Transport, postal and warehousing

…covers units mainly engaged in providing transportation of passengers and freight by road, rail, water or air. Other transportation activities such as postal services, pipeline transport and scenic and sightseeing transport are included. Warehousing and storage services are also covered by this industry.

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

- Transport, postal and warehousing employs approximately 606,200 persons, accounting for around five per cent of the total Australian workforce.
- Job growth in the transport, postal and warehousing industry has been strong over the past five years, exceeding the national average.
- 42 per cent of the workforce is employed in large enterprises (i.e. those that employ 200 workers or more), while 41 per cent is employed in small-sized enterprises (i.e. those that employ less than 20 workers).
- One third of employment in transport, postal and warehousing occurs in regional and remote areas.[1]
- The transport, postal and warehousing workforce has one of the oldest age profiles, with nearly half of workers (48 per cent) aged 45 years or older compared to 38 per cent for all industries.
- The sector is made up of predominantly male workers (78 per cent) and only one in five workers are employed part-time (19 per cent), compared to 30 per cent for all industries.
- The proportion of workers in transport, postal and warehousing with a Certificate III or IV level qualification is slightly higher, at 22 per cent, than for all industries, at 20 per cent, although the majority of workers in this industry do not hold post-school qualifications.
- A detailed employment profile for transport, postal and warehousing (including information on its workforce, industry and occupational characteristics) can be found at www.skillsinfo.gov.au.

Industry outlook

The transport, postal and warehousing sector provides essential services and employs approximately 606,200 workers. In terms of industry value added, the transport, postal and warehousing industry contributed 5.1 per cent ($69.8b) to the Australian economy in 2011–12.[2]

[1] Regional and remote areas are defined as those outside state capital cities.

Short-term growth

Recent employment growth has been strong in the transport, postal and warehousing sector, increasing by 9.7 per cent over the past five years. Growth has been particularly strong in Transport Support Services; Rail Transport; and Air and Space Transport, while growth in the largest industry subsector, Road Transport, has also exceed the average for all industries. In comparison, employment in the Other Transport subsector has declined sharply over the past five years, declining by 10,800 workers to its current workforce of 6,800. Employment in Postal and Courier Pick-up and Delivery Services and Warehousing and Storage Services has also decreased during this period.

Table 1 Current and past employment in transport, postal and warehousing

Industry	Current employment		Past growth: five years	
	'000	% of total	'000	%
Transport, Postal and Warehousing	**606.2**	**5.2**	**53.6**	**9.7**
Road Transport	260.7	2.3	19.2	8.0
Rail Transport	42.6	0.4	10.4	32.4
Water Transport	11.3	0.1	0.0	0.2
Air and Space Transport	61.5	0.5	12.9	26.5
Other Transport	6.8	0.1	-10.8	-61.3
Postal and Courier Pick-up and Delivery Services	81.5	0.7	-11.2	-12.1
Transport Support Services	72.7	0.6	27.4	60.5
Warehousing and Storage Services	51.4	0.5	-1.4	-2.7
All industries	**11,588.7**	**100.0**	**798.1**	**7.4**

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.

[2] '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.

- 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.[3]

The industry is forecast to grow relatively steadily whatever scenario eventuates. For each scenario, or 'future world', average employment growth per annum is expected to be at or above the Australian average between 2011 and 2025.

Employment in Rail Transport; Other Transport; Transport Support Services; and Warehousing and Storage Services; is expected to grow at a higher rate in the years to 2025 than the Australian average across all scenarios. Conversely, employment in Air and Space Transport; Postal and Courier Pick-up and Delivery Services; and Road Transport is expected to decline in all scenarios to 2025.

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
Transport, Postal and Warehousing	**2.0**	**2.1**	**1.3**	**1.8**	**1.3**	**1.5**	**0.5**	**0.8**
Road Transport	-0.4	-0.5	-1.1	-0.8	-1.1	-1.1	-1.9	-1.8
Rail Transport	1.8	3.8	1.2	3.5	1.1	3.2	0.3	2.5
Water Transport[(a)]	-	-	-	-	-	-	-	-
Air and Space Transport	-2.6	-1.4	-3.2	-1.7	-3.3	-2.0	-4.0	-2.6
Other Transport	8.5	3.6	7.8	3.3	7.7	3.0	6.9	2.3
Postal and Courier Pick-up and Delivery Services	-2.4	-0.8	-3.0	-1.1	-3.1	-1.4	-3.8	-2.1
Transport Support Services	0.4	3.3	-0.3	2.9	-0.3	2.6	-1.1	1.9
Warehousing and Storage Services	3.4	3.0	2.7	2.6	2.7	2.3	1.9	1.6
All industries	**2.1**	**2.0**	**1.5**	**1.5**	**1.7**	**1.6**	**0.8**	**0.7**

Note: (a) The data is not able to be reliably disaggregated at this level for this industry subsector.
Source: Deloitte Access Economics (2012) *Economic modelling of skills demand and supply*, Scenario output—detailed employment results.

[3] A description of the scenarios and the Access Economics modeling of employment in each, with state and territory breakdowns, is available at the Skills Australia website www.skillsaustralia.gov.au.

Occupation outlook

Key occupations

The top ten transport, postal and warehousing occupations account for just over half (53.9 per cent) of industry employment as a whole. Truck Drivers are the largest occupation group by a wide margin, comprising 17.1 per cent of the total workforce, followed by Couriers and Postal Deliverers (6.4 per cent); Automobile Drivers (6.4 per cent); and Bus and Coach Drivers.

Table 3 Top ten transport, postal and warehousing occupations

Occupation		People employed	Industry employment
		'000	% of total
7331	Truck Drivers	96.2	17.1
5612	Couriers and Postal Deliverers	36.3	6.4
7311	Automobile Drivers	36.3	6.4
7312	Bus and Coach Drivers	32.5	5.8
7411	Storepersons	29.8	5.3
7213	Forklift Drivers	18.8	3.3
5912	Transport and Despatch Clerks	15.8	2.8
7321	Delivery Drivers	13.5	2.4
1336	Supply and Distribution Managers	12.8	2.3
6394	Ticket Salespersons	11.9	2.1
Total transport, postal and warehousing		**563.3**	**53.9**

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 transport, postal and warehousing industry**.

Employment in a number of transport, postal and warehousing occupations has grown strongly over the past five years, including Supply and Distribution Managers (at 51 per cent); Ticket Salespersons (34.3 per cent); Delivery Drivers (22.8 per cent); and Transport and Despatch Clerks (19.8 per cent). In contrast, employment of Couriers and Postal Deliverers has decreased by 8.2 per cent and Forklift Drivers by 6 per cent over the same period.

Table 4 Current and past employment in key occupations

Occupation		Current employment (all industries)		Past growth: five years	
		'000	% of total	'000	%
7331	Truck Drivers	198.5	1.8	30.6	18.2
5612	Couriers and Postal Deliverers	40.2	0.4	-3.6	-8.2
7311	Automobile Drivers	36.7	0.3	2.4	7.1
7312	Bus and Coach Drivers	41.1	0.4	5.8	16.5
7411	Storepersons	127.1	1.1	15.4	13.8
7213	Forklift Drivers	55.0	0.5	-3.5	-6.0
5912	Transport and Despatch Clerks	39.7	0.4	6.5	19.8
7321	Delivery Drivers	43.6	0.4	8.1	22.8
1336	Supply and Distribution Managers	42.9	0.4	14.5	51.0
6394	Ticket Salespersons	20.2	0.2	5.1	34.3
All employed		**11,588.7**	**100.0**	**798.1**	**7.4**

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.

The scenario projections for long-term employment growth in transport, postal and warehousing occupations are mixed. For some occupations, such as Ticket Salespersons; Supply and Distribution Managers; and Transport and Despatch Clerks, employment growth is expected to exceed the all occupation average to 2025, while employment of Bus and Coach Drivers is expected to decline across all scenarios.

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**
7331	Truck Drivers	1.2	0.9	0.6	0.5	0.5	0.3	-0.2	-0.4
5612	Couriers and Postal Deliverers	0.1	0.5	-0.6	0.1	-0.4	0.0	-1.3	-0.8
7311	Automobile Drivers	0.6	1.4	0.0	1.0	-0.1	0.8	-0.8	0.0
7312	Bus and Coach Drivers	-2.2	-1.4	-2.8	-1.8	-2.8	-2.0	-3.6	-2.9
7411	Storepersons	1.7	1.6	1.3	1.2	1.2	1.1	0.9	0.5
7213	Forklift Drivers	0.5	0.8	0.2	0.5	0.1	0.4	0.0	0.1
5912	Transport and Despatch Clerks	2.1	2.2	1.6	1.9	1.7	1.7	1.1	1.2
7321	Delivery Drivers	0.2	0.7	-0.1	0.3	-0.1	0.3	-0.6	-0.4
1336	Supply and Distribution Managers	2.1	2.6	1.5	2.1	1.6	2.1	1.0	1.4
6394	Ticket Salespersons	5.3	3.2	4.6	2.8	4.8	2.8	4.1	2.2
All occupations		**2.1**	**2.0**	**1.5**	**1.5**	**1.7**	**1.6**	**0.8**	**0.7**

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 transport, postal and warehousing occupations to 2025. Job openings in most of the key occupations in this sector are forecast to be below that of the all-industry average across all scenarios. The only exception is Supply and Distribution Managers, for which job openings are projected to vary from 3.5 per cent in the Ring of Fire scenario to 4.7 per cent per under the Long Boom. Job openings are also expected to be strong, albeit slightly under average for most scenarios, for Ticket Salespersons; Automobile Drivers; Transport and Despatch Clerks; and Storepersons. Bus and Coach Drivers are predicted to have the lowest rate of job openings in all four 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)	%
7331	Truck Drivers	4.9	2.7	4.2	2.3	3.7	2.0	3.3	1.4
5612	Couriers and Postal Deliverers	1.6	2.5	1.4	2.2	1.3	2.0	1.0	1.2
7311	Automobile Drivers	1.8	3.8	1.6	3.4	1.5	3.2	1.2	2.5
7312	Bus and Coach Drivers	1.4	0.9	1.3	0.5	1.4	0.4	1.3	-0.5
7411	Storepersons	4.9	3.4	4.3	2.9	4.2	2.8	3.4	2.3
7213	Forklift Drivers	2.0	2.0	1.8	1.7	1.7	1.6	1.5	1.4
5912	Transport and Despatch Clerks	1.9	3.4	1.7	3.1	1.7	3.0	1.5	2.5
7321	Delivery Drivers	2.1	2.8	1.9	2.4	1.9	2.3	1.6	1.7
1336	Supply and Distribution Managers	2.1	4.7	1.8	4.2	1.8	4.1	1.5	3.5
6394	Ticket Salespersons	0.8	4.3	0.7	4.0	0.7	3.9	0.6	3.4
All occupations		**576.4**	**4.4**	**500.9**	**3.9**	**513.3**	**4.0**	**391.4**	**3.1**

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, job openings in the transport, postal and warehousing sector are created by replacement demand as well as by new growth.

More than twice the number of job openings for Truck Drivers is projected to be created by net replacement demand than by employment growth for all scenarios. In the Long Boom scenario, replacement requirements are forecast to be 50,000 people, while employment growth accounts for 24,100 people between 2011 and 2025. This is attributable to workforce demographics such as the age profile of current workers and workforce dynamics such as the rate of job turnover. Replacement demand is also expected to exceed employment growth for Couriers and Postal Deliverers; Automobile Drivers; and Bus and Coach Drivers for all scenarios.

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)	%
7331	Truck Drivers	24.1	32.5	50.0	67.5	74.0	100.0
5612	Couriers and Postal Deliverers	8.2	34.7	15.3	65.3	23.5	100.0
7311	Automobile Drivers	12.0	43.3	15.7	56.7	27.7	100.0
7312	Bus and Coach Drivers	9.3	43.2	12.2	56.8	21.6	100.0
7411	Storepersons	39.2	52.9	34.8	47.1	74.0	100.0
7213	Forklift Drivers	17.1	56.5	13.2	43.5	30.3	100.0
5912	Transport and Despatch Clerks	20.7	73.0	7.7	27.0	28.4	100.0
7321	Delivery Drivers	16.0	51.0	15.4	49.0	31.3	100.0
1336	Supply and Distribution Managers	18.4	59.6	12.5	40.4	30.9	100.0
6394	Ticket Salespersons	8.4	69.3	3.7	30.7	12.2	100.0
All occupations		**3,889.7**	**45.0**	**4,755.6**	**55.0**	**8,645.3**	**100.0**

7.2 Smart Recovery

Occupation		Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
		('000)	%	('000)	%	('000)	%
7331	Truck Drivers	15.2	24.0	48.2	76.0	63.3	100.0
5612	Couriers and Postal Deliverers	5.5	27.3	14.7	72.7	20.3	100.0
7311	Automobile Drivers	9.6	38.8	15.1	61.2	24.7	100.0
7312	Bus and Coach Drivers	8.3	41.4	11.8	58.6	20.1	100.0
7411	Storepersons	30.6	47.5	33.8	52.5	64.5	100.0
7213	Forklift Drivers	14.0	52.1	12.9	47.9	26.9	100.0
5912	Transport and Despatch Clerks	18.7	71.5	7.5	28.5	26.1	100.0
7321	Delivery Drivers	13.4	47.2	15.0	52.8	28.4	100.0
1336	Supply and Distribution Managers	15.5	56.3	12.0	43.7	27.5	100.0
6394	Ticket Salespersons	7.5	67.7	3.6	32.3	11.1	100.0
All occupations		**2,953.2**	**39.3**	**4,559.6**	**60.7**	**7,512.9**	**100.0**

7.3 *Terms of Trade Shock*

Occupation		Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
		('000)	%	('000)	%	('000)	%
7331	Truck Drivers	7.2	13.2	47.6	86.8	54.8	100.0
5612	Couriers and Postal Deliverers	4.7	24.1	14.8	75.9	19.5	100.0
7311	Automobile Drivers	7.9	34.6	15.0	65.4	22.9	100.0
7312	Bus and Coach Drivers	8.8	42.7	11.8	57.3	20.5	100.0
7411	Storepersons	28.9	46.3	33.6	53.7	62.5	100.0
7213	Forklift Drivers	13.0	50.4	12.8	49.6	25.7	100.0
5912	Transport and Despatch Clerks	17.9	70.7	7.4	29.3	25.4	100.0
7321	Delivery Drivers	13.0	46.4	15.0	53.6	28.0	100.0
1336	Supply and Distribution Managers	15.1	55.6	12.0	44.4	27.1	100.0
6394	Ticket Salespersons	7.3	66.8	3.6	33.2	10.9	100.0
All occupations		**3,080.4**	**40.0**	**4,619.3**	**60.0**	**7,699.6**	**100.0**

7.4 *Ring of Fire*

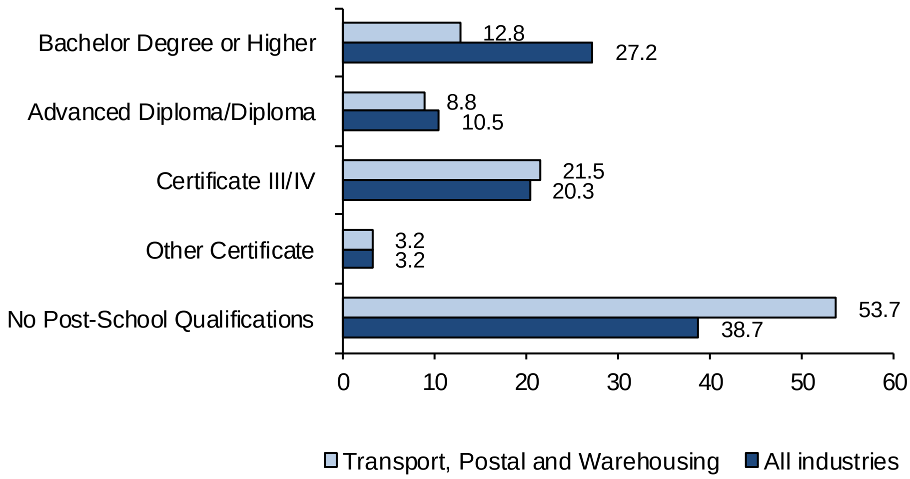
Occupation		Total growth (persons)		Net replacement estimates (persons)		Total job openings (persons)	
		('000)	%	('000)	%	('000)	%
7331	Truck Drivers	3.2	6.6	45.5	93.4	48.8	100.0
5612	Couriers and Postal Deliverers	1.7	11.0	13.9	89.0	15.6	100.0
7311	Automobile Drivers	4.0	21.9	14.3	78.1	18.3	100.0
7312	Bus and Coach Drivers	8.4	43.1	11.1	56.9	19.5	100.0
7411	Storepersons	18.7	36.5	32.6	63.5	51.4	100.0
7213	Forklift Drivers	10.4	45.2	12.6	54.8	23.0	100.0
5912	Transport and Despatch Clerks	14.9	67.5	7.2	32.5	22.0	100.0
7321	Delivery Drivers	9.2	38.8	14.4	61.2	23.6	100.0
1336	Supply and Distribution Managers	11.4	49.8	11.5	50.2	22.9	100.0
6394	Ticket Salespersons	5.8	62.7	3.5	37.3	9.3	100.0
All occupations		**1,532.9**	**26.1**	**4,338.5**	**73.9**	**5,871.4**	**100.0**

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

Education and training profile

More than one in five workers in the transport, postal and warehousing industry holds a Certificate III or IV level qualification, with a further 8.8 per cent holding a Diploma or Advanced Diploma. The industry is also marked by a relatively high proportion of workers who do not hold post-school qualifications, at 53.7 per cent compared with 38.7 per cent for all industries.

Figure 1 Education profile of the transport, postal and warehousing 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 transport, postal and warehousing industry. It also shows projected levels of educational attainment to 2025 by each occupation group depending on which of the four scenarios eventuates.

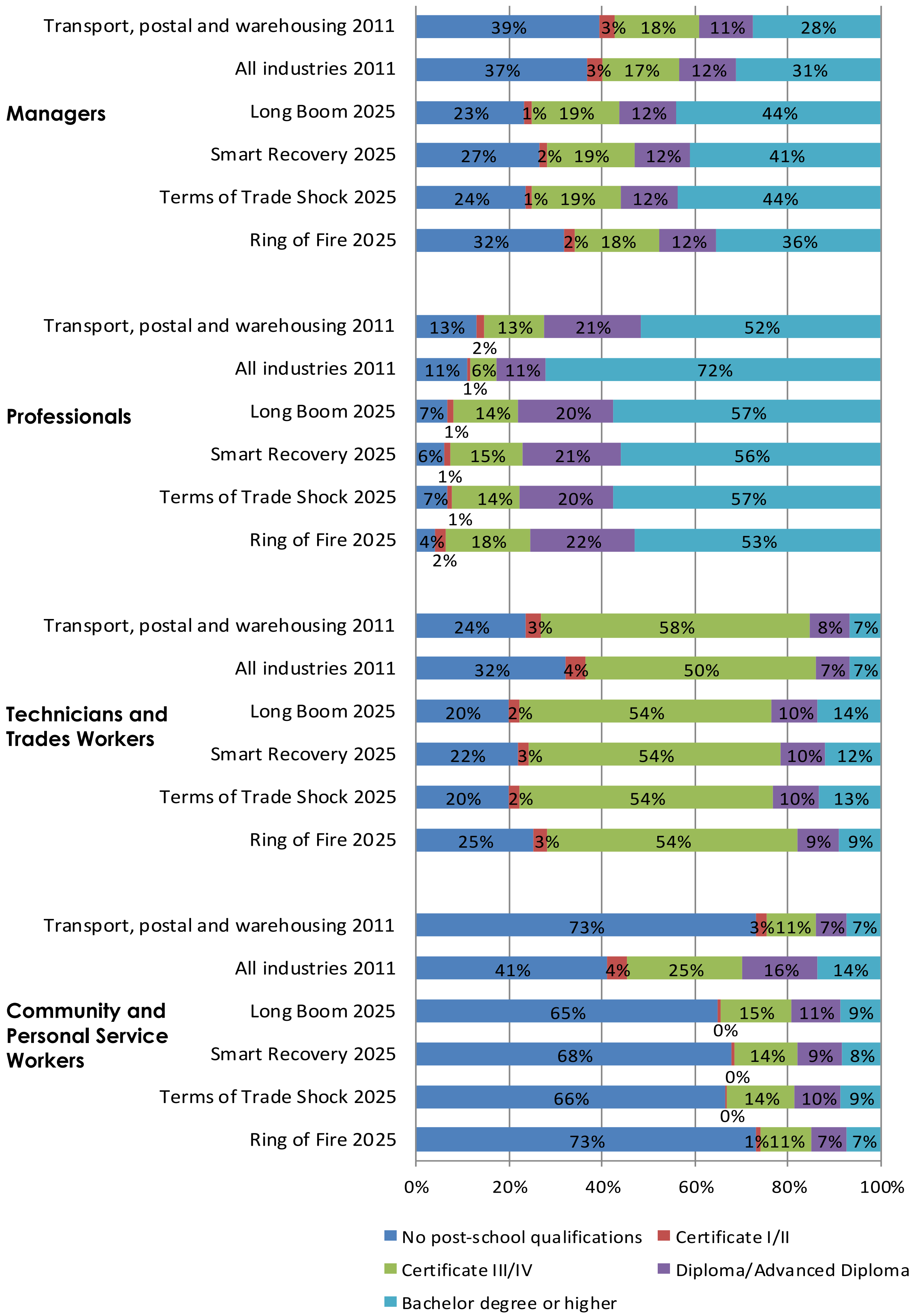
As Figure 2 shows, managers are expected to upskill in the years to 2025 under all four scenarios, with the proportion holding a Bachelor degree or higher qualification forecast to grow from 28 per cent in 2011 to between 36 and 44 per cent in 2025.

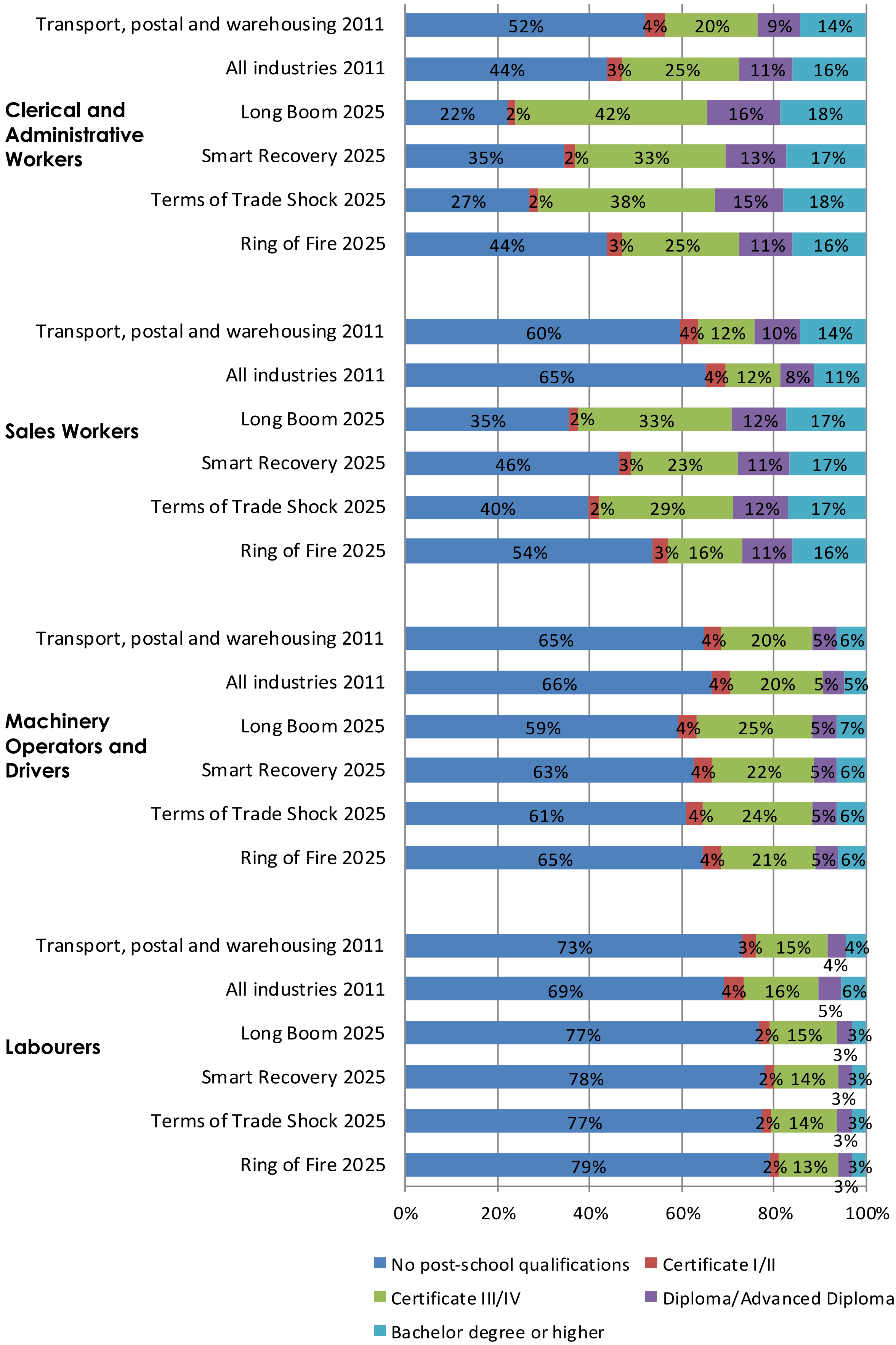
Managers in the transport, postal and warehousing industry already have a high proportion of workers with post-school qualifications, with more than half holding a Bachelor degree or higher qualification in 2011, and a further 21 per cent holding a Diploma or Advanced Diploma. This is expected to increase marginally under the three higher growth scenarios.

Technicians and trade workers within the industry overwhelmingly hold Certificate III/IV level qualifications. This pattern is expected to continue in the years to 2025, albeit with a small proportion of workers upskilling to a Diploma/Advanced Diploma or a Bachelor degree or higher qualification.

As Figure 1 indicated, the majority of machinery operators and drivers and labourers do not hold post-school qualifications. Figure 2 shows that this trend is likely to continue to 2025, with workers continuing to hold licenses to operate equipment and vehicles rather than gaining formal qualifications under the Australian Qualifications Framework.

Figure 2 Educational attainment in the transport, postal and warehousing 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 transport, postal and warehousing industry include:

Air Transport Professionals;
Marine Transport Professionals; and
Aircraft Maintenance Engineers

These highly specialised skills require a commitment of at least four years for university study; 3 or 4 years for apprenticeships; or at least 1000 hours for vocational courses. However, given the 'long lead time' requirement, the criteria for 'specialised occupations' may not be as relevant for other parts of the transport, postal and warehousing sector as for aviation and marine transport.

While there are some management and professional occupations that are loosely associated with the sector (such as accountants), there is limited demand for post-school qualifications among the broader transport, postal and warehousing workforce at present. This is reflected in the education profile of the industry (Figure 1), which shows that currently more than half of workers in the industry do not have post-school qualifications. However, as Figure 2 shows, demand for qualifications may change over time, depending on which future scenario unfolds.

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.[4] Current workforce development initiatives in transport, postal and warehousing include the following examples:

- The **Professional Development of Workplace Trainers Strategy** has been developed by the Transport & Logistics Industry Skills Council (TLISC) through funding received from the Department of Education, Employment & Workplace Relations. The Strategy will focus on examining and developing the skills and knowledge that registered training organisations, workplace trainers and assessors need to assist learners with language, literacy and numeracy needs within the transport and logistics sector. More information can be found at www.tlisc.com.au.
- **Workforce Skills Analysis** is diagnostic tool developed by TLISC to assist employers in workforce development planning. Employers can download the survey to capture information that will be used in developing a training strategy for their workforce. More information can be found at www.tlisc.com.au
- **SkillGAP** is a tool developed by the TLISC to assist organisations in evidence-based workforce planning and analysis to improve the capacity of the sector and to identify and manage workforce planning priorities. It also means the Government will have a more robust overview of common issues and be better able to identify the most urgent and critical workforce issues in the sector as a whole. Further information at www.tlisc.com.au.

[4] Skills Australia (2012) *Better use of skills, better outcomes: A research report on skills utilisation in Australia.*