

# Advanced Manufacturing Workforce Development Plan – 2023 – 2026

Advanced Manufacturing Workforce Advisory Group



Prepared with the  
assistance of Stenning  
& Associates and the  
Department of State  
Growth

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## Disclaimer

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## Acknowledgements

This Plan has been prepared for the Advanced Manufacturing Workforce Advisory Group (AMWAG) by Stenning & Associates in association with The Work Lab and Strategy and Culture. The consultants thank AMWAG for its guidance; the range of advanced manufacturing industry stakeholders consulted for their input; and officers from the Department of State Growth for their advice and assistance in finalising this Plan.

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# Contents

Executive Summary .....	1
1 Introduction .....	2
2 Advanced Manufacturing in Tasmania .....	3
3 Transforming the Advanced Manufacturing Workforce .....	4
4 Actions 2023-2026 .....	6
4.1 Growing the workforce .....	7
4.2 Skilling the workforce .....	9
4.3 Connecting industry ecosystems .....	11
5 Priority Actions .....	13
6 Next steps .....	15
Endnotes .....	16

# Glossary

Term	Definition
AASN	Australian Apprenticeship Support Network
AMWAG	Advanced Manufacturing Workforce Advisory Group
Apprenticeship	An apprenticeship provides a nationally recognised qualification in a skilled trade, along with paid, on-the-job experience. They typically take three to four years to complete.
ASBA	Australian School-based Apprenticeship
BBAMZ	Bell Bay Advanced Manufacturing Zone
Cadetship	An employer-supported program leading to ongoing employment. It includes formal training and a recognised qualification, along with paid work and on-the-job training.
DECYP	Department for Education, Children and Young People (Tasmania)
DSG	Department of State Growth (Tasmania)
EAP	Employee Assistance Program
GTO	Group Training Organisation
Industry Peaks	Industry peak bodies represented on AMWAG
Internship	A fixed duration work placement with an industry employer undertaken by an undergraduate in the latter part of their qualification. An internship may be paid or unpaid, and there is no expectation of ongoing employment.
RTO	Registered Training Organisation
SME	Small to medium sized enterprise
TAFE	Technical and Further Education
TAPG	Tasmanian Agricultural Productivity Group
TFFPN	Tasmanian Forests and Forest Products Network
TFGA	Tasmanian Farmers and Graziers Association
TMEC	Tasmanian Minerals, Manufacturing and Energy Council
Traineeship	A traineeship provides a nationally recognised qualification in a vocational area, along with paid, on-the-job experience. They typically take one and two years to complete.
VET	Vocational education and training
WDP	Workforce Development Plan

# Executive Summary

Tasmania’s advanced manufacturing sector is being reshaped through:

- increasing market globalisation
- the fourth industrial revolution (Industry 4.0) and the digitalisation of supply chains
- trends to mass customisation seeing the manufacture of customer driven, high value products.

Advanced manufacturing involves businesses innovating and growing using continuous improvement, enhanced skills, new technologies, and design and systems integration.

Tasmanian Advanced manufacturing businesses are seizing opportunities and becoming internationally renowned for high quality advanced products and essential componentry. Despite this success, the sector faces a range of labour and skill challenges, particularly in the current tight labour market which is constraining its ability to take advantage of sound market prospects.

The Tasmanian Government and the advanced manufacturing industry are working together to meet these challenges and build a stronger, more resilient, and more sustainable sector. They are guided by the *Tasmanian Advanced Manufacturing Action Plan 2024* which identified the need to develop this Advanced Manufacturing Workforce Development Plan 2023-2026 (this Plan).

This Plan has been developed by the Advanced Manufacturing Workforce Advisory Group. It provides a collaborative pathway for the Tasmanian Government and industry to transform the capability and productivity of the advanced manufacturing sector to fuel business growth.

This Plan identifies three key themes and associated strategies and goals and details a series of actions to be progressed over the next four years. Importantly, it identifies seven priority actions for inclusion in the proposed Tasmanian Government’s Industry Compact with advanced manufacturing.

#	Area	Priority Action
1.	Brand	Coordinate brand initiatives to promote the advanced manufacturing sector as a whole to the broader community to enhance career awareness and recruitment...
2.	Diversity	Encourage employers to engage with programs supporting greater workforce diversity ...
3.		Share insights and tools on how to support family friendly work policies and services that improve the ability of people with caring responsibilities to participate in the advanced manufacturing workforce.
4.	Work integrated learning	Establish an advanced manufacturing sector work experience and placement program with supporting resources ...
5.		In collaboration with the Regional Jobs Hubs Network, RTOs and Employers, explore the piloting of a job pool that comprises graduates from pre-employment programs...
6.	Quality of training	Establish an Annual Advanced Manufacturing Peaks Forum to identify industry training quality requirements to be then shared with the relevant sector education and training providers...
7.	Retention	Enhance industry workforce development capacity through: <ul style="list-style-type: none"> <li>• Expanding the Insights to Excellence tours to include innovative workforce development approaches relevant to advanced manufacturing.</li> <li>• Leveraging the <i>Employer of Choice</i> program to improve the understanding of advanced manufacturing employers of workforce development, retention and succession.</li> </ul>

# 1 Introduction

Advanced manufacturing is an important contributor to Tasmania's economy and a significant part of the State's broader manufacturing sector. Advanced manufacturing can be defined as:

*Those manufacturing businesses that utilise continuous improvement, enhanced skills, new technologies, and design and systems integration in order to drive innovation and growth throughout the value chain.*

*Advanced manufacturers ensure that customers receive the best quality, cost and delivery (QCD) in products and services. Small to medium advanced manufacturers aim to deliver high value, niche and customised premium products and services in low to medium volume supply chains.<sup>1</sup>*

Under this definition:

*... advanced manufacturing is less about what a manufacturer makes but how they make it – through advanced knowledge, advanced processes and advanced business models.<sup>2</sup>*

The Tasmanian Government and industry are working together to build a stronger, more resilient, and more sustainable advanced manufacturing sector. The first step was the release in 2020 of the *Tasmanian Advanced Manufacturing Action Plan 2024*, which outlines the actions the Tasmanian Government is taking to support the sector. Priority 1 contains several actions to develop and attract a highly skilled workforce, including the establishment of this Advanced Manufacturing Workforce Development Plan (this Plan).

The Advanced Manufacturing Workforce Advisory Group (AMWAG) has overseen the development of this Plan, with AMWAG comprising:

- Mr Mark Bowles (Chair), Deputy Secretary, Business and Jobs, Department of State Growth
- Mr Julian Harrington, Chief Executive, Tasmanian Seafood Industry Council
- Mr Terry Brient, Executive Officer, Tasmanian Agricultural Productivity Group
- Ms Vanessa Skipworth, General Manager, Tasmanian Minerals, Manufacturing & Energy Council
- Mr Jeffrey Hawkins, Chair, Tasmanian Maritime Network
- Ms Susie Bower, Chief Executive Officer, Bell Bay Advanced Manufacturing Zone.

In addition, through Ms Therese Taylor, the Tasmanian Forests and Forest Products Network (TFFPN) was also consulted during the development of this Plan.

The development of this Plan was informed by an *Advanced Manufacturing Skills and Training Audit*, which involved significant desktop research and consultation with some 35 industry stakeholders, spanning advanced manufacturing firms, training providers and industry peaks, as well additional consultations with a range of Department of State Growth officers.

This plan covers the advanced manufacturing industry sub-sectors represented on AMWAG. It is designed to complement the current individual workforce development plans of the sub-sectors.

## 2 Advanced Manufacturing in Tasmania

Advanced manufacturing in Tasmania is diverse. It operates across all the state's manufacturing subsectors including food and beverage processing, smart technologies, forestry, maritime, mining equipment technology and services, renewable energy, transport equipment and the defence industry. Key characteristics of the advanced manufacturing sector include<sup>3</sup>:



### Manufacturing businesses & jobs

Manufacturing businesses in Tasmania are predominately located in the south of the state, but with a significant presence in the north and north-west.

Manufacturing businesses are Tasmania's 6th largest employer, with almost 20 000 workers or eight percent of the State's workforce. These businesses are growing, with employment increasing by five percent since 2015-16.

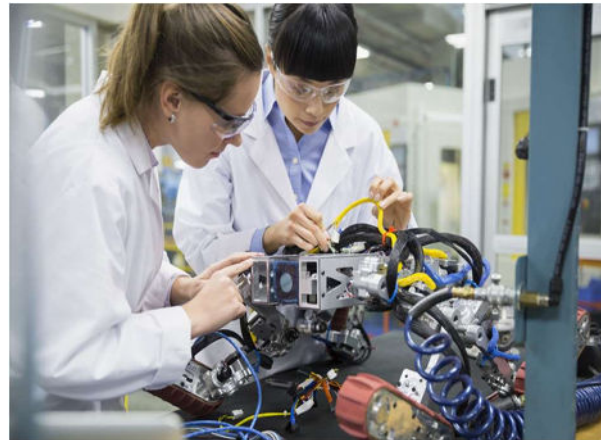
The manufacturing workforce is more evenly distributed across the state than the Tasmanian workforce generally. Importantly, over 40% of manufacturing businesses are small businesses and, of the remainder, almost half of them are non-employing.

### Advanced manufacturing workforce

The advanced manufacturing sector has been estimated to account for around three quarters of the Tasmanian manufacturing workforce. Food product manufacturing is the largest sub-sector with more than 5 500 workers.

The core advanced manufacturing occupations account for over 3 000 jobs in the sector. Just over half of these are technicians and skilled trade workers and just over twenty percent are managers.

The workforce is heavily male dominated, with only eight percent of workers being female. The workforce has a similar age profile to the Tasmanian workforce and manufacturing generally. Workers are predominately employed full time, suggesting the sector offers greater opportunity for full time work than other industries.



### Education & training

Over half of the advanced manufacturing workforce is vocationally trained. More than three quarters of workers possess formal qualifications in engineering and related technologies. Just under ten percent have formal qualifications in management and commerce.

The sector requires a wide range of skills, with forty-one different VET qualifications relevant to the sector being completed by Tasmanian residents between 2017 and 2021. These range from leadership and management qualifications to more industry-specific programs such as information technology, engineering and process plant operations.

TAFE institutions (TasTAFE and other TAFEs) deliver two thirds of the VET training required by the sector. The remainder is provided by private training providers. Schools, Universities and Community Education Providers account for the remainder of training delivery.

VET in Schools completions have been declining for programs relevant to the core advanced manufacturing workforce occupations. This suggests more needs to be done to interest young people in advanced manufacturing careers.



### 3 Transforming the Advanced Manufacturing Workforce

Advanced manufacturing offers an abundance of opportunities for Tasmanian firms as the State recovers from the impacts of the COVID-19 pandemic. Industry is being reshaped through<sup>4</sup>:

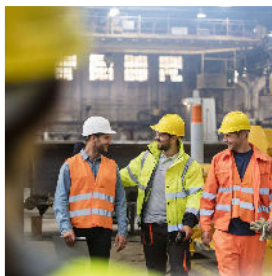
- increasing market globalisation
- the fourth industrial revolution (Industry 4.0) and the digitalisation of supply chains
- trends to mass customisation seeing the manufacture of customer driven high value products.

This is creating opportunities for Tasmanian firms as the improved productivity delivered by new technologies offsets higher wages. This allows them to counter the comparative advantage of developing nations that compete based on low-skill and low-cost production.

Tasmanian businesses are becoming internationally renowned for manufacturing advanced products or essential componentry that are sought after in global markets. This creates significant opportunities for Tasmanians to perform high value, highly skilled jobs in an innovative, globally connected work environment.

These opportunities are accompanied by a range of labour and skill challenges facing Tasmanian advanced manufacturers, as identified in the Skills and Training Audit<sup>5</sup>. Importantly, in the current tight labour market the availability and capability of skilled labour is constraining the sector's ability to take advantage of sound market prospects.

In developing this Plan, industry was clear the sector needs to transform its workforce capability and productivity to fuel business growth. This Plan identifies three key themes for achieving this transformation:



#### 1. Growing the workforce

- Increase the supply of labour by improving the diversity of the labour supply pipeline
- Improve industry brand image
- Develop clear career pathways into advanced manufacturing
- Strengthen existing labour supply sources

#### 2. Skilling the workforce for the future

- Improve connections between industry and training providers to ensure the workforce has the right skills
- Strengthen and expand training opportunities for industry to meet current and emerging needs



#### 3. Connecting industry ecosystems

- Improve industry collaboration and insight sharing
- Improve sector workforce retention
- Improve employer information on government programs that assist workforce development
- Reduce housing and transport barriers in regional areas



To support this transformation, this Plan outlines Actions to build the capability and productivity of the advanced manufacturing sector. It focuses on filling gaps in workforce development needs across the sector. Where possible, it builds on the many solutions already in place that can be better integrated to cover all sub-sectors.

The role of industry (industry peaks and employers) is critical in implementing this Plan in:

- identifying current and emerging skill needs
- facilitating a range of entry pathways to working in advanced manufacturing – including training-based pathways such as apprenticeships and traineeships, and other pathways such as cadetships and internships
- ensuring training content, availability and standards meet current and future industry need (including accredited and non-accredited training)
- supporting skills, education and training, and workforce development (including placement availability, training package engagement and on-the-job training)
- participating in training and assessment activities.

Government has an important role in facilitating change to assist workforce transformation through a range of initiatives, programs and funding.

This Plan caters for workforce development requirements that vary given the differing levels of market maturity of firms within the sector. It addresses the needs of the large, well established advanced manufacturing firms as well as those of rapidly growing small to medium sized firms.

Importantly, this plan seeks solutions to:

1. Meet industry's immediate labour needs
2. Strengthening the existing sources of labour by supporting pathways from education to industry
3. Assuring workforce quality
4. Improving the connections between industry and education and training providers
5. Building industry capability to lead and build its advanced manufacturing capability.



## 4 Actions 2023-2026

This section outlines detailed Actions for the period 2023-2026 to transform the advanced manufacturing workforce. The Actions are designed to support a set of strategies for each identified theme:

Theme	Strategies
Growing the workforce	Increase the labour supply pipeline to grow both labour and skills supply
	Build and promote a positive brand for careers in the advanced manufacturing sector
	Develop clear career pathway/s for advanced manufacturing
	Increase the engagement of the school sector in promoting advanced manufacturing, including actions to increase VET in Schools and ASBAs
	Increase labour diversity to grow the labour supply and support innovation
	Support the provision of practical work placement opportunities by industry for those undertaking VET and tertiary training
	Support improvement in employability skills through strengthening connections between employers and pre-employment programs
Skilling the workforce	Establish mechanisms to improve the ability of SMEs to access and take up apprenticeships and traineeships
	Establish mechanisms to ensure the quality of training delivery reflects current and emerging industry needs
	For areas of high skill need, develop on-island accredited training options for skills that are currently delivered off-island or through non-accredited training
	Provide support for relevant non-accredited training
Connecting industry ecosystems	Mechanisms to support and encourage employers to share insights and solutions to workforce development issues
	Mechanisms to support employers to retain staff
	Mechanisms to provide customised employer information on relevant government programs
	Mechanisms to address housing and transport challenges for advanced manufacturing businesses in regional areas

The Actions outline:

- Which organisation should be responsible for leading the implementation of the action
- The key supporting stakeholders who will support the lead organisation
- The timing associated with each action – short, medium or long term<sup>1</sup>.

The Actions have been designed to benefit all businesses in the advanced manufacturing sector, regardless of peak or other industry body membership.

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<sup>1</sup> Short term = 6-12 months | Medium term = 1-2 years | Long term = 3+ years

## 4.1 Growing the workforce

#	Strategy	Goal/s	#	Action	Who	When
1	Increase the labour supply pipeline to grow both labour and skills supply.	Increase participation in the advanced manufacturing sector.	1.1	Investigate and pilot a coordinated industry-led advanced manufacturing cadetship program for intensive skill development comprising accredited qualifications and hands-on training with pathways to employment on graduation.  The program could initially target female graduates and other underrepresented members of the community, including graduates of non-advanced manufacturing disciplines, and could later be extended to other cohorts.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • Employers	Medium
			1.2	Support/encourage employers to engage with the Regional Jobs Hubs Network to provide information on workforce needs, and employment opportunities available to local residents.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • Jobs Tasmania	Short
2	Build and promote a positive brand for careers in the advanced manufacturing sector.	Positive brand image of advanced manufacturing sector.  Increased participation in the advanced manufacturing sector.	2.1	Promote industry participation in relevant awards programs, including: <ul style="list-style-type: none"> <li>• <a href="#">Women in Resources and Manufacturing Awards</a></li> <li>• <a href="#">Tasmanian Timber Awards</a></li> <li>• <a href="#">Tasmanian Training Awards</a></li> <li>• <a href="#">Employer of Choice Awards</a></li> <li>• <a href="#">Tasmanian Export Awards</a></li> </ul>	<b>Lead:</b> • Industry Peaks	Ongoing
			2.2	Coordinate brand initiatives to promote the advanced manufacturing sector as a whole to the broader community. This will include establishing benchmarks and KPIs for these initiatives.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • DSG	Medium
3	Develop clear career pathway/s for advanced manufacturing.	Improved awareness and understanding of advanced manufacturing career opportunities and training requirements.	3.1	Collate, develop and promote digital assets that support the brand initiatives to be developed under Action 2.2 (for example, packages of learning to assist school-based activities).	<b>Lead:</b> • Industry Peaks	Short
			3.2	Encourage training providers to develop clear recognition and credit transfer arrangements between priority industry qualifications.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • RTOs	Medium
			3.3	Explore, understand and promote existing internship avenues to industry and the potential for new avenues.	<b>Lead:</b> • Industry peaks	Short
4	Increase the engagement of the school sector in promoting advanced manufacturing, including actions to increase VET in Schools and ASBAs.	Teachers and career counsellors become advocates of advanced manufacturing career opportunities.  Advanced manufacturing seen as	4.1	Develop an experientially based program for late primary school onwards incorporating elements of virtual reality and gamification. The design of the program should be informed by existing programs such as: <ul style="list-style-type: none"> <li>• <a href="#">TMEC School Visits and Tours Program</a></li> <li>• <a href="#">BBAMZ Community Education Program</a></li> <li>• <a href="#">TFGA's Kids to Farms Project</a></li> </ul>	<b>Lead:</b> • Industry Peaks <b>Support:</b> • TMEC • BBAMZ • TAPG	Medium

#	Strategy	Goal/s	#	Action	Who	When
		a positive career choice by students and school leavers. Increased use of ASBAs and VET in Schools programs.		This initiative should examine the potential for extending the breadth and reach of these programs to target a greater age range of students and more sub-sectors, rather than creating an entirely new program.		
			4.2	Establish a network of influencers / ambassadors to support the brand initiatives to be developed under Action 2.2.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • Employers • DECYP • UTAS • TasTAFE • RTOs	Medium
			4.3	Encourage industry to participate in DECYP's Advanced Manufacturing Industry Advisory Group to inform curriculum development and experiential learning opportunities to promote skills and pathways for the advanced manufacturing sector. This will build on the success of the Tasmanian Agricultural Education Framework.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • DECYP	Short
5	Increase labour diversity to grow the labour supply and support innovation.	Increase diversity in the advanced manufacturing sector, particularly for non-traditional roles, including: • Migrants • Women • Aboriginal people • Older workers • People with neurodiversity • People with a disability.	5.1	Encourage employers to engage with career connector programs such as <a href="#">Work 45+</a> to connect older workers with advanced manufacturing employment opportunities.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • DSG	Ongoing
			5.2	Promote women's participation in advanced manufacturing through leveraging existing and emerging programs such as: • <a href="#">Workplace Diversity Project</a> • Fearless Festival • Supporting women to succeed programs (Industry and Government) • Rural Business Tasmania programs.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • DSG	Ongoing
			5.3	Establish advanced manufacturing "meet-ups" through the <a href="#">Migrant Resource Centre</a> 's Migrant Network Tasmania to connect migrants with employers.	<b>Lead:</b> • Industry Peaks <b>Support:</b> • Migrant Resource Centre • Employers	Short
			5.4	Share insights and tools on how to support family friendly work policies and services that improve the ability of people with caring responsibilities to participate in the advanced manufacturing workforce.	<b>Lead:</b> • Industry Peaks	Short
6	Support the provision of practical work placement opportunities by industry	Increased numbers of students undertaking practical work placements with advanced	6.1	Establish an advanced manufacturing sector work experience and placement program with supporting resources to: • connect employers, students, and training providers with work opportunities	<b>Lead:</b> • Industry Peaks	Short

#	Strategy	Goal/s	#	Action	Who	When
	for those undertaking VET and tertiary training.	manufacturing employers.		<ul style="list-style-type: none"> <li>support pathways in schools and VET Programs.</li> </ul>	<b>Support:</b> <ul style="list-style-type: none"> <li>Employers</li> <li>DECYP</li> <li>UTAS</li> <li>TasTAFE</li> <li>RTOs</li> </ul>	
7	Support improvement in employability skills through strengthening connections between employers and pre-employment programs.	Increased access to job opportunities for graduates of pre-employment programs.	7.1	<p>In collaboration with the Regional Jobs Hubs Network, RTOs and employers, explore the piloting of a job pool that comprises graduates from pre-employment programs. The jobs pool would enable employers to access a pre-qualified/quality-controlled cohort of graduates that are job ready.</p> <p>The job pool would involve:</p> <ul style="list-style-type: none"> <li>Graduates from identified pre-employment programs run by participating RTOs being able to register in the job pool</li> <li>Participating employers commit to recruiting from the jobs pool.</li> </ul> <p>This initiative could include pre-employment programs offered by:</p> <ul style="list-style-type: none"> <li><a href="#">TasTAFE</a> and other RTOs</li> <li><a href="#">DoE Trade Training Centres</a></li> <li><a href="#">Regional Jobs Hubs – e.g.: Northern Employment and Business Hub pre-employment training</a></li> <li>Beacon Foundation.</li> </ul>	<b>Lead:</b> <ul style="list-style-type: none"> <li>TMEC</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> <li>Employers</li> <li>DECYP</li> <li>RTOs</li> <li>Jobs Hubs</li> </ul>	Medium

## 4.2 Skilling the workforce

#	Strategy	Goal/s	#	Action	Who	When
8	Establish mechanisms to improve the ability of SMEs to access and take up apprenticeships and traineeships.	Increased completions of traineeships and apprenticeships with SMEs.	8.1	Develop programs that promote and support the role of GTOs in supporting apprentices and trainees and their host employers, particularly SMEs.	<b>Lead:</b> <ul style="list-style-type: none"> <li>DSG</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul>	Short
			8.2	Promote apprenticeships and traineeships to employers to increase the uptake and access to career pathways into advanced manufacturing.	<b>Lead:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>AASNs</li> <li>GTOs</li> </ul>	Ongoing
			8.3	Develop a series of mentoring training modules to suit specific stages of employment and identified apprentice needs in the advanced manufacturing sector.  The modules would support employers and GTOs to deal with specific challenges experienced when employing apprentices. These may be based on existing mentoring programs such as the <i>Australian</i>	<b>Lead:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>DSG</li> </ul>	Medium

#	Strategy	Goal/s	#	Action	Who	When
				<i>Apprenticeship Support Network's <a href="#">Employer Coaching and Advisory Services</a></i> . Training modules could then be delivered through GTOs and other mentoring initiatives such as Mentoring for Success.		
9	Establish mechanisms to ensure the quality of training delivery reflects current and emerging industry needs.	VET training delivery that is designed to assure workforce quality.	9.1	Establish an Annual Advanced Manufacturing Peaks Forum to identify industry training quality requirements to be then shared with the relevant sector education and training providers.  This should include the Forum identifying initiatives that encourage industry participation in validation and moderation sessions with education and training providers to ensure industry aligned training and assessment. <ul style="list-style-type: none"> <li>Forum partners will support this forum through sharing up-to-date industry and employer information on training quality issues.</li> </ul>	<b>Lead:</b> <ul style="list-style-type: none"> <li>TMEC</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> <li>UTAS</li> <li>RTOs</li> <li>DSG</li> </ul>	Medium
		Improved skills currency opportunities for training provider staff.  Improved access to current technology, equipment and processes for training providers.	9.2	Develop further opportunities to connect industry, local training providers and key equipment vendors. The program would facilitate: <ul style="list-style-type: none"> <li>Employers providing training provider staff with site visit opportunities to keep their skills current</li> <li>Ensure training providers are aware of industry needs for delivery, format and content of training</li> <li>Ensure training providers have access to current technology and equipment for staff and students.</li> </ul>	<b>Lead:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Employers</li> <li>RTOs</li> </ul>	Medium
		Increase the number of trainers in the advanced manufacturing sector with industry current experience.	9.3	Implement TasTAFE's <i>Developing Industry Trainers Program</i> across the advanced manufacturing sector to skill-up industry specialists to become trainers/assessors so that they can apply competency-based training and assessment in their workplaces and the broader training sector.	<b>Lead:</b> <ul style="list-style-type: none"> <li>TasTAFE</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Employers</li> <li>Industry Peaks</li> </ul>	Medium
		A TasTAFE delivery and assessment model that meets industry needs in the advanced manufacturing sector.	9.4	Through the TasTAFE stakeholder engagement model and process, investigate how industry can support the improvement of TasTAFE's delivery model to meet the advanced manufacturing sector's needs.	<b>Lead:</b> <ul style="list-style-type: none"> <li>TasTAFE</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul>	Short
10	For areas of high skill need, develop on-island accredited training options for skills that are currently delivered off-island or through non-accredited training.	On-island availability of accredited qualifications that meet industry needs.	10.1	Understand and quantify the needs of Tasmanian advanced manufacturing companies for specialist training (for example, in ship insulation installation and distilling).	<b>Lead:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Employers</li> <li>DSG</li> </ul>	Short
			10.2	Encourage industry to provide input into the National Training system, particularly regarding training package review, either directly or indirectly through Skills Tasmania.	<b>Lead:</b> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>Skills Tasmania</li> </ul>	Long

#	Strategy	Goal/s	#	Action	Who	When
11	Provide support for relevant non-accredited training.	Industry can access support for non-accredited training to meet specific skills needs.	11.1	<p>Support a consistent approach to training assistance (accredited and non-accredited) that provides appropriate incentives for accredited training while meeting advanced manufacturing employer needs for responsiveness and flexibility.</p> <p>This should include promoting government initiatives to support workforce development such as:</p> <ul style="list-style-type: none"> <li>• <a href="#">Rapid Response Skills Initiative</a></li> <li>• <a href="#">Job Ready Fund</a></li> <li>• <a href="#">Skills2Manufacturing Program.</a></li> </ul>	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• DSG</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Short

### 4.3 Connecting industry ecosystems

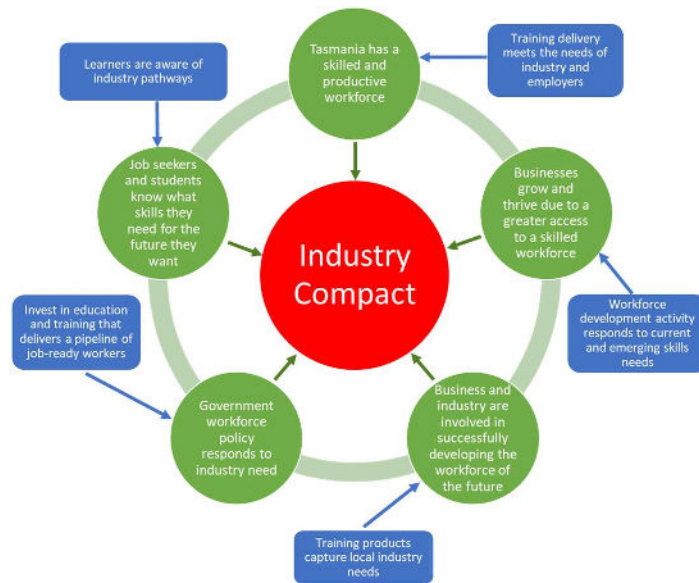
#	Strategy	Goal/s	#	Action	Who	When
12	Mechanisms to support and encourage employers to share insights and solutions to workforce development issues.	<p>Improved awareness of emerging industry practice that resolves contemporary workforce development issues.</p> <p>Positive workplace culture adopted across the advanced manufacturing sector.</p> <p>Improved capability of leaders and managers.</p>	12.1	<p>Use the Employer of Choice program to deliver a program of advanced manufacturing events aimed at sharing success stories from employers and employees.</p> <p>Topics could include:</p> <ul style="list-style-type: none"> <li>• Managing diversity in the workforce</li> <li>• Cultural responsiveness training</li> <li>• Improving workplace culture</li> <li>• Job and task design</li> <li>• Managing intergenerational workforces</li> <li>• Innovative solutions to workforce challenges</li> <li>• How to lead and motivate staff</li> <li>• How LEAN principles can support workplace culture.</li> </ul>	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• DSG</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Short
		<p>Increased awareness of emerging industry technology and practice.</p>	12.2	Expand the Insights to Excellence tours to include examination of innovative workforce development approaches relevant to advanced manufacturing.	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• DSG</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Short
13	Mechanisms to support employers to retain staff.	Improved worker retention.	13.1	Leverage the <i>Employer of Choice</i> program to support the understanding of advanced manufacturing employers of workforce development, retention and succession.	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• DSG</li> </ul>	Short
			13.2	Explore opportunities to facilitate cluster-based employment for skilled trades in the advanced manufacturing sector to improve workforce retention across fluctuating business cycles and to offer breadth and depth of the employment experience to workers.	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Employers</li> </ul>	Medium
			13.3	SMEs to look to provide Employee Assistance Programs (EAP) as a cooperative.	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Medium

#	Strategy	Goal/s	#	Action	Who	When
				This could support employers with improving workforce retention and workplace culture. It could provide support for employees and their families facing issues relating to mental health and wellbeing or resolving workplace challenges.	<b>Support:</b> • Employers	
			13.4	Explore the facilitation of a <a href="#">business action learning</a> program for the advanced manufacturing sector through Business Action Learning Tasmania, with a focus on addressing workforce development and retention.	<b>Lead:</b> • Industry Peaks	Short
14	Mechanisms to provide customised employer information on relevant government programs.	Improved awareness and uptake of government programs to support workforce development in the sector.	14.1	Disseminate up-to-date information to advanced manufacturing employers through a range of channels, such as podcasts, webinars, industry newsletters, etc. This would include regular review and refresh of online mechanisms to facilitate easy navigation and quick access to relevant programs.	<b>Lead:</b> • DSG <b>Support:</b> • Industry Peaks	Ongoing
			14.2	Seek feedback from industry on how the suite of advanced manufacturing sector improvement programs could be enhanced. i.e.: • <a href="#">Advanced Manufacturing Skills2Manufacturing</a> • <a href="#">Advanced Manufacturing Business Improvement Program</a> • <a href="#">AusIndustry</a> .	<b>Lead:</b> • Relevant administering agency <b>Support:</b> • Industry Peaks	Short
15	Mechanisms to address housing and transport challenges for advanced manufacturing businesses in regional areas.	Overcome barriers to employment posed by housing and transportation to remote areas.	15.1	Investigate cluster-based solutions in regional areas to assist in addressing employee transport and housing issues, for example through provision of chartered transport or subsidised housing. This will support regional priority sectors, including advanced manufacturing.	<b>Lead:</b> • DSG <b>Support:</b> • Industry Peaks • Jobs Tasmania	Medium



## 5 Priority Actions

The Tasmanian Government is developing Industry Compacts with priority industry sectors, including advanced manufacturing.



Industry Compacts will provide the structure for government and industry to work collaboratively to address the sector’s workforce needs.

Importantly, Industry Compacts will list priority actions agreed with industry to address urgent training needs and workforce shortages. AMWAG determined that the following priority actions from this Plan should be included in the Advanced Manufacturing Industry Compact. These priority actions will be subject to annual review by the parties to the Compact.

#	Area	Priority Action	Who	When <sup>2</sup>	Ref <sup>3</sup>
1.	Brand	<p>Coordinate brand initiatives to promote the advanced manufacturing sector as a whole to the broader community to enhance career awareness and recruitment. This will include:</p> <ul style="list-style-type: none"> <li>Establishing benchmarks and KPIs for these initiatives</li> <li>Collating, developing, sharing and promoting digital assets that support these brand initiatives (for example, packages of learning to assist school-based activities)</li> <li>Establishing a network of influencers / ambassadors to support these brand initiatives.</li> </ul>	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>Industry Peaks</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>DSG</li> <li>Employers</li> <li>DECYP</li> <li>UTAS</li> <li>RTOs</li> <li>TasTAFE</li> </ul>	Short to Medium	2.2 3.1 4.2

<sup>2</sup> Short term = 6-12 months | Medium term = 1-2 years | Long term = 3+ years

<sup>3</sup> Reference to individual actions detailed in Section 4



#	Area	Priority Action	Who	When <sup>2</sup>	Ref <sup>3</sup>
2.	Diversity	<p>Encourage employers to engage with programs supporting greater workforce diversity such as:</p> <ul style="list-style-type: none"> <li>• career connector programs such as Work 45+ to connect older workers with advanced manufacturing employment opportunities</li> <li>• women's participation in advanced manufacturing through leveraging existing and emerging programs such as: <ul style="list-style-type: none"> <li>- <u>Workplace Diversity Project</u></li> <li>- Fearless Festival</li> <li>- Supporting women to succeed programs (Industry and Government)</li> <li>- Rural Business Tasmania programs.</li> </ul> </li> <li>• advanced manufacturing 'meet-ups' through the Migrant Resource Centre's Migrant Network Tasmania to connect migrants with employers.</li> </ul>	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• DSG</li> <li>• Migrant Resource Centre</li> <li>• Employers</li> </ul>	Short to Ongoing	5.1 5.2 5.3
3.		Share insights and tools on how to support family friendly work policies and services that improve the ability of people with caring responsibilities to participate in the advanced manufacturing workforce.	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Short	5.4
4.	Work integrated learning	<p>Establish an advanced manufacturing sector work experience and placement program with supporting resources to:</p> <ul style="list-style-type: none"> <li>• connect employers, students, and training providers with work opportunities</li> <li>• support pathways in schools and VET Programs.</li> </ul>	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Employers</li> <li>• DECYP</li> <li>• UTAS</li> <li>• RTOs</li> <li>• TasTAFE</li> </ul>	Short	6.1
5.		In collaboration with the Regional Jobs Hubs Network, RTOs and Employers, explore the piloting of a job pool that comprises graduates from pre-employment programs. The jobs pool would enable employers to access a pre-qualified/quality-controlled cohort of graduates that are job ready.	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• TMEC</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> <li>• Employers</li> <li>• DECYP</li> <li>• RTOs</li> <li>• Jobs Hubs</li> </ul>	Medium	7.1

#	Area	Priority Action	Who	When <sup>2</sup>	Ref <sup>3</sup>
6.	Quality of training	<p>Establish an Annual Advanced Manufacturing Peaks Forum to identify industry training quality requirements to be then shared with the relevant sector education and training providers.</p> <p>This should include the Forum identifying initiatives that encourage industry participation in validation and moderation sessions with education and training providers to ensure industry aligned training and assessment.</p> <ul style="list-style-type: none"> <li>• Forum partners will support this forum through sharing up-to-date industry and employer information on training quality issues.</li> </ul>	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• TMEC</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> <li>• UTAS</li> <li>• RTOs</li> <li>• DSG</li> </ul>	Short	9.1
7.	Retention	<p>Enhance industry workforce development capacity through:</p> <ul style="list-style-type: none"> <li>• Expanding the Insights to Excellence tours to include innovative workforce development approaches relevant to advanced manufacturing.</li> <li>• Leveraging the <i>Employer of Choice</i> program to support the understanding of advanced manufacturing employers of workforce development, retention and succession.</li> </ul>	<p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• DSG</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Industry Peaks</li> </ul>	Short	12.2 13.1

## 6 Next steps

Implementing this Plan and the priority actions listed in Section 5 will require separate governance arrangements. In this respect:

- The Tasmanian Government will execute with relevant advanced manufacturing industry peaks an Industry Compact that includes the priority actions. The Compact will set out a framework for government and the sector to work collaboratively to deliver on their respective strengths and responsibilities for training, workforce development and the priority actions
- TMEC will convene a meeting of the advanced manufacturing industry peaks to develop and agree to a governance mechanism that will underpin their ongoing collaboration on the implementation of the remaining initiatives in this Plan.

## Endnotes

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- <sup>1</sup> *Tasmanian Advanced Manufacturing Action Plan 2024*, Department of State Growth, November 2020, p. 20
- <sup>2</sup> *Ibid*, p. 20
- <sup>3</sup> *Advanced Manufacturing Skills and Training Audit*, prepared by Stenning & Associates for the Advanced Manufacturing Workforce Advisory Group, October 2022
- <sup>4</sup> *Tasmanian Advanced Manufacturing Action Plan 2024*, Department of State Growth, November 2020
- <sup>5</sup> *Advanced Manufacturing Skills and Training Audit*, prepared by Stenning & Associates for the Advanced Manufacturing Workforce Advisory Group, October 2022, pp 35-38