	100.0
8912 Shelf Fillers	3.4	6.0	53.7	94.0	57.2	100.0
6214 Pharmacy Sales Assistants	2.9	12.2	20.8	87.8	23.7	100.0
6215 Retail Supervisors	13.2	56.1	10.4	43.9	23.6	100.0
6213 Motor Vehicle and Vehicle Parts Salespersons	7.0	34.7	13.1	65.3	20.1	100.0
7411 Storepersons	39.2	52.9	34.8	47.1	74.0	100.0
3512 Butchers and Smallgoods Makers	8.2	42.9	10.9	57.1	19.1	100.0
2515 Pharmacists	13.8	70.2	5.9	29.8	19.6	100.0
<b>All occupations</b>	<b>3,889.7</b>	<b>45.0</b>	<b>4,755.6</b>	<b>55.0</b>	<b>8,645.3</b>	<b>100.0</b>

## 7.2 Smart Recovery

Occupation		Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
		('000)	%	('000)	%	('000)	%
6211	Sales Assistants (General)	69.4	13.9	429.9	86.1	499.3	100.0
1421	Retail Managers	70.0	45.1	85.2	54.9	155.1	100.0
6311	Checkout Operators and Office Cashiers	35.1	16.9	172.3	83.1	207.4	100.0
8912	Shelf Fillers	1.8	3.3	52.3	96.7	54.1	100.0
6214	Pharmacy Sales Assistants	1.9	8.6	20.4	91.4	22.3	100.0
6215	Retail Supervisors	11.6	53.2	10.2	46.8	21.8	100.0
6213	Motor Vehicle and Vehicle Parts Salespersons	4.8	27.3	12.8	72.7	17.6	100.0
7411	Storepersons	30.6	47.5	33.8	52.5	64.5	100.0
3512	Butchers and Smallgoods Makers	7.4	40.9	10.7	59.1	18.1	100.0
2515	Pharmacists	12.2	68.3	5.7	31.7	17.9	100.0
<b>All occupations</b>		<b>2,953.2</b>	<b>39.3</b>	<b>4,559.6</b>	<b>60.7</b>	<b>7,512.9</b>	<b>100.0</b>

## 7.3 Terms of Trade Shock

Occupation		Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
		('000)	%	('000)	%	('000)	%
6211	Sales Assistants (General)	68.2	13.6	434.8	86.4	502.9	100.0
1421	Retail Managers	71.0	45.2	86.1	54.8	157.1	100.0
6311	Checkout Operators and Office Cashiers	34.5	16.6	173.9	83.4	208.4	100.0
8912	Shelf Fillers	2.6	4.6	52.6	95.4	55.2	100.0
6214	Pharmacy Sales Assistants	2.5	10.8	20.6	89.2	23.1	100.0
6215	Retail Supervisors	11.4	52.6	10.3	47.4	21.6	100.0
6213	Motor Vehicle and Vehicle Parts Salespersons	4.5	25.8	12.9	74.2	17.3	100.0
7411	Storepersons	28.9	46.3	33.6	53.7	62.5	100.0
3512	Butchers and Smallgoods Makers	7.3	40.6	10.7	59.4	18.0	100.0
2515	Pharmacists	12.7	68.6	5.8	31.4	18.4	100.0
<b>All occupations</b>		<b>3,080.4</b>	<b>40.0</b>	<b>4,619.3</b>	<b>60.0</b>	<b>7,699.6</b>	<b>100.0</b>

## 7.4 Ring of Fire

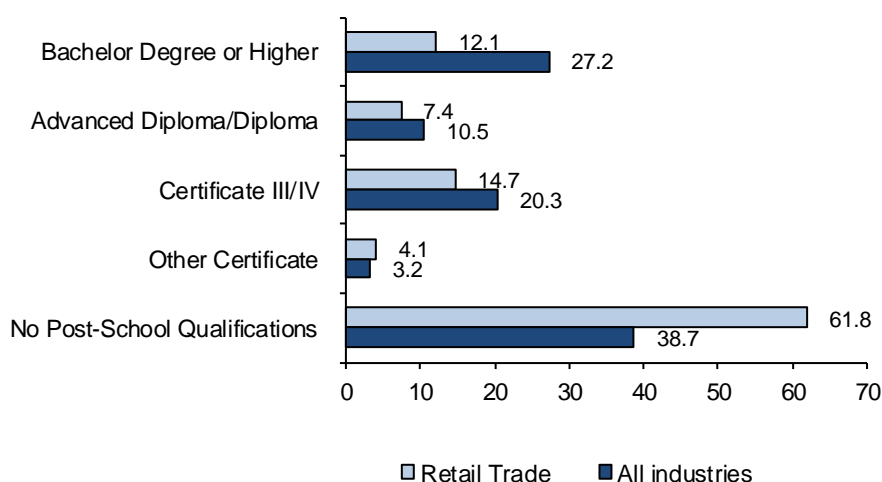
Occupation	Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
	('000)	%	('000)	%	('000)	%
6211 Sales Assistants (General)	39.2	8.5	419.9	91.5	459.1	100.0
1421 Retail Managers	46.2	35.9	82.4	64.1	128.6	100.0
6311 Checkout Operators and Office Cashiers	29.2	14.8	168.6	85.2	197.7	100.0
8912 Shelf Fillers	1.6	3.0	50.8	97.0	52.4	100.0
6214 Pharmacy Sales Assistants	2.0	9.0	19.9	91.0	21.9	100.0
6215 Retail Supervisors	8.8	46.9	10.0	53.1	18.8	100.0
6213 Motor Vehicle and Vehicle Parts Salespersons	2.6	17.5	12.4	82.5	15.1	100.0
7411 Storepersons	18.7	36.5	32.6	63.5	51.4	100.0
3512 Butchers and Smallgoods Makers	6.9	39.6	10.5	60.4	17.4	100.0
2515 Pharmacists	10.2	65.1	5.5	34.9	15.6	100.0
<b>All occupations</b>	<b>1,532.9</b>	<b>26.1</b>	<b>4,338.5</b>	<b>73.9</b>	<b>5,871.4</b>	<b>100.0</b>

Source: Deloitte Access Economics (2012) *Economic modelling of skills demand and supply*, Scenario output—detailed employment results. Net replacement demand by AWP (2013).

### Education and training profile

The retail trade industry provides a flexible entry point to the labour market for school leavers, students and part-time workers. Consequently, there is little demand for post-school qualifications which is reflected in the education profile of the industry. The majority (61.8 per cent) of retail workers do not hold a post-school qualification while the remainder hold a Certificate III/IV (14.7 per cent), a Bachelor degree or higher qualification (12.1 per cent), a Diploma or Advanced Diploma (7.4 per cent), or other certificate (4.1 per cent).

**Figure 1 Education profile of the retail trade workforce (%)**



Note: Excludes 'Level of education not stated' from total.

Source: DEEWR (2012) *Australian Jobs 2012* (ABS 2011 Census data).



Figure 2 illustrates how demand for qualifications is expected to change over time. It shows the current education profile for each respective occupation: across all industries and within the retail industry. It also shows projected levels of educational attainment to 2025 by each occupation group depending on which of the four scenarios eventuates.

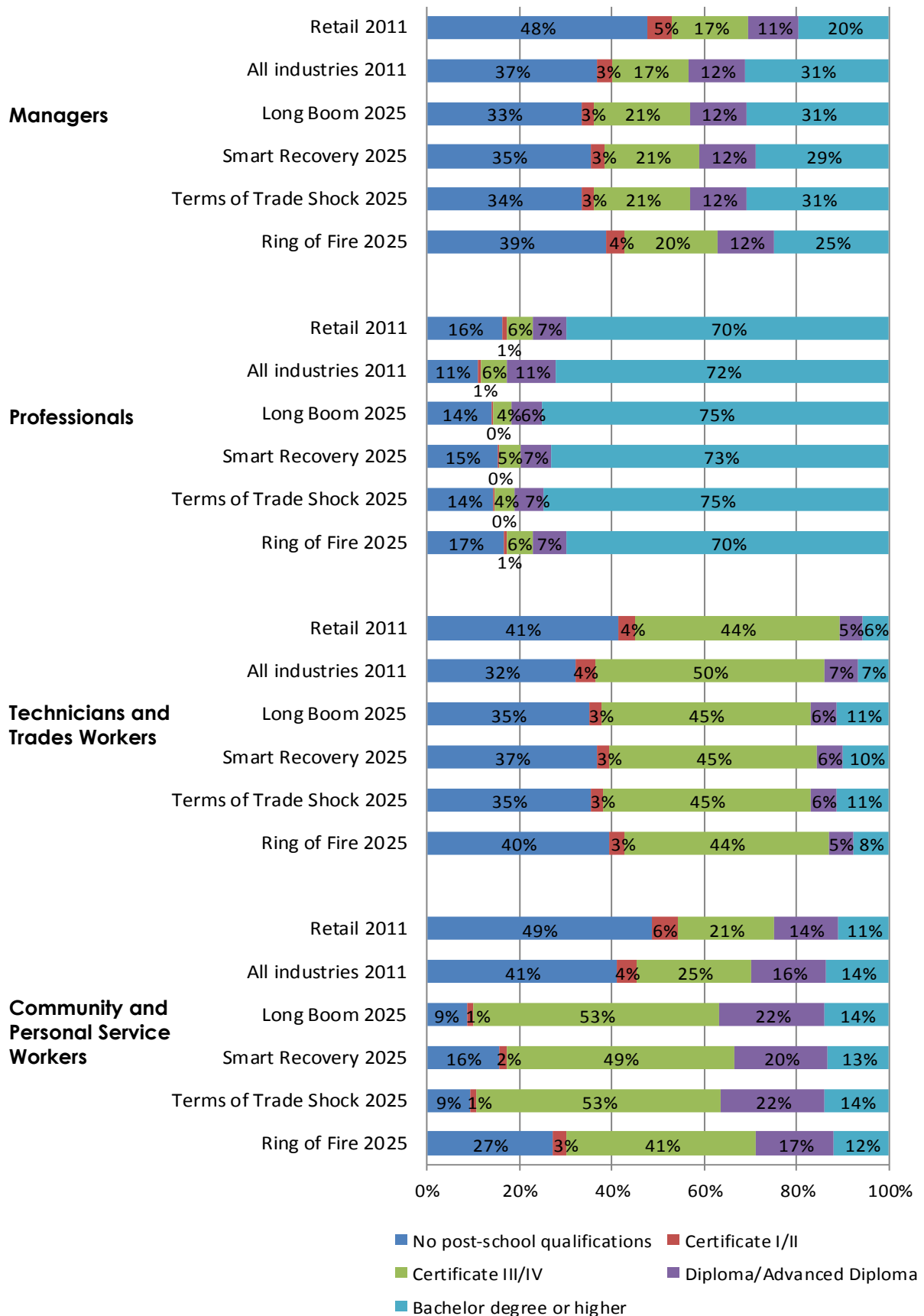
As Figure 2 shows, nearly half of managers in retail do not currently hold a post-school qualification. This is expected to decrease to approximately one third of managers in 2025 under the three highest growth scenarios, and to 39 per cent under Ring of Fire.

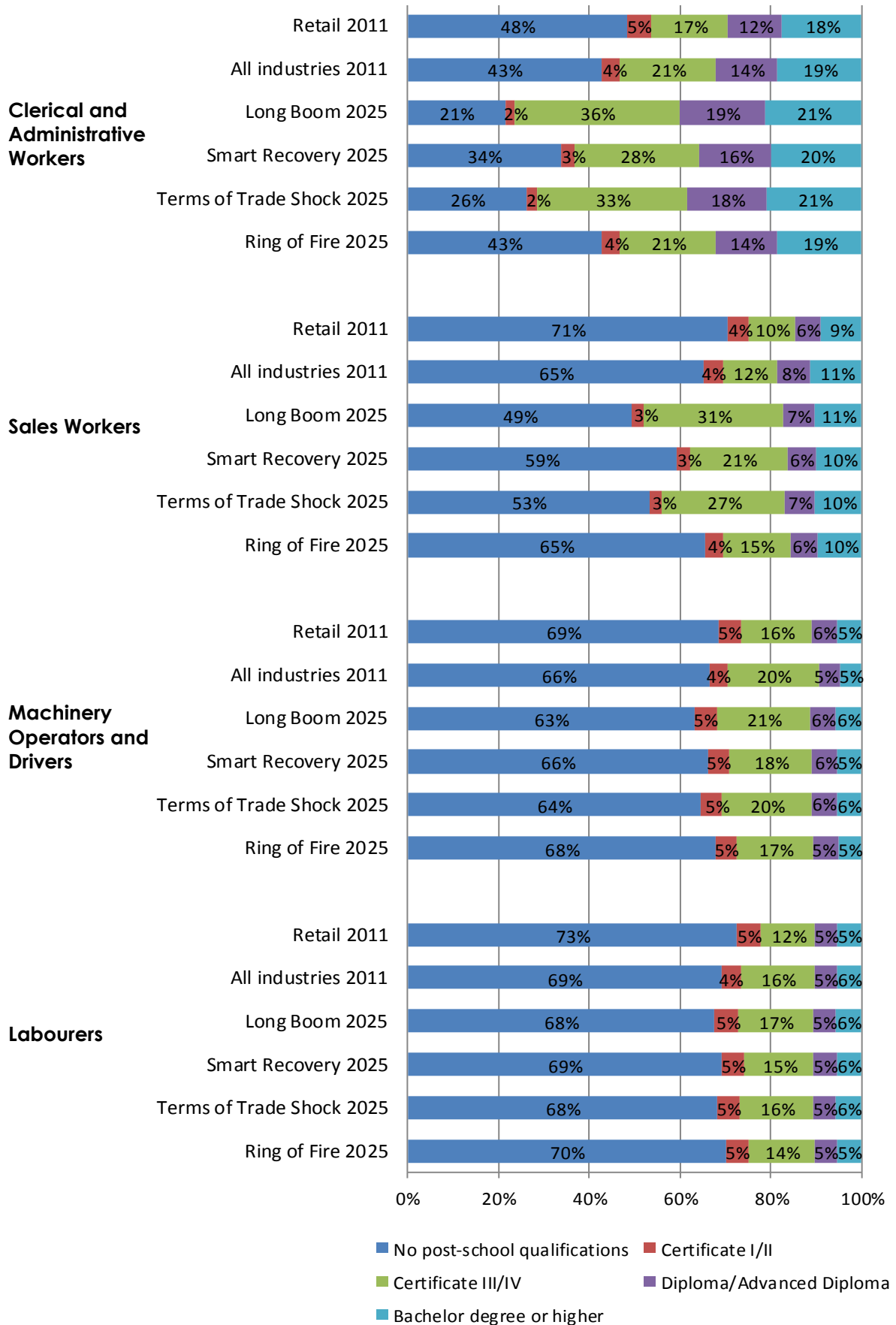
The professional occupations in retail (accounting for approximately 51,200 workers in 2011) overwhelmingly hold a Bachelor degree or higher qualification, and this level of educational attainment is expected to continue to increase under the three highest growth scenarios.

Not surprisingly, sales workers account for the overwhelming majority of employment in the retail industry, with 631,800 workers in 2011. Projections to 2025 show that the proportion of sales workers without post-school qualifications is expected to decrease dramatically, with a concomitant rise in the proportion of sales workers holding a Certificate III or IV qualification, increasing from 10 per cent in 2011 to 31 per cent under Long Boom, 27 per cent under Terms of Trade Shock and 21 per cent under Smart Recovery.

Similarly, the proportion of clerical and administrative workers in retail without a post-school qualification is expected to more than halve under the Long Boom scenario.

**Figure 2 Educational attainment in the retail trade industry by occupation, 2011 and projections to 2025 (%)**





Source: ABS (2012) *Survey of Education and Work 2012*, cat. no. 6227.0; and DAE (2012) Unpublished data.

## Specialised occupations

In *Future Focus*, the 2013 National Workforce Development Strategy, AWPA has proposed that national planning for skills and industry workforce development should focus on **specialised occupations**. Specialised occupations are defined as those 'where specialised skills, learned in formal education and training, are needed at entry level and where the impact of market failure is potentially significant for the economy and/or the community.'

Specialised occupations demonstrate these characteristics:

- ▶ long lead time—skills are highly specialised and require extended learning and preparation time over several years;
- ▶ high use—skills are deployed for the uses intended (i.e. good occupational 'fit');
- ▶ high risk—the disruption caused by the skills being in short supply is great, resulting either in bottlenecks in supply chains or imposing significant economic or community costs because an organisation cannot operate; and
- ▶ high information—the quality of information about the occupation is adequate to the task of assessing future demand and evaluating the first three criteria.

Monitoring skills supply, especially for specialised occupations, will remain a critical element in meeting our workforce needs.

Specialised occupations associated with the retail industry include:

### **Accountants**

### **Auditors, Company Secretaries and Corporate Treasurers**

### **Pharmacists**

More detailed information about specialised occupations is available in *Future Focus, 2013 National Workforce Development Strategy* at <http://www.awpa.gov.au>.

## Example workforce development initiatives

Investment in workforce development has been shown to maximise people's capabilities, lift productivity and increase workforce participation. Employee satisfaction levels and engagement also increase when enterprises make better use of their employees' skills.<sup>5</sup> Current workforce development initiatives in retail trade include the following examples:

- ▶ **Ready for Retail** is an on-line tool provided by Service Skills Australia (SSA). It enables job-seekers and employers to link skills required or held to competencies; to facilitate recruitment and selection; and identify training needs. More information is available at [www.readyforretail.com.au](http://www.readyforretail.com.au).
- ▶ **Retail Futures** is a collaborative projects between SSA and all the industry representative bodies to develop a workforce strategy for Australian Retail. The strategy will result in a comprehensive workforce plan for our future which will help individual retailers to get the people they need to build a sustainable future. Further information at [www.serviceskills.com.au](http://www.serviceskills.com.au)
- ▶ **Integrated Retail Management Qualification** is initiative between SSA, the University of Western Sydney and the University of Western Sydney College aims to provide candidates with a degree and a VET qualification through an integrated VET major in retail as part of the degree program. Further information at [www.serviceskills.com.au](http://www.serviceskills.com.au)

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<sup>5</sup> Skills Australia (2012) *Better use of skills, better outcomes: A research report on skills utilisation in Australia*.