



THE NEW WORK MINDSET IN ACTION: South West Victoria

Applying the New Work Mindset

Informed by the Foundation for Young Australians' (FYA) New Work Mindset report, this project is a collaboration between the South West Institute of TAFE (SWTAFE), FYA, Lyndoch Living, Western District Health Service and Eventide Homes.

By developing, testing and trialling new career development and management processes and tools the initiative will shift the mindset of students and employers from job specific training to a focus on building a portfolio of transferable skills. This will increase the long term employability of current and future workers in South West Victoria and better meet the immediate needs of employers.

The project is funded by the Victorian Department of Education and Training's Workforce Training Innovation Fund. Find out more at fya.org.au

This report is part of FYA's Research in Action.

This report was prepared by FYA in partnership with SWTAFE and AlphaBeta who conducted data analysis utilising Burning Glass and TalentNeuron databases. For further information on the data in this report, contact AlphaBeta via sydney@alphabeta.com

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burningglass
TECHNOLOGIES

We would like to acknowledge the traditional custodians of the land in South West Victoria and throughout Australia. We pay our respects to their elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Indigenous Australia. We acknowledge that Aboriginal and/or Torres Strait Islander people continue to live in spiritual and sacred relationships with this country.

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Foreword

As work is being transformed across the economy, Vocational Education and Training (VET) offers a real opportunity to help our workforce get future-fit and establish a new approach to their careers.

Today, the average worker is anticipated to have 17 jobs over five careers in their lifetime.¹ Each of these jobs are being transformed by technology and a more global economy - meaning that what we do at work, where we're working and the types of skills we need to succeed in multiple careers have changed.²

Technical or job specific skills will still be important to succeed in the changed economy. However, in an age where smart machines will be able to do many of the routine or manual tasks in our jobs, workers will also need enterprise skills such as communication, teamwork and problem solving as well as a range of other skills.

Just as the shape of the economy is changing across the world, South West Victoria's work landscape is shifting. While agriculture remains the largest employer and a vital contributor to the economy in the South West Victoria region, there has been significant growth in job opportunities within the healthcare and social assistance sector. Now the second largest employment industry in the region, there has been a 26% increase in the number of jobs available over the last 10 years.³

As well as technological change, an ageing population has driven much of the increased demand in the healthcare and social assistance sector. This shifting economy is now creating new job opportunities in roles which require highly developed enterprise skills, particularly within Aged Care which require finely tuned interpersonal skills. This presents an exciting opportunity for South West Victoria's Aged Care Sector to become future focussed by offering a world-class and innovative approach to ageing well in Australia.

So how do we help current and future workers prepare for and succeed in this shifting economy?

We need to shift the way we approach our working lives - to think in terms of skills instead of jobs.

With a direct connection to industry, VET institutions are uniquely positioned to prepare current and future workers for a changing economy - and to keep up with the changing demands of employers. As a regional hub for education where over 22% of the population aged 15 years and older have a VET qualification, South West Victoria, and regional providers like South West TAFE, are well positioned to demonstrate how educators, employers and workers in the region can build a learning system more responsive to the shifting economy.⁴

This is why South West TAFE is collaborating with the Foundation for Young Australians (FYA) and industry partners Lyndoch Living, Western District Health Service and Eventide Homes on a new place-based initiative in South West Victoria. This collaboration of education, industry and for-purpose providers secured funding through the Victorian Department of Education and Training's Workforce Training Innovation Fund to jointly explore new ideas and solutions to enhance workplace productivity and employee longevity.

The following report is the first piece of this puzzle, mapping out the job opportunities and skills workers need to succeed. It also highlights a way for our learning and training systems to support current and future workers to build transferable skills, prepare for lifelong learning and multiple careers.

In providing a new learning model for industry and vocational education, the initiative aims to increase the long term employability of students and better meet the immediate needs of Aged Care providers in South West Victoria.

The new reality of work is here to stay. We can't press pause on change, or halt the increasing demands on our workers. But we can set them up for success with a model of learning that is collaborative, future focussed and aspirational.

Mark Fidge

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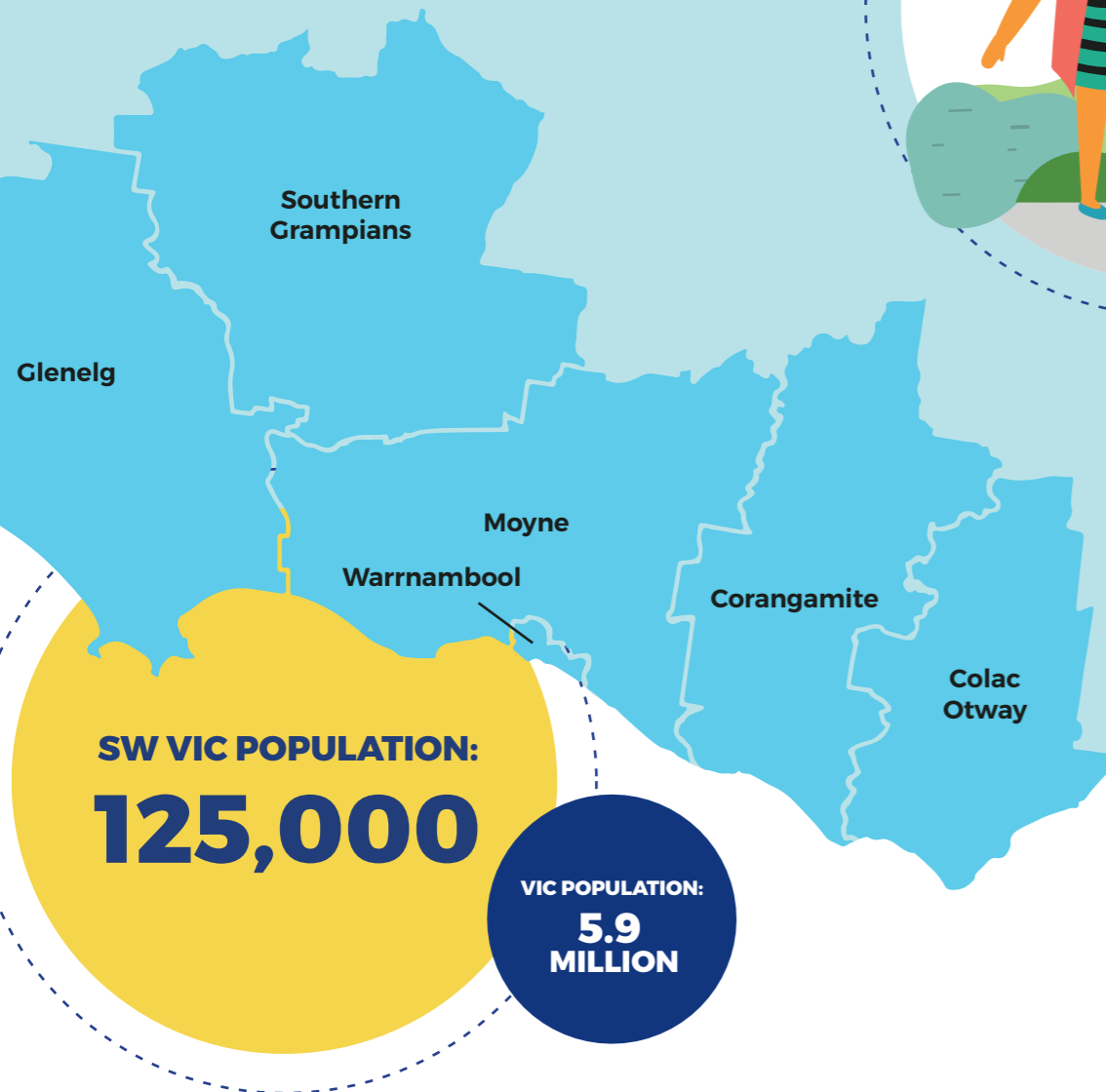
CEO, Western District Health Service

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Snapshot: The changing economy in South West Victoria

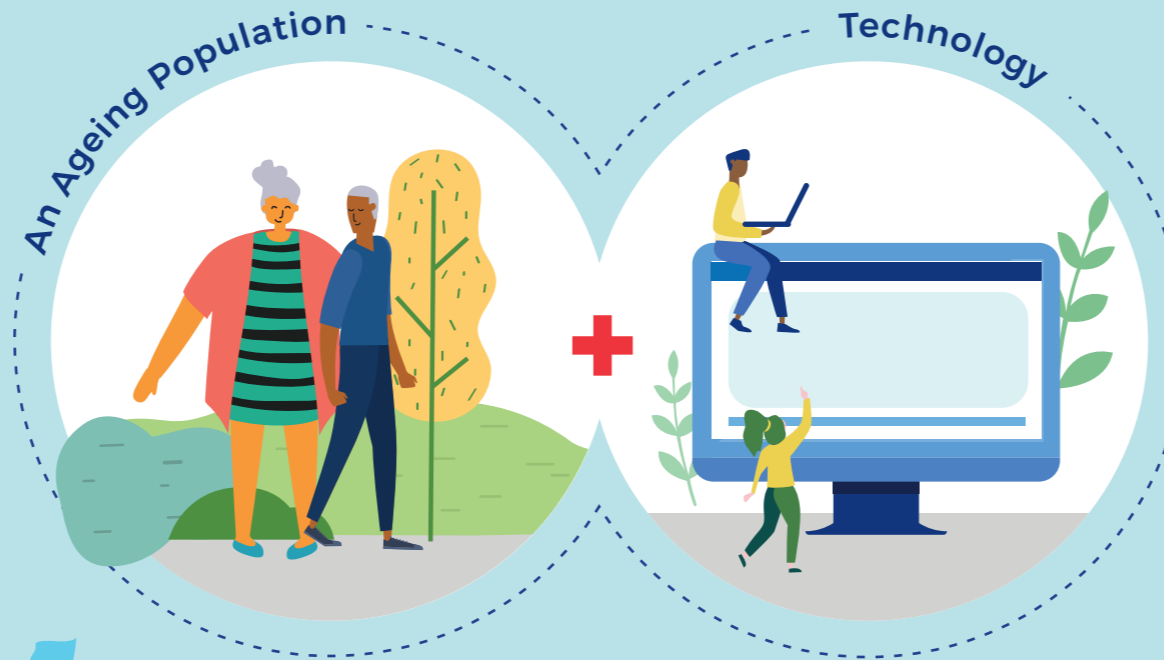
1 SOUTH WEST VICTORIA



2 WHAT'S CREATING CHANGE IN THE REGION?

Technology and an ageing population are changing employment opportunities in South West Victoria:

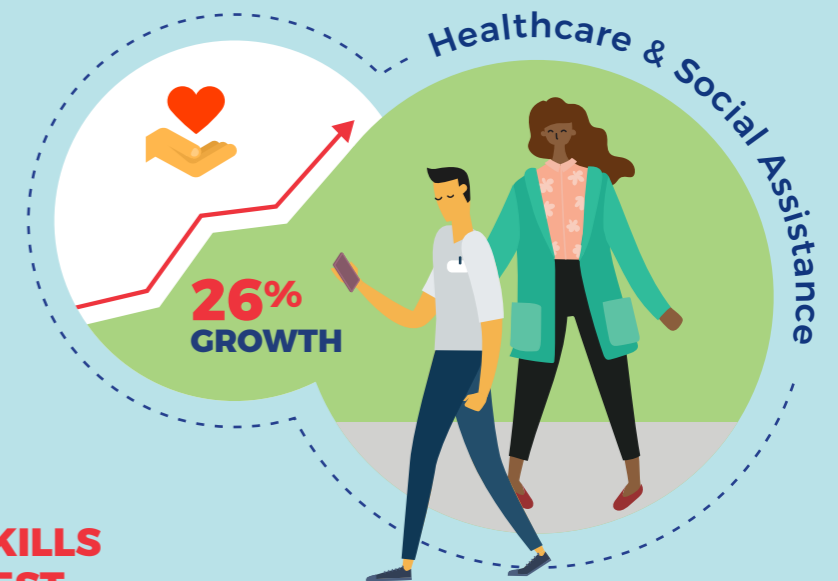
By 2030, **1 in 4** people could be aged 65 years and over in South West Victoria, compared to less than 1 in 5 in Victoria.



3 WHAT DOES THIS MEAN FOR CURRENT AND FUTURE WORKERS?

The types of jobs available in South West Victoria are changing:

Over the past 10 years jobs in Healthcare and Social Assistance have grown by **26%** with Residential Care the biggest driver of growth, growing by **10%**.



4 AS A RESULT THE TYPES OF SKILLS WORKERS NEED IN SOUTH WEST VICTORIA HAVE CHANGED...

Top 3 enterprise skills demanded in South West Victoria:

Communication is the most in-demand enterprise skill appearing in **38%** of all job ads.



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Executive Summary

Career trajectories used to be straightforward. Pick a job, figure out what study or training you need, graduate, get a job and work your way up the industry ladder. People used to spend years, decades even, in the same job before retiring. In the new, dynamic world of work, these traditional, linear pathways of work are disappearing.

Globalisation, automation and increasing flexibility have radically altered what we do, as well as where and how we work. Coupled with Australia’s ageing population, these changes bring both opportunities and challenges for current and future workers. Automation is already affecting jobs in a range of industries in Australia, from retail to manufacturing. Around 70% of young people in Australia currently enter the labour market with skills that may soon be redundant as their jobs are impacted by automation.⁵ The World Economic Forum argues the most in demand jobs in the world today didn’t exist 10 years ago.⁶

This shift in what we’re doing at work demands a different skill set. FYA’s *New Work Order* report series has identified a core set of transferable enterprise skills that employers are already expecting workers to have.⁷ In the future, as technology performs more of the routine, manual tasks, these skills will be increasingly important. Previously termed “soft skills” or “21st century skills”, enterprise skills include but are not limited to communication skills, teamwork and problem solving.

In the past we’ve adopted a model of “study at school, do at work”. This model is rapidly becoming outdated with current and future workers today expected to have 17 jobs across five careers in their lifetime.⁸ To effectively prepare for this rapidly changing future, we need to adopt a new mindset.

FYA’s *New Work Mindset* report revealed seven new job clusters across the Australian economy.⁹ This cluster model demonstrates that when a person trains or works in one job they may acquire skills and capabilities that help them access 13 other jobs. Rather than thinking about a future job as 1000+ isolated occupations, the research demonstrates a new approach to the way we think about and prepare for work.

Through this approach, we can recast the uncertain future of work as an opportunity to develop a portfolio of skills that current and future workers can deploy across multiple jobs. This report provides insights into how the changing economy is impacting employment in South West Victoria.

By analysing data related to jobs in Victoria and South West Victoria, a number of trends are revealed, which help identify key job opportunities within the region, and the skills workers need to thrive in the changing work landscape.

These data driven insights can help learning systems in the region deliver training more responsive to employer demands and enable industries to provide future focussed workforce planning.

The changing economy of South West Victoria

Just as the shape of the economy is changing across the world, South West Victoria's work landscape is shifting. While agriculture remains the largest employer in the region, there has been significant growth in the healthcare and social assistance sector. Now the second largest employment industry in the region, there has been a 26% increase in the number of jobs available in the sector over the last 10 years.

These changes are reflective of technological advancements as well as a demographic shift with an ageing population driving much of the increased demand in the healthcare and social assistance sector. As a result, the South West Victorian economy is now seeing an increase in roles requiring greater interpersonal and communication skills, such as Community and Personal Care Workers.

The Aged Care industry is already facing its own challenges with a changing legislative landscape, increased competition and greater scrutiny. These factors create a fertile environment for innovation and change, presenting dynamic and transformative opportunities for current and future workers in the region.

This opportunity is further reinforced by innovative approaches to Aged Care by local providers in the region: Lyndoch Living, Western District Health Service and Eventide Homes. Their vision for the region will position South West Victoria as the centre for wellbeing and ageing well in Australia.

To take advantage of the opportunities the region presents, current and future workers will need to understand the areas of employment growth, how they are connected, and the skills needed to thrive in the future.

Growing jobs in the Carers cluster

This report utilises the *New Work Mindset* methodology, mapping out the clusters of work and corresponding skills, to identify employment opportunities and skills needed for work in South West Victoria.

The Carers cluster of work represents a significant opportunity for current and future workers in the region. It is estimated that the Carers cluster will employ an additional 2,500 people in the region by 2025, with the number of jobs expected to grow by 3% each year.¹⁰ Jobs within this cluster include Personal Care Workers, Nurses and Allied Health Professionals, as well as Fitness Instructors and Beauty Therapists.

The changing economy and shifts in industries such as the Aged Care industry also offer opportunities to rethink traditional jobs and create new, integrated and dynamic roles based on the future needs of the region.

Transferable skill sets

In order to understand what skills are needed in the Carers cluster and how this is changing, this report analysed 51,000 online job advertisements for key jobs in the broader state of Victoria over the last three years.

The top enterprise skills being demanded by employers in the Carers clusters include teamwork, communication and time management. These three enterprise skills were mentioned over 40,000 times by Victorian employers in their job ads. Alongside technical skills required for many jobs in the cluster such as care planning, clinical experience, and patient care, enterprise skills are essential to navigating careers within the Carers cluster.

The framework for understanding clusters of work also reveals how current and future workers can more easily transition between jobs in a cluster or across clusters. For example, Retail Managers share 13 of the top 20 enterprise skills with Personal Care Workers. This presents an excellent opportunity for workers experiencing the decline in retail jobs within the region to transition into a role that will utilise many of the same skills.

By analysing the skill sets demanded by employers across job clusters, we can inform training and learning systems, making them more responsive to the needs of industry.

Rethinking learning and training systems

We need to create a system that cultivates lifelong learning, supporting current and future workers to continuously upskill and reskill so they can adapt to the shifting economy throughout their careers.

There is growing consensus that Vocational Education and Training (VET) must respond better to the increasing evidence about the changing skills needed for the future of work. VET must also help prepare students by equipping them with skills and a mindset to navigate multiple jobs.

To enable an understanding of where the opportunities for further skill development are in our training systems, this report drew on the data from courses at the South West Institute of TAFE (SWTAFE), a leading provider of VET in the South West Victorian region.

The analysis compared the skills being delivered by SWTAFE, in particular courses with those demanded by employers. The process identified training opportunities that will provide workers with the skills they need in a changing economy. This is one example of how we can use real time data driven evidence to offer more responsive training and better insights into employment opportunities for current and future workers.

To effectively prepare these workers for the changing economy we need to:

- Create a responsive and flexible learning and training system that can rapidly meet changing industry needs;
- Investigate micro-credentials as an option to fill skills gaps where traditional training cannot;
- Improve the involvement of industry and employers in learning systems to support them to develop a pipeline of talent who are able to navigate a changing world of work.

The responsibility for shifting the paradigm rests with all of us, current and future workers, training providers, our learning systems and industries.



Glossary

Skills

Enterprise Skills

Enterprise skills are transferable skills such as problem solving, communication, teamwork, creativity, time management and digital literacy.

Technical Skills

Technical skills are often specific to a particular task, role or industry and can include qualifications such as licenses or certifications.

Micro-credentials

Micro-credentials recognise the achievement of a skill, skill sets or knowledge that is required by industry, professional associations, or the community. They are also referred to as nano-degrees, badges or stackable micro-degrees. Depending on the type of organisation that is delivering or validating the micro-credentials, they can be verified by employers, industry or through a formal certification process.

Roles referred to throughout the report

Personal Care Worker	A Personal Care Worker assists clients with the tasks of daily living and personal care (this may include assisting a person in showering or eating).
Enrolled Nurse	An Enrolled Nurse is a nurse who has completed a Diploma of Enrolled Nursing through TAFE or another training institution, who may facilitate and contribute to the healthcare plan of a client.
Registered Nurse	A Registered Nurse is a nurse who has completed a Bachelor of Nursing at a university-level institution who may create, facilitate, implement and update the healthcare plan of a client. A registered nurse will have more responsibility than an Enrolled Nurse, as well as a higher level of accountability.
Welfare Support Worker	Welfare Support Workers support individuals and families with emotional, financial, or social difficulties. They may directly help secure housing or food or refer clients to agencies that can provide additional services. They also frequently do more substantial coordination and management work for welfare agencies.
Aged and Disabled Carer	Aged and Disabled Carers provide general household assistance, emotional support, care and companionship for aged and disabled persons in their homes.
Allied Health <i>Including Physiotherapist and Occupational Therapists</i>	Allied Health professionals provide a broad range of diagnostic, technical, therapeutic and direct health services to improve the health and wellbeing of the clients they support.
Domestic Services Assistant	Domestic Services Assistants provide assistance with everyday tasks such as dishwashing, cleaning, clothes washing and shopping.
Food Scientist	Food scientists apply scientific expertise and technological principles to the study of food products and processes within manufacturing and research settings.



THE ECONOMY IN SOUTH WEST VICTORIA IS CHANGING

Healthcare and social assistance is growing rapidly

The economy in South West Victoria is changing rapidly. Many jobs are being transformed by technology, with the types of tasks done at work shifting and new job opportunities emerging as a result of this change.

Agriculture remains the largest employer in the region, however, the healthcare and social assistance sector has grown significantly and is now the second largest employer in the region.

South West Victoria's local governments are well-positioned to meet the challenges and the opportunities of a changing economy through strong economic development policies and regional partnerships.

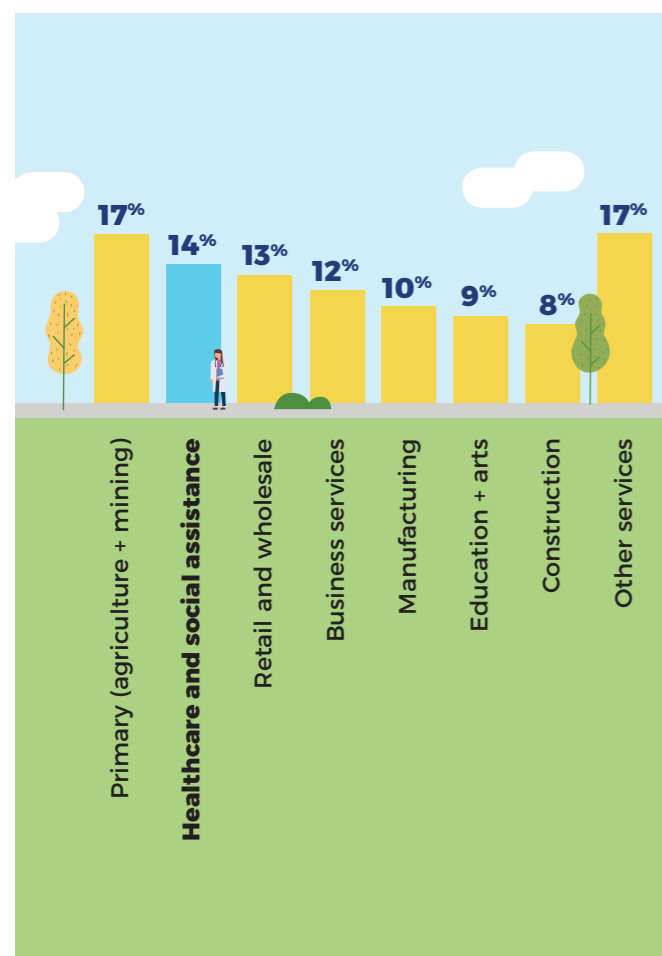
The Great South Coast Regional partnership which spans most of the region referred to in this report, is focussed on ensuring that strong and diverse economies underpin the community.

FIGURE 1

THE ECONOMY IN SOUTH WEST VICTORIA IS CHANGING

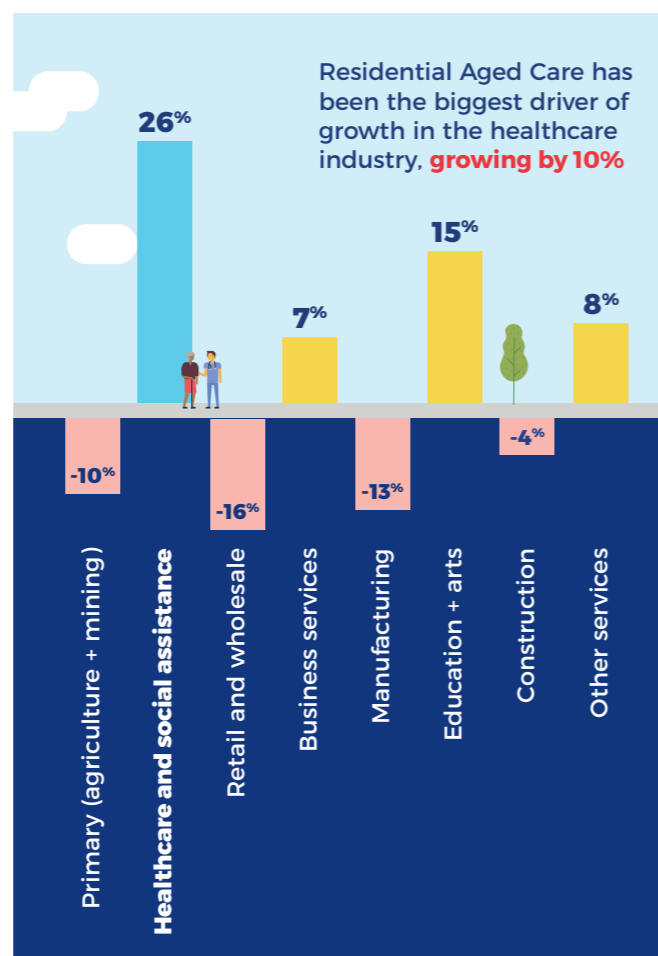
Industry types

Percentage of South West Victorian population employed by industry 2016



Growth in jobs by industry

Percentage growth in number of jobs by industry 2006 to 2016



Source: Australian Bureau of Statistics (2006, 2016) Census.

Note: Other services comprises the following industry (ANZIC) codes: Utilities, Other Services and Hospitality. Business Services comprises: Professional, Scientific and Technical Services, Logistics, Admin and Support Services. Construction also includes: Rental, Hiring and Real Estate Services.

This creates opportunities for local jobs, attracting more people to live in the region. In turn, the community can meet the demand of a rapidly growing healthcare and social assistance sector.¹¹

Over the past decade in South West Victoria, jobs in healthcare and social assistance have increased by 26%. Within the sector, hospitals are currently the biggest employer, comprising 6% of the workforce.¹²

Employment in Residential Aged Care (nursing homes and hostels) has risen 10%, making it the sector's most significant driver of growth (Figure 1).¹³

This shift towards a larger healthcare and social assistance sector means that jobs within the community and personal service occupations, including Personal Care Workers, have increased by 29% (Figure 2).¹⁴

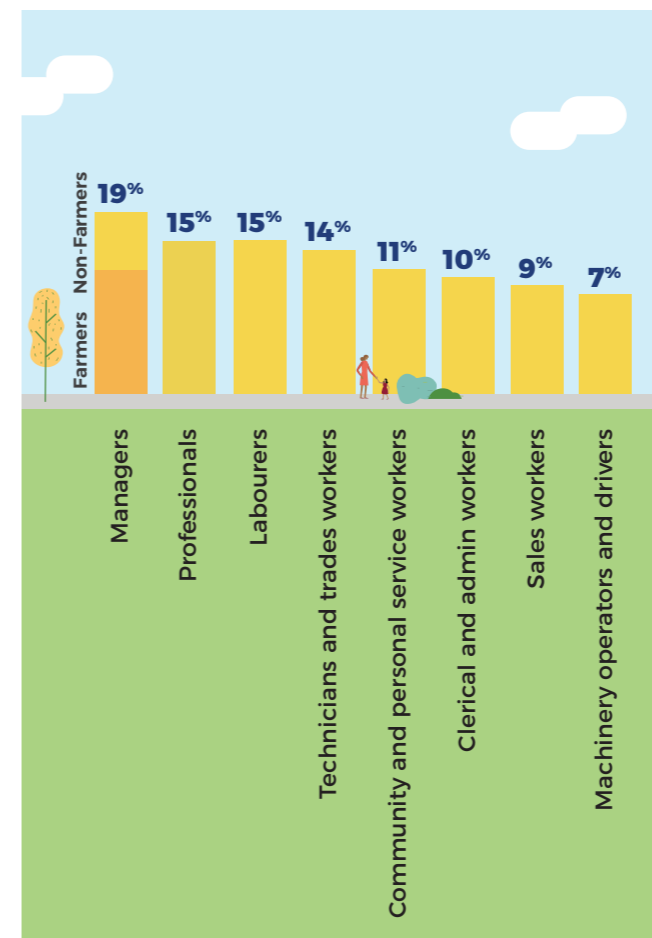
The high growth in the healthcare and social assistance sector is reflected in a recent report by the Victorian Skills Commissioner, which focussed on the skills in demand in the Great South Coast region across all industries.¹⁵ This report builds on those findings with a particular focus on the healthcare and social assistance sector and the skills needed to work in the Aged Care industry.

FIGURE 2

THE TYPES OF JOBS AVAILABLE IN SOUTH WEST VICTORIA ARE CHANGING

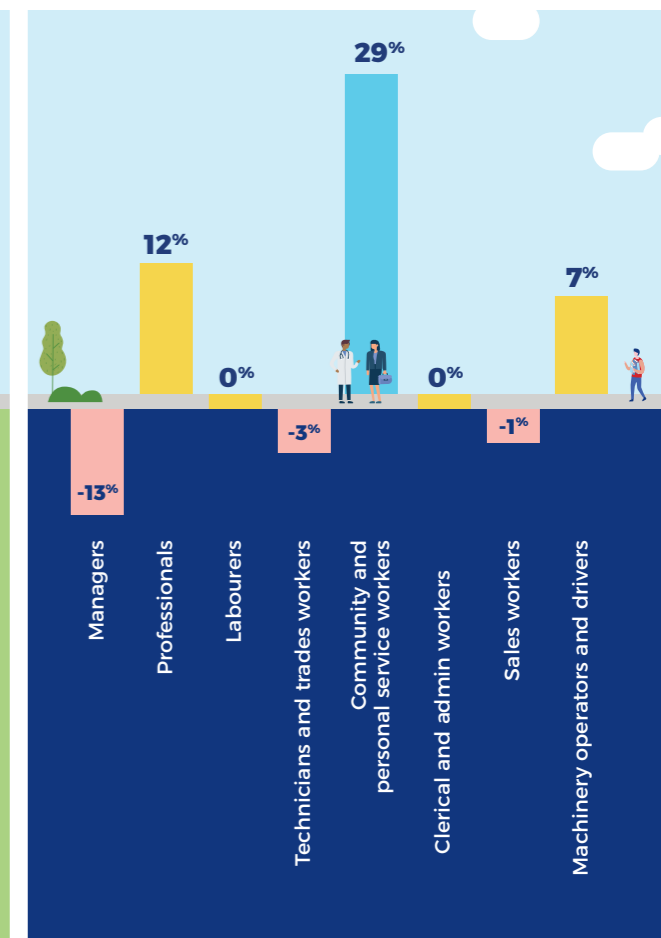
Employment by occupation

Percentage of South West Victoria population employed by occupation 2016



Occupation growth

Percentage growth in number of jobs by occupation 2006 to 2016



Source: Australian Bureau of Statistics (2006, 2016) Census.

Our ageing population is creating new opportunities

The rise in job opportunities in healthcare and social assistance is not unique to South West Victoria.

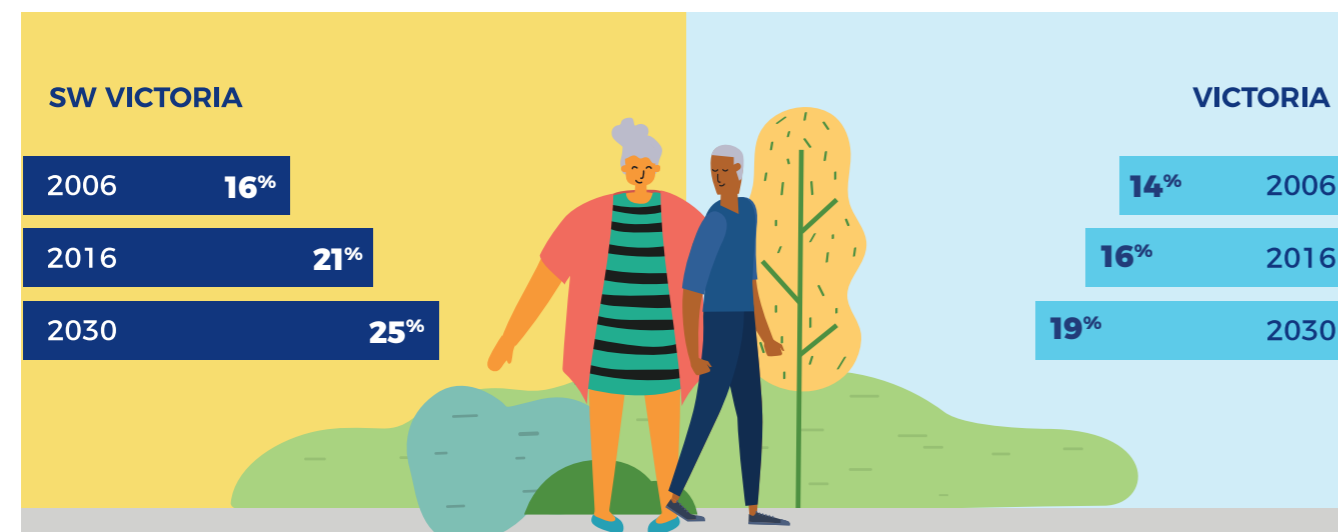
Over the last decade, employment in this sector has grown by 45% across Victoria. In particular, employment of Community and Personal Service Workers has risen by 52%.¹⁶

An older and ageing population is a key driver of this growth. This is particularly true for South West Victoria, where 21% of the population are over 65 years-old compared to 16% across the rest of the state.¹⁷ Based on the Australian Bureau of Statistics (ABS) population forecasts this trend will continue. By 2030, one in four people in South West Victoria could be aged 65 years and over, compared to one in five in Victoria (Figure 3).¹⁸

FIGURE 3

AN AGEING POPULATION IS DRIVING THE GROWTH OF HEALTHCARE AND SOCIAL ASSISTANCE

By 2030, **1 in 4 people could be aged 65 years and over in South West Victoria**, compared to less than 1 in 5 in Victoria



Source: Australian Bureau of Statistics (2006, 2016) Census. ABS 3222 Series B population estimates.

Note: ABS 3222 Series B population used for 2030 estimates for Victoria, and 'Rest of Vic' % for South West Victoria.

With a comparatively small working age population, local employers and learning institutions have a unique opportunity to find new ways to attract and retain a workforce in the healthcare and social assistance sector.

Aged Care organisations in the region also need to find innovative solutions to providing higher quality services in this changing landscape. These challenges include:

- Shifting reforms in the industry,
- A more knowledgeable client base,

- Government and societal imperatives for improvements to the quality and efficiencies in service provision and,
- An increasingly competitive service environment.¹⁹

These combined factors offer an opportunity for industry innovation by reimagining how Aged Care services are designed and delivered.

This will create a very different work landscape and demand different skills from current and future workers in Aged Care.



CASE STUDY:

Lyndoch Living and the Food Solutions for Ageing Populations Project

Lyndoch Living, a community owned Aged Care and National Disability Insurance Scheme (NDIS) Provider in South West Victoria, are already taking steps to ensure it's well-positioned to deliver high quality care and attract and retain the talent it needs to continue doing so.

Lyndoch Living has already embarked on many innovative strategies to ensure the viability and continuous improvement of its services to the community. These projects simultaneously nurture a flexible and skilled workforce.

The *Food Solutions for Ageing Populations Project* is developing a series of high-protein, texture modified foods to ensure that older people are still able to enjoy food while receiving the nutrients they require to age well.

This project is a forward thinking collaboration between Lyndoch Living, CSIRO, the Midfield Group, the City of Warrnambool, the Innovation Food Centre and SWTAFE. For the South West Victorian region, this project will lead to job creation and workforce development.

Doreen Power (CEO) of Lyndoch Living speaks about their organisation's future in the region:

*"We recognise that the industry is facing some challenges. Instead of sitting back and waiting for someone else to fix things, we're trialling new approaches and setting out to change the mindset about Aged Care through local community engagement and collaboration. Aged care in this region is going to look very different in 10 years' time."*²⁰

A NEW APPROACH FOR A CHANGING ECONOMY

Preparing for multiple careers

Current and future workers in South West Victoria will navigate a world of work very different to that of their parents and grandparents. This means the types of skills required for work are changing, and to have successful careers we must change the way we approach our working lives.

The notion of a career where you progress through the ranks of an organisation in a full-time job for life is no longer the reality. Right now in Australia, 30% of workers are participating in flexible work, reflecting a shift away from the traditional nine-to-five job.²¹

In the past, we've adopted a model of "study at school, do at work". This model is rapidly becoming outdated. Young people today are expected to have 17 jobs across five careers in their lifetime.²²

Rather than thinking about training or building skills for one job, current and future workers will have a better chance of securing work if they think about preparing a portfolio of skills for multiple jobs.

Moving from one occupation to another is usually thought of as a burden with significant costs to both employer and worker. However, jobs are actually more related to each other than previously thought, and not all jobs require an entirely new skill set. Many skills are in fact portable to other jobs, so on average when you train or work in one job, you acquire the skills for 13 other jobs.²³

These jobs can be grouped into clusters of jobs that have similar skills. In South West Victoria and Australia more widely, there are seven clusters of work (Figure 4).

METHODOLOGY IN BRIEF: Job clusters in Australia's economy

Clustering jobs can maximise employment opportunities for current and future workers by identifying skills that are common to many jobs. This reflects the dynamism of careers and complexity of current training pathways.

In the *New Work Mindset*, FYA developed an approach to clustering jobs based on 2.7 million online job advertisements posted over a period of two years. For each of the more than 600 occupations the intensity (proportion of job ads requesting the skill) of approximately 4,600 unique skills was analysed and a similarity score assigned to each pair of occupations.

Using a clustering algorithm, the occupations were then grouped based on whether employers demanded similar skills from applicants. See the *New Work Mindset* appendices for a more detailed explanation of the clustering methodology.²⁴

Using this methodology, occupations can be grouped into just seven clusters of work (Figure 4).²⁵

A note on online job advertisements:

Online job ads provide the largest, most up-to-date picture of jobs and skills demanded in the region.

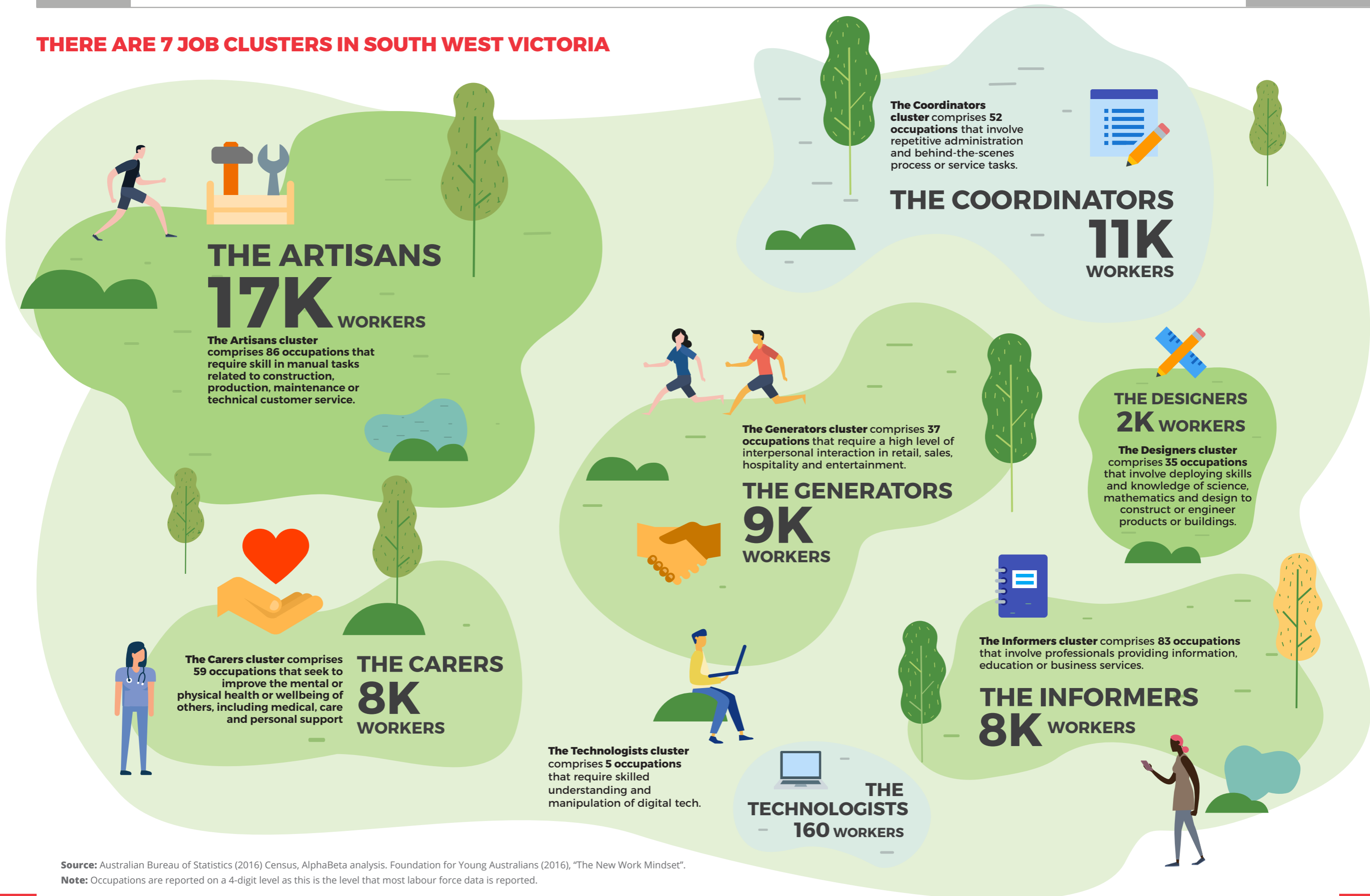
Research suggests that online job ads represent a substantial proportion of demand for labour. The myth that some 80% of jobs are "hidden", or never advertised, has been quashed by recent analysis in the United States of online job postings and government vacancy surveys.²⁶ The research found that 60-70% of jobs are advertised online. The skills required for self-employment and entrepreneurship however, are likely to be underrepresented.

This report focuses on jobs and skills in South West Victoria, a region with a population of 125,000. Due to the small sample size and to mitigate the risk of presenting a misleading picture, data from the entire state has been used for skills demand.

The extent to which online job ads reflect the composition of the workforce has been tested by comparing the share of job ads in the state to the share of jobs in each industry. The healthcare industry, the focus of skills analysis in this report, employs 13% of workers in Victoria and accounts for 15% of online job ads. Agriculture accounts for 3% of employment in Victoria and 1% of online job ads. It is important to note, however, that this slight underrepresentation of agriculture jobs in the online job ads database does not impact on the core findings in this report.



THERE ARE 7 JOB CLUSTERS IN SOUTH WEST VICTORIA



Source: Australian Bureau of Statistics (2016) Census, AlphaBeta analysis. Foundation for Young Australians (2016), "The New Work Mindset".

Note: Occupations are reported on a 4-digit level as this is the level that most labour force data is reported.

For example, there are numerous jobs in the Coordinators cluster in the South West Victorian region that are expected to grow in coming years, including cafe workers, domestic cleaners and housekeepers. The Generators, another relatively fast growing cluster of jobs, presents opportunities for chefs, kitchen hands and retail supervisors (Figure 5).

Many clusters also offer future opportunities for workers who have typically been in jobs that require limited or no post-secondary qualifications.²⁷ These currently employ 46% of South West Victoria's workforce and are expected to grow by about 12% by 2025.²⁸

FIGURE 5

GROWING OCCUPATIONS IN SOUTH WEST VICTORIA



Source: Australian Bureau of Statistics (2006, 2016) Census, AlphaBeta analysis.

Note: Employment estimates are based on extending the 10-year % growth trend at the 4 digit ANZSCO level from 2006 to 2016. Only occupations with more than 50 workers in 2006 have been included (with the exception of the Technologists where occupations with 20 or more workers were included).

The skills employers are demanding

In the past, building a successful career meant learning and developing a core set of technical or job specific skills, and gradually growing experience over time.

FIGURE 6

TOP ENTERPRISE SKILLS DEMANDED IN VICTORIA

Ranking	Enterprise skill	% of job ads*
1	Communication	51%
2	Digital literacy	22%
3	Detail oriented	17%
4	Time management	16%
5	Management	14%
6	Problem solving	13%
7	Team work	12%
8	Customer service	11%
9	Creativity	10%
10	People skills	8%
11	Project management	8%
12	Self-motivation	7%
13	Planning	7%
14	High energy	6%
15	Leadership	6%

While technical skills remain important, an analysis of more than 1.2 million online job ads for Victoria over three years reveals that enterprise skills are in high demand by employers (Figure 6).²⁹ Enterprise skills are transferable across different jobs, often referred to as “soft” or “21st century skills”, including skills such as communication, teamwork and problem solving.

Among these enterprise skills, communication was found to be the most highly sought after across all job clusters in Victoria, appearing in 51% of job ads over the last three years. This included oral and written communication, report-writing and more advanced communication techniques like persuasion. Other skills in high demand include digital literacy, attention to detail and time management.

These skills are equally important in South West Victoria with communication, digital literacy and management being the three most in demand skills.

Source: Online Job Ad databases (TalentNeuron and Burning Glass), based on 1.2 million online job advertisements with 1 or more skills mentioned in Victoria and 5,528 online job advertisements with 1 or more skills mentioned in South West Victoria from mid 2015 to mid 2018, AlphaBeta analysis.

Note: Skills that are expressed differently in job ads but are similar have been aggregated into single terms.

* Determined as a percentage of job advertisements mentioning 1 or more skills.

The Carers cluster is growing rapidly

The area of work with the fastest growing job opportunities for South West Victoria is the Carers cluster. This cluster includes jobs related to improving the mental or physical wellbeing of others, including medical care and personal support services.

The Carers cluster currently employs 8,500 workers in the region and is forecast to employ an additional 2,500 people by 2025, a growth rate of 3% per year (Figure 7).³⁰

A range of opportunities in the cluster may be available to current and future workers, depending on an individual's skill and qualification level. For example, a worker with skills relevant to the Carers cluster may have access to many growing occupations in the region,

such as an Aged and Disabled Carer, Child Carer or Personal Care Worker.

Aged and Disabled Carers are the largest, fastest growing occupation typically requiring limited (Certificate I-III) or no post-secondary qualifications.³¹ This workforce of approximately 1,200 workers is expected to grow by 460 jobs by 2025, presenting one of the most significant employment opportunities for workers in the region.³²

Job opportunities within the cluster requiring a Certificate III or above are also growing. These jobs include Registered and Enrolled Nurses, Welfare Support Workers and General Practitioners.

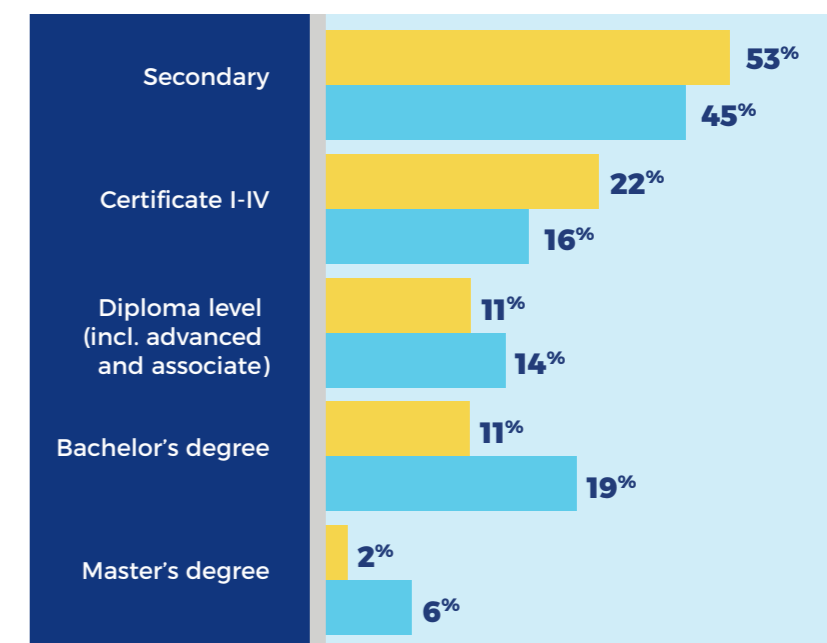
South West Victoria is particularly well positioned to meet the needs of this changing job landscape. Currently, 22% of the South West Victorian population aged 15 years and older hold a VET qualification as their highest level of attainment compared to 16% of the Victorian population (Figure 8).³³

FIGURE 8

EDUCATION ATTAINMENT IN SOUTH WEST VIC

% of population with qualification (highest level of attainment) 2016

SW VIC VIC



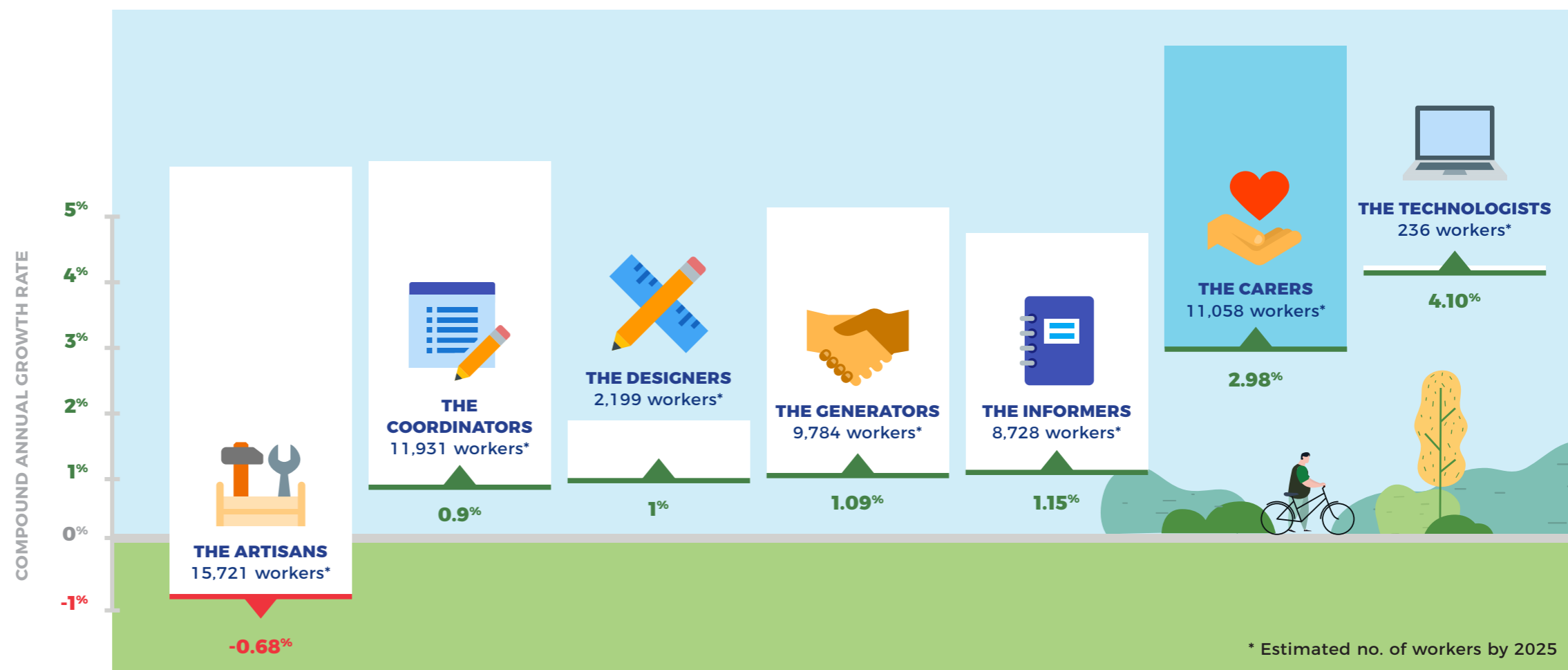
Source: Australian Bureau of Statistics (2016) Census.

Note: Total applied excludes inadequately described, not stated and not applicable entries.

FIGURE 7

MAPPING THE FUTURE OPPORTUNITIES BY CLUSTER IN SW VICTORIA

Estimated cluster size and compound annual growth rate by 2025



Source: Australian Bureau of Statistics (2016) Census, AlphaBeta analysis.

Note: Employment estimates for 2025 are based on extending the 10-year trend at the 4 digit ANZSCO level from 2006 to 2016. Compound Annual Growth Rate measured from 2016 to 2025.

The skills needed to navigate the Carers cluster

To access job opportunities within the booming Carers cluster, current and future workers will need to build a portfolio of enterprise skills.

An analysis of job ads across Victoria for key occupations in healthcare and social assistance revealed that enterprise skills including communication, time management and teamwork are essential for work (Figure 9).³⁴

There was a staggering 40,275 mentions of these three enterprise skills across all the key occupations in the

51,000 job advertisements in Victoria over the last three years.³⁵ Other enterprise skills common across the sector include problem solving and leadership, which were requested in three or more jobs. Jobs in Domestic Service and Food Science, roles related to healthcare and social assistance work, also demand these enterprise skills.

Having these skills will not only help individuals get a job, but it will also provide them with career flexibility to move across and between clusters.

TOP ENTERPRISE SKILLS DEMANDED IN THE CARERS CLUSTER

Enterprise skills are transferable across jobs

TOP ENTERPRISE SKILLS	CARERS				OTHER OCCUPATIONS IN HEALTH INDUSTRY	
	Personal Care Workers	Enrolled Nurses	Registered Nurses	Allied Health (Physios & OTs)	Domestic Service Workers	Food Scientists
Cooperate and collaborate (teamwork)	4	4	4	4	3	3
Get the message across (communication)	4	4	4	4	3	3
Plan and organise workload and commitments (time management)	4	4	4	4	3	3
Use digitally based technologies and systems	3	4	4	4	3	3
Management	3	4	4	4	3	3
Apply problem solving processes	3	4	4	4	3	3
Detail oriented	3	4	4	4	3	3
Strong leadership	3	4	4	4	3	3
Work independently	3	4	4	4	3	3
High energy	3	4	4	4	3	3

Source: Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

Note: Based on list of top 10 enterprise skills for each occupation in Victoria in the cluster. For full list see Appendix B.

CASE STUDY:

How Steve uses his digital literacy skills at work. Steve, 47 has worked in Aged Care since he was 15 years-old.

Currently employed at Eventide Homes in Stawell as a Grounds and Maintenance Supervisor, Steve shared the key skills he uses in his job.

“Technology has created a lot of new opportunities for us, we [Eventide Homes] now use an app to get maintenance requests which helps to prioritise and assign tasks. This has meant that I need to use digital literacy skills constantly at work, and I didn’t even have a computer at home, now I use it daily at work.”



To maximise potential employment opportunities and career progression across the Carers cluster, current and future workers should also seek to develop technical skills like patient care and working with patients who have mental health challenges (Figure 10).

During the last three years, the six most commonly demanded technical skills within the Carers cluster were:

- care planning,
- clinical experience,
- patient care,
- rehabilitation,
- quality assurance and,
- working with patients who have mental health challenges.



























These skills appeared in 29% of jobs for key Carers occupations advertised in Victoria.³⁶

The analysis of skills required across the Carers cluster demonstrates that many jobs share the same technical and enterprise skills. Many of these skills are also complimentary with one another. For instance, workers in a Personal Care Worker or an Enrolled Nurse role need both dementia knowledge (a technical skill) and conflict management (an enterprise skill), given the challenging conditions dementia can create for families, caregivers and the person themselves.

FIGURE 10

TOP TECHNICAL SKILLS DEMANDED IN THE CARERS CLUSTER

Technical skills are transferable across jobs in the Carers cluster

TOP TECHNICAL SKILLS	CARERS				OTHER OCCUPATIONS IN HEALTH INDUSTRY	
	Personal Care Workers	Enrolled Nurses	Registered Nurses	Allied Health (Physios & OTs)	Domestic Service Workers	Food Scientists
Working with patient: Mental health						
Care planning						
Clinical experience						
Quality assurance						
Rehabilitation						
Patient care						
Immunisations						
Midwifery						
Dementia knowledge						

Source: Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

Note: Based on list of top 10 technical skills for each occupation in Victoria in the cluster. For full list see Appendix B.

SUPPORTING WORKERS
IN THE CHANGING
ECONOMY



How transferable skills help us move between jobs

There is a significant opportunity for current and future workers to transition between jobs within their own cluster and other clusters, by understanding what their transferable skill set is and how to apply it across jobs.

The Carers cluster offers the largest growth in jobs and there are many opportunities for workers in South West Victoria to transition into jobs within this cluster such as Personal Care Workers.³⁷

Transitioning jobs within a cluster

This ability to move between jobs is due to overlaps in the skills required to do the job (Figure 11). This can result in workers having more job mobility than previously thought.

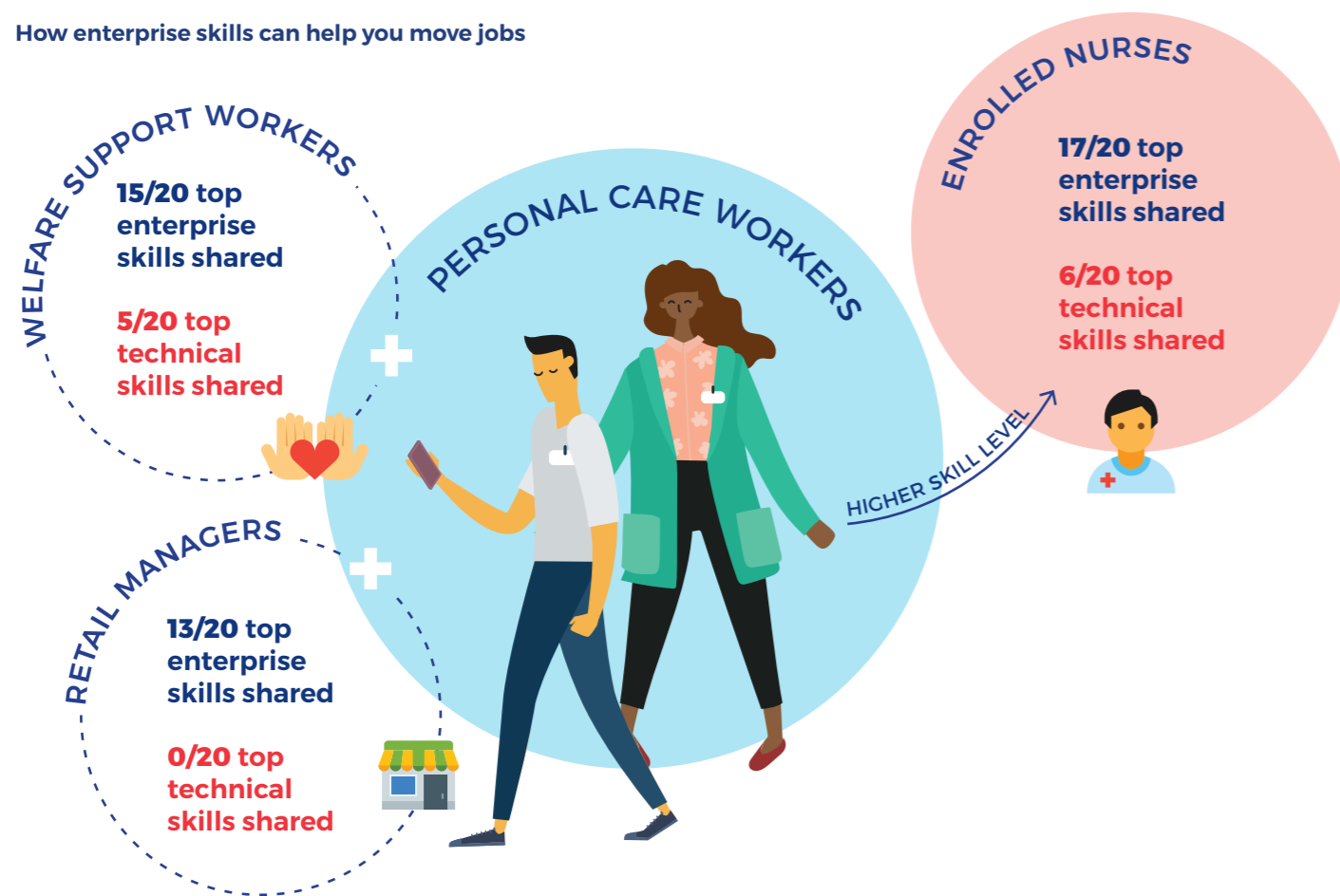
For example, Welfare Workers share 15 of the top 20 enterprise skills demanded by employers of Personal Care Workers.

This presents an opportunity for current Welfare Workers to transition into roles as Personal Care Workers, and utilise their skill sets differently.³⁸ Through this transition a worker would need to ensure they have all the relevant technical skills which may require upskilling, as they share five of the top 20 technical skills demanded by employers of Personal Care Workers (Figure 11).

FIGURE 11

TRANSITIONING JOBS WITHIN & ACROSS CLUSTERS & CAREER PROGRESSION

How enterprise skills can help you move jobs



Source: Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.



CASE STUDY:

Shelley used her skills as a Disability Support Worker to move across the Carers cluster

Shelley, aged 44, is the **Lyndoch Living at Home Program Coordinator**. Having started her career over 20 years ago as a **Disability Support Worker**, Shelley moved into Aged Care as a **Personal Care Worker** before transitioning into the **Lyndoch Living at Home Program**.

"I started working as a Disability Support Worker after my own father became unwell. It was while caring for him that I realised I loved helping others and doing hands-on work."

The transition from Disability to Aged Care seemed quite natural to me as many of the skills across the two jobs were very similar. This includes communication and critical thinking as well as personal care skills which involve assisting with day-to-day personal activities such as showering."

CASE STUDY:

How Brendan is moving jobs from the Coordinators cluster to the Carers cluster

Brendan, aged 30, has been working as a Domestic Services Assistant at Lyndoch Living for almost 10 years. He is currently studying a Certificate III in Individual Support to help him move into a caring role.

"In my current role, I am doing tasks such as cleaning rooms and kitchens as well as collecting linen and rubbish. Time management is an essential skill for me to ensure I can meet management expectations.

I also need strong communication skills to engage with our Nurses and Personal Care Workers so we can work alongside one another. In my role I often need to be sensitive to the needs of people in our facility, particularly those who have dementia as they typically have more difficult behaviours.

It's these skills that I feel will help me to move into a caring role as there are many similarities in the ways we need to approach working with people in our facility."



Transitioning jobs across clusters

There are similar opportunities for workers from a different job cluster to transition into a Personal Care Worker role. For example workers in the retail sector (the Generators cluster) share 13 of the top 20 enterprise skills with Personal Care Workers. This presents a great option for retail workers in the region where these jobs are declining to move into a role that will utilise many of the same skills.

In doing so Retail Managers (similar to Welfare Support Workers) would also need to fill the technical skill gaps as they do not share any top 20 technical skills with Personal Care Workers (Figure 11). This could be done through an appropriate VET qualification and work experience.

Career progression

Not only does this skill overlap allow for mobility between roles but it also presents an opportunity for career progression. For example, Personal Care Workers share 17 of the top 20 enterprise skills demanded of Enrolled Nurses. With an improvement in current skills and the appropriate qualification, Personal Care Workers have the opportunity to progress into another high-growth occupation in the region.

The opportunities for Personal Care Workers to progress their careers are diverse and exciting. Analysing longitudinal data uncovers common pathways that Personal Care Workers take, including transitioning to jobs within the Carers cluster. This includes roles such as Registered Nurses and for Personal Care Workers progressing into managerial positions, Health Managers (people who plan, direct, and coordinate medical and health services). They also transfer to different clusters, in particular the Coordinators cluster, in which some Personal Care Workers have transitioned to the role of a Chef.³⁹

Skills of the future

Aged Care in Australia as well as globally is experiencing a shift towards a model of positive ageing.⁴⁰

Positive ageing focuses on providing holistic care to improve a person's overall wellbeing. In Australia, these programmes are challenging what constitutes quality Aged Care. Locally, *Lyndoch Living's Food Solutions for Ageing Populations Project* is seeking to provide a better food experience for older people in care (see Case Study on page 15).

This will create a very different work landscape and demand a new skill set for current and future workers in Aged Care. This is particularly important in the South West Victorian region, where Aged Care leaders are positioning themselves as the positive ageing hub of the region.

Elsewhere in the region, Western District Health Service has adopted new models of care which facilitate independence and increase self-esteem in the residents living in their Aged Care facility.⁴¹ This model provides every person, despite the level of care and support required, with an opportunity to engage in activities and make meaningful contributions to their community. Eventide Homes similarly focuses on providing quality care

to all their residents while ensuring they are active, socially engaged and remain connected to their local community.⁴²

Across Australia we also see examples of Aged Care organisations having adopted reablement approaches both within a home setting and in some newer cases in Residential Aged Care facilities' to improve health and wellbeing outcomes for clients.⁴³ In one particular example, workers are trained to encourage clients to reflect on a time in the past when they felt healthy and energised. Then staff and clients work together to devise steps to help clients feel that way again.⁴⁴

These examples demonstrate that workers with different skill sets are needed to provide more holistic care to older Australians. These workers will share many of the same enterprise skills as current Personal Care Workers but will require additional enterprise skills such as creativity (to devise new approaches to realise a client's personal goals and aspirations) and coaching (to help a client meet their aspirations) (Figure 12). Additional technical skills will be required in community development and health (to understand and facilitate the changing health and wellbeing needs of older Australians), quality assurance and fitness (including group fitness).

FIGURE 12

THE ADDITIONAL SKILLS NEEDED TO CARE FOR AN AGEING POPULATION IN THE FUTURE

TOP FUTURE ENTERPRISE SKILLS

Current and future PCWs share **18/20 top enterprise skills**, with **additional future skills** in creativity and coaching required.



TOP FUTURE TECHNICAL SKILLS

Current and future PCWs share **15/20 top technical skills**, with **additional future skills** in community health/development, fitness and quality assurance required.

Source: Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

Note: Based on an amalgamation of skills demanded of current PCWs (50%), Welfare Support Workers (40%) and Fitness Instructors (10%).

Jobs of the Future

A shift in the way the industry is structured coupled with broader goals for older Australians will likely create an evolution in job roles and the creation of new jobs.

In the future, a Personal Care Worker may possess similar skill sets to a Welfare Support Worker (who provide holistic support and advice to clients on a range of emotional, financial, recreational, health and housing matters) and a Fitness Instructor (who directs, instructs and guides individuals and groups in the pursuit of physical fitness and wellbeing). The combination of these skill sets would provide the type of holistic care referred to above.

This could lead to the creation of a brand new job role in the Aged Care industry stemming from the role of the Personal Care Worker. It may be titled a "Health and Wellbeing Practitioner" for older Australians, for example.

This skills analysis of jobs across and between clusters and future roles highlights the importance of adopting a new work mindset. A portfolio of transferable skills will help current and future workers transition between jobs and clusters. Technical skills remain important to be able to fill the needs of different jobs, but building enterprise skills is crucial to being able to transition within the workforce.



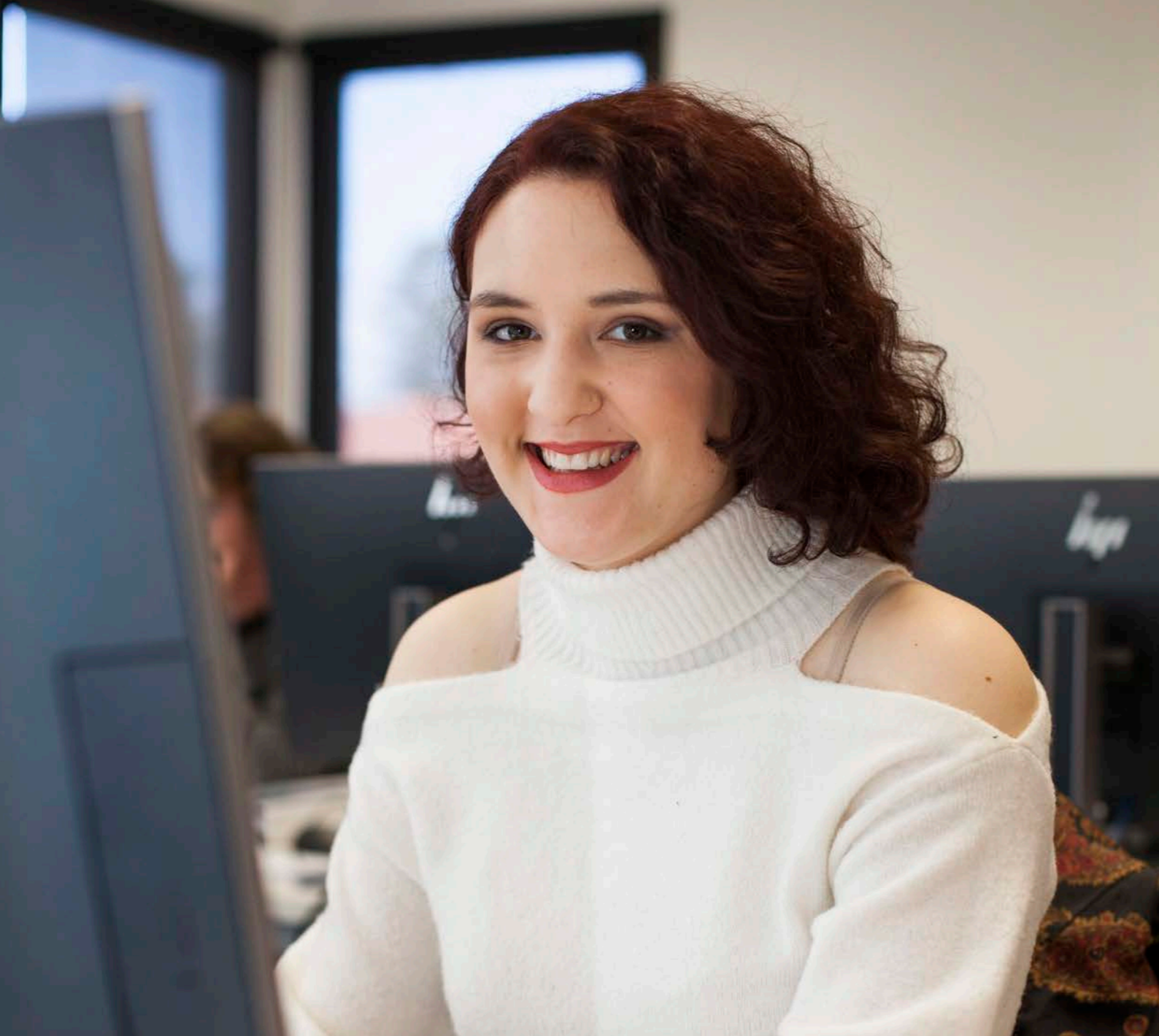
Pictured: Mandy (left) with a fellow team member at Western District Health Service.

CASE STUDY:

Mandy sees the opportunity for coaching and upskilling

Mandy, aged 40, works as a Human Resources Consultant at Western District Health Service (WDHS), based at their Hamilton site. Mandy has seen her role change over the last few years noticing an increase in how much WDHS upskill their team members to become better leaders.

"Over the last few years we've transitioned to providing more training and development to help other people become better problem solvers. This has been particularly focussed on coaching mid-line managers to equip them with better leadership skills and improve their people management skills."



IMPLICATIONS FOR POLICY MAKERS, LEARNING AND TRAINING SYSTEMS AND INDUSTRY

Rethinking the way we prepare workers

It is not the responsibility of one training provider or region of Australia to respond to the changing economy. Instead we need to rethink our learning and training systems to ensure they are encouraging lifelong learning and can respond to changing industry needs.

The localised, future focussed picture that this report provides shows there is a clear need for a new approach to skills and career development for current and future workers.

To effectively prepare current and future workers for this shift, we need to:

- Create a responsive and flexible learning system that can meet rapidly changing industry needs;
- Investigate micro-credentials as an option to fill immediate skills gaps when traditional training cannot;
- Improve the involvement of industry and employers in the learning systems to support them to develop a pipeline of talent able to navigate a changing world of work.

Creating a responsive training system

To understand where the opportunities for further skill development are in our training systems, this report drew on courses from SWTAFE, a leading provider of VET in the South West Victorian region. The analysis compared the skills being delivered by SWTAFE in particular courses within the Carers cluster, with those demanded by employers. The process identified opportunities to provide workers with training in the skills they need in a changing economy.

The courses analysed ranged from Certificate II through to Diploma level qualifications and spanned courses in Individual Support, Disability, Community Services and Nursing. It is important to note that the skills taught in these courses are determined by nationally set and standardised training packages.

Over the last three years in South West Victoria, 3,000 students have successfully completed a VET qualification for careers as health and welfare support workers, carers and aides. This provides a strong pipeline of potential workers for this growing industry. The challenge is ensuring they have the skills they need now and in the future.

METHODOLOGY IN BRIEF: Using job ads to identify opportunities for industry-led training

Job ads provide an up-to-date picture of the skills demanded by Victorian employers. Current and future workers need access to suitable training programs to gain these skills and maximise their employment opportunities.

To identify opportunities for industry-led training outside of existing qualifications, the skills demanded by employers in the key Carers cluster job ads are mapped to skills taught through the training packages. Where possible, skills mentioned in job ads have been mapped to the Australian Government Core Skills for Work (CSfW) language, which is the framework that skills taught by VET Providers are based on. See Appendix A for more detail.

The focus of this mapping is on enterprise skills, given the potential for innovative approaches to training to fill any gaps in these skills. This subjective assessment is based on an analysis of the list of course elements in each course in the Carers cluster, mapped to the relevant CSfW skill areas.

Example 1: Assessing existing courses for a match to skills demand - Certificate III in Individual Support and Disability & Certificate IV in Disability

An analysis of the skills taught in the Certificate III in Individual Support and Certificate IV in Disability qualifications reveals opportunities for additional training. These qualifications provide most of the skills demanded in job ads for Personal Care Workers and Aged and Disabled Carers. However, a comparison reveals that the job ads demand additional

management, leadership and digital literacy skills not currently addressed or delivered in the training packages (Figure 13).

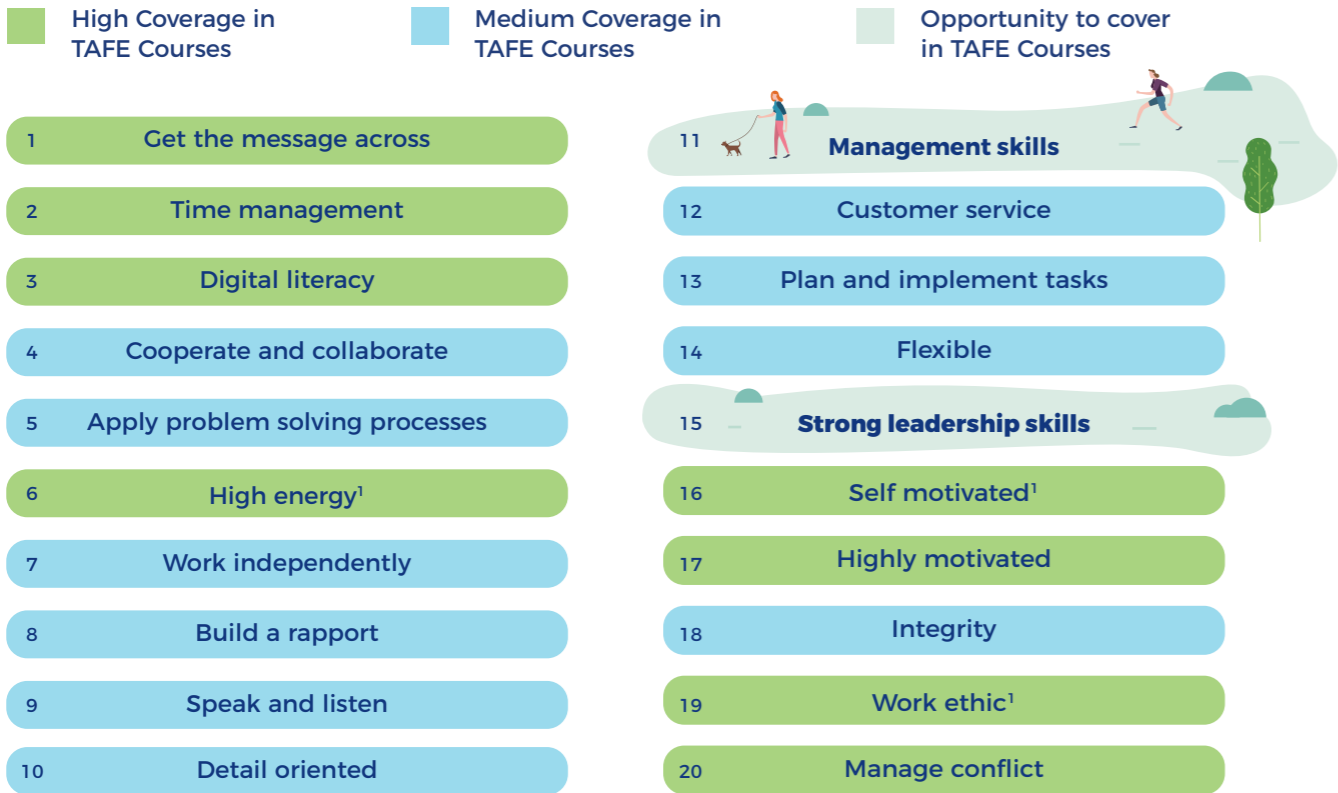
Management skills, including time management and leadership skills, were demanded by employers of Personal Care Workers as well as Aged and Disabled Carers in Victoria more than 1,800 times in the last three years. This means there is an opportunity for either additional training to fill these skills gaps or to shift the design and delivery of the training packages to better reflect industry needs.

FIGURE 13

MAPPING THE TOP ENTERPRISE SKILLS DEMANDED TO TRAINING COURSES

Certificate III in Individual Support and Certificate IV in Disability

Associated Occupations: Personal Care Workers (ANZSCO 4233) and Aged and Disabled Carers (ANZSCO 4231)



Source: training.gov.au. SW TAFE skills audit. Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

Note: Coverage levels based on review of TAFE course elements. This includes elements of the course design in addition to course content. Certificate III in Individual Support and Certificate IV in Disability shown together due to high overlap in skills demanded and taught for these occupations are courses.

¹ These skills or characteristics are implicitly developed through TAFE courses.

Example 2: Assessing existing courses for match to skills demand - Diploma of Nursing

Comparing the enterprise skills demanded in job ads for Enrolled Nurses with the skills taught in the Diploma of Nursing, reveals that the training package provides the majority of skills Enrolled Nurses need with the opportunity for additional training in areas such as leadership (Figure 14).⁴⁵

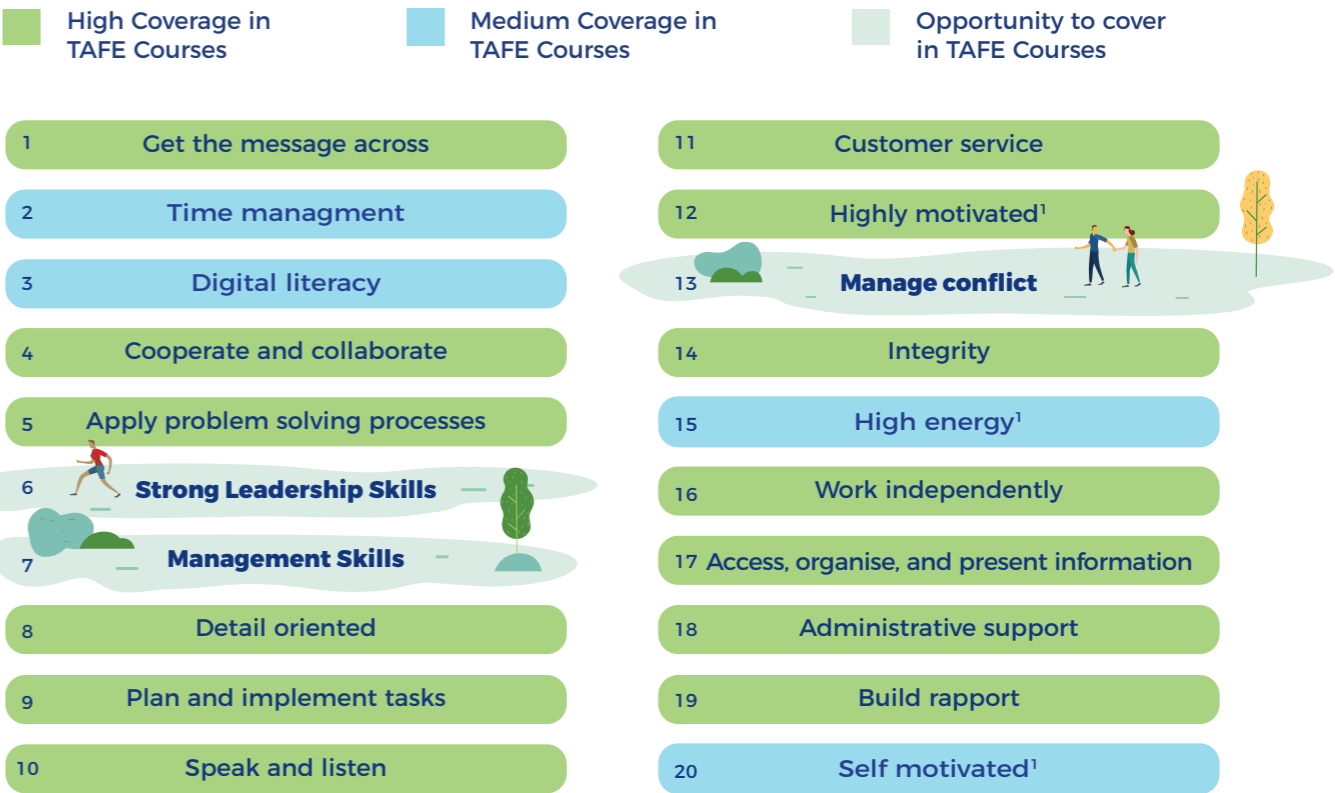
Employers of Enrolled Nurses in Victoria demanded management skills, including time management and leadership skills, approximately 1,000 times in the last three years.

FIGURE 14

MAPPING THE TOP ENTERPRISE SKILLS DEMANDED TO TRAINING COURSES

Diploma of Nursing

Associated Occupations: Enrolled and Mothercraft Nurses (ANZSCO 4114)



Source: training.gov.au. SW TAFE skills audit. Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

Note: Coverage levels based on review of TAFE course elements. This includes elements of the course design in addition to course content.

¹ These skills or characteristics are implicitly developed through TAFE courses.

Improving the framework for training packages

Training packages have been the cornerstone of the Australian training system for the past 30 years, but have become narrowly defined in terms of tasks and job roles.

This narrow outcome focus for graduates significantly limits their portability and ability to move between occupations and continue to up-skill throughout their working lives.

The Federal Government, in consultation with industry and skills bodies, should consider opportunities to improve the training package system to fill gaps in the skills being demanded and those being taught. This is timely given the current review of the Australian

Qualifications Framework (which covers post-secondary qualifications from both VET providers and universities) announced in the 2017-18 budget.⁴⁶ This can be further reinforced by upskilling VET educators on how to unpack and understand the skills required for the future of work.⁴⁷

Using real time data driven insights on industry demand, such as the data utilised in this report, can provide an up-to-date and localised picture of employer demand for skills that can inform training packages. The challenge is to ensure training packages are updated in a timely way. The current time frame, up to four years to update a training package, cannot keep up with the current and dynamic world of work.

The promise of micro-credentials in supporting lifelong learning

Micro-credentials offer a possible solution to promoting a culture of lifelong learning, by providing opportunities for workers to move in and out of formal training when needing to upskill or reskill.

Micro-credentials recognise the achievement of a skill, skill sets or knowledge that is required by industry, professional associations, or the community. They are also referred to as nano-degrees, badges or stackable micro-degrees. Depending on the type of organisation that is delivering or validating the micro-credentials, they can be verified by employers, industry or through a formal certification process.

Typically smaller than a formal qualification, micro-credentials offer a flexible mechanism to provide current workers with new skills and knowledge in a timely and cost-effective way. Micro-credentials facilitate lifelong learning in a changing workforce, supporting workers transitioning to new roles.

The flexibility and responsiveness of micro-credentials to learning providers and industry mean they are increasingly being offered by Australian education institutions such as Deakin University and Royal Melbourne Institute of Technology (RMIT) and international institutions such as Otago Polytechnic (a New Zealand tertiary education institute) and Massachusetts Institute of Technology (US). Although the examples given are universities or private providers, there is a real opportunity for VET providers to pilot micro-credentials within their own unique settings.

Typically TAFE and universities offer short courses in a range of areas that may appear similar to micro-credentials, but may not provide the same flexibility or responsiveness to the needs of the community or industry. Figure 16 showcases the varying delivery and purpose of micro-credentials that are being offered both in Australia and globally.

CASE STUDY:

RMIT Creds

RMIT Creds are a university-wide digital credentials program available to current students at RMIT University.

The RMIT Creds cover a range of enterprise skills such as adaptability, collaboration, communication, leadership and digital solutions. These have been co-created with industry partners including SBS and Women's Health Victoria to target cross-industry skills required in a future workforce.

The programs are predominantly delivered online and in a short-duration format, ranging from one to several hours of learning that can be stacked to create more extended learning programs of around five to six weeks.

Once the program has been completed, it is awarded in a digital format that can be shared with third parties such as employers, other educational institutions and on digital platforms such as Twitter and LinkedIn.⁴⁸

FIGURE 15

WHAT ARE MICRO-CREDENTIALS?

Micro-credentials vary in both what and how training is delivered

WHAT TRAINING IS DELIVERED



PURPOSE	Recognise existing skills	↔	Develop new skills
AUDIENCE	Upskilling workers e.g. workers in the same job	↔	Transitioning workers e.g. workers moving to new jobs
CONTENT	Enterprise skills e.g. communication, leadership	↔	Technical skills e.g. coding
LEVEL	Novice	↔	Expert
AWARD	Standalone	↔	Recognised as prior learning for subsequent training

HOW TRAINING IS DELIVERED



TIME FRAME	Less than 12 hours	↔	Up to 20 weeks
DELIVERY	Online	↔	In-person

Micro-credentials in South West Victoria

In 2019, SWTAFE will pilot micro-credentials as a new mode of delivering skills training in the region.

The skills analysis in this report highlights areas of opportunities for additional training which can be filled through micro-credentials, and form the basis of SWTAFE's offering.

Delivering micro-credentials in time management, self management, leadership, managing conflict, digital literacy and creativity could help current and future workers better prepare for entering or transitioning in the workplace.

The role for Government in recognising micro-credentials

The Government could consider opportunities to formally recognise micro-credentials, following the lead of countries like New Zealand (see case study on page 41) to quality assure and accredit micro-credentials.

This would ensure high quality vocational education is maintained as new forms of learning emerge. Further, it would provide incentives for current and future workers to upskill and reskill by providing a pathway to higher level qualifications. This would also support the VET sector to remain competitive as higher education institutions continue to expand their micro-credential offering.

CASE STUDY:

Micro-credentials in New Zealand

The New Zealand Qualifications Authority (NZQA) has recently completed pilots for micro-credentials with three organisations to understand the value of them and how they can support a workforce of the future.

In their pilot they found micro-credentials to be beneficial for learners to access the skills they need across their lifetime, and they are now being implemented as part of the NZ Qualification Framework, allowing for recognition of this new type of learning.

The NZQA is of the view that micro-credentials should in the first instance plug gaps in skills and knowledge demanded by industry that are not currently catered for in the tertiary education system, rather than duplicating content in existing qualifications.⁴⁹

Why industry and employers need to be involved

Industry and employer engagement and leadership is vital for a successful transformation in skills training and a move towards lifelong learning.

This includes contributing to and informing the development of micro-credentials and supporting workers to take advantage of reskilling and upskilling opportunities. This is hugely beneficial for employers developing a workforce that is equipped with the skills needed today and for the future.

Employers could also use insights from this report to improve workforce planning, enhancing their capacity to anticipate workforce need and potential supply constraints. For instance, employers can target workers with a high skills overlap (including those outside the cluster) to fill skills shortages, hire workers in high needs areas and support micro-credential development to fill skill gaps.

This is particularly relevant for Aged Care providers already needing to address their changing workforce requirements to better support our ageing population.

The recently released Aged Care Workforce Strategy highlights the need to redesign the qualification and skills framework in the sector to address current and future competencies and skills requirements.⁵⁰ This report highlights two key learnings for the sector:

1. Analysing the skills in-demand by industry and what is provided by training helps identify opportunities to fill skills gaps.
2. A new mindset about skills and job clusters (instead of individual jobs and roles) can help inform the redesign of job architectures and job roles. This includes what a future Personal Care Worker could look like based on the changing needs of the ageing population.

Our policy choices today will determine whether Australia's current and future workers are ready to take on the challenges of the changing economy. We need to provide more responsive training and opportunities to develop the skills needed for the future of work.





PUTTING THE RESEARCH INTO ACTION

A new partnership initiative will help South West Victoria's current and future workers develop a new mindset about work, and develop future focussed skills they can transfer across industries.

South West Institute of TAFE, the Foundation for Young Australians and Aged Care Providers, Lyndoch Living, Western District Health Services and Eventide Homes have received funding through the Victorian Government's Workforce Training Innovation Fund, a fund which creates opportunities for the joint exploration of new ideas and solutions to enhance workplace productivity and strengthen employee longevity.

Research from FYA's *New Work Mindset* report is being used to inform, develop, test and trial new career development and management processes and tools for SWTAFE students and staff as well as Aged Care employees. This will demonstrate and showcase a new learning model and develop a series of tools that can be used across industry and VET to provide evidence for training package design and delivery.

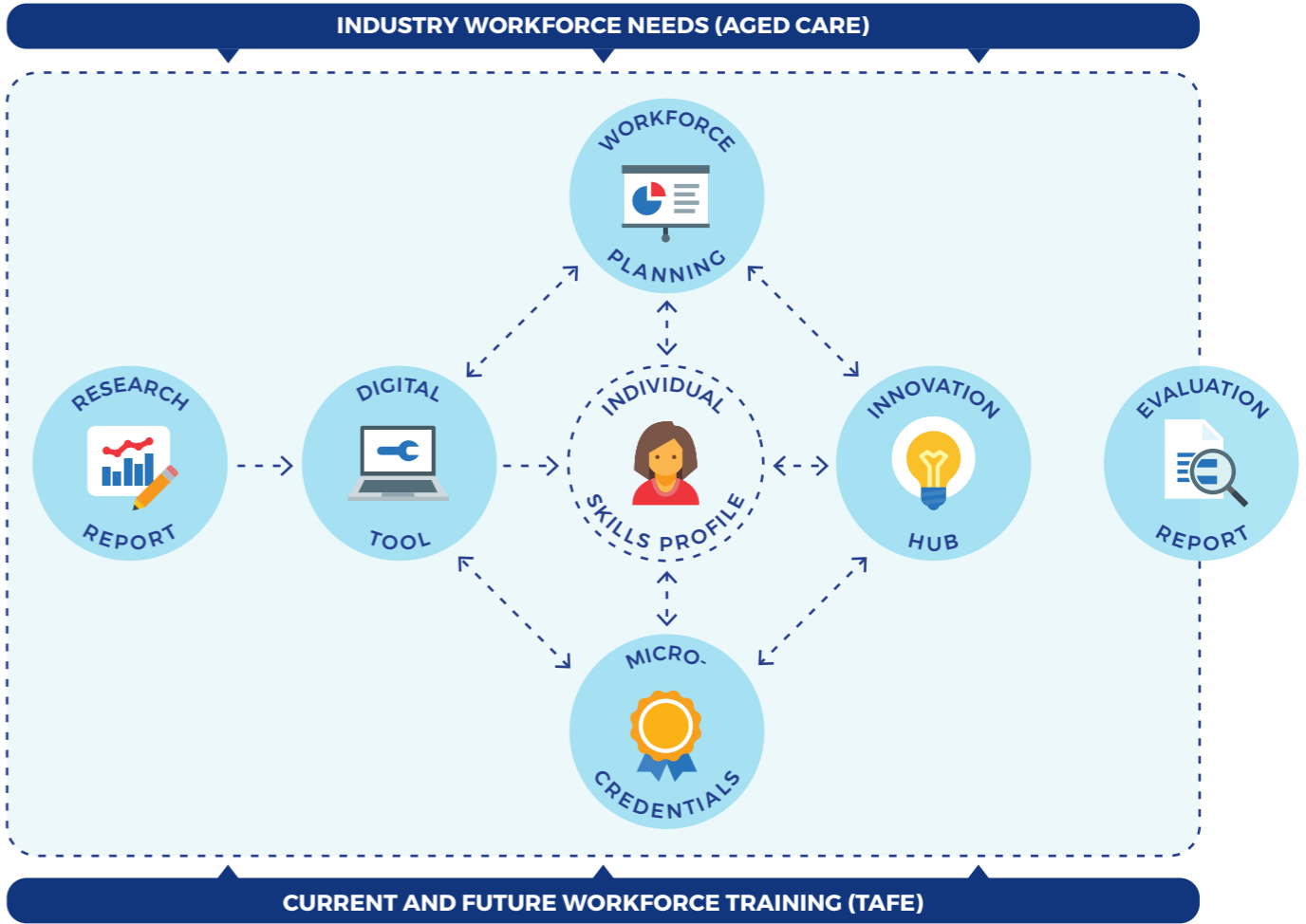
This model will be focussed on helping current and future workers develop a portfolio of transferable skills, and enable future focussed workforce planning.

The project itself has three key components, with associated products:

1. Building localised, future focussed evidence on the skills needed;
2. A new approach to career development and management for current and future workers; and
3. Designing and delivering high-quality skills training that responds to both industry needs and the latest research on the future of work.

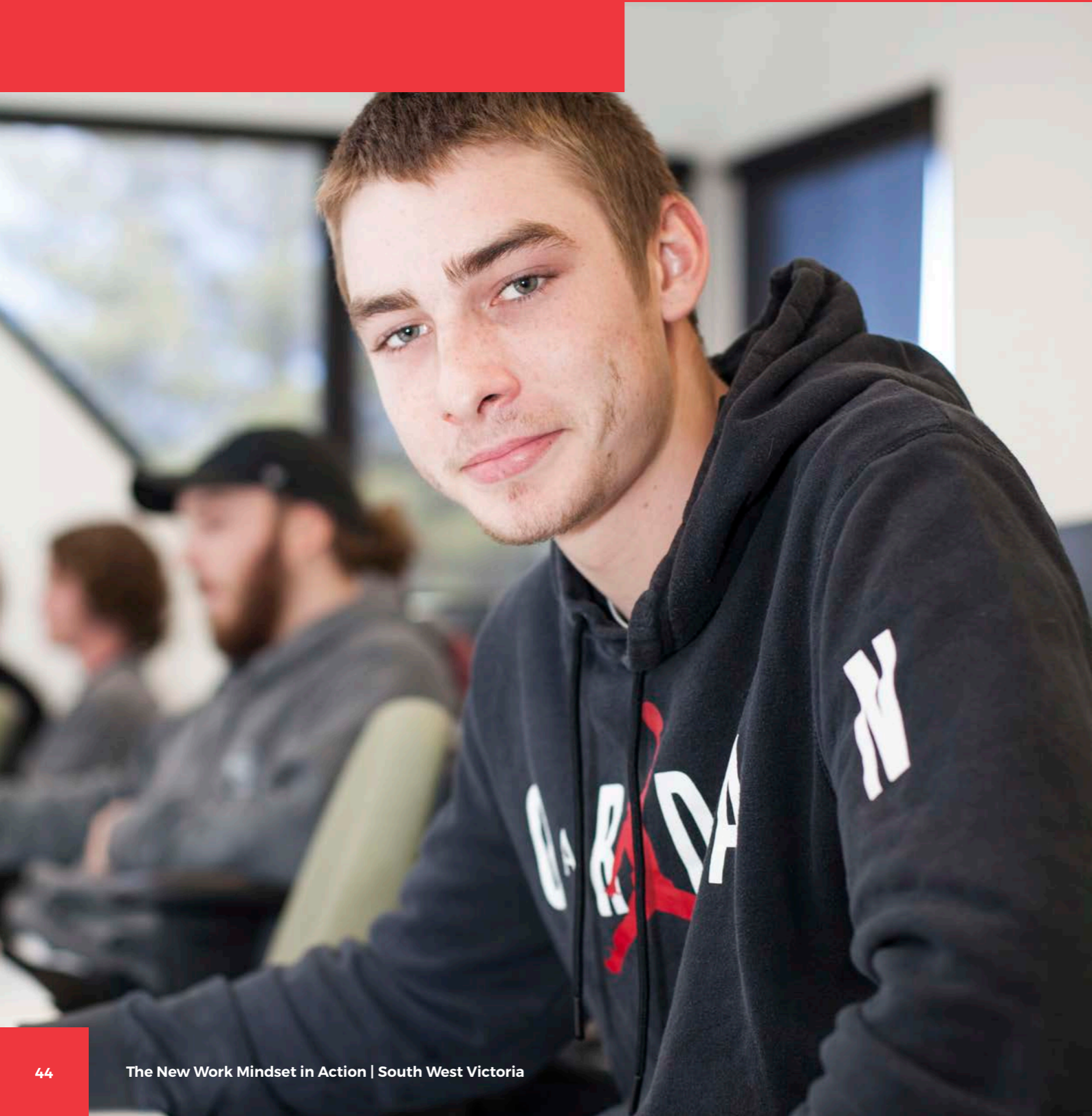
Through the combination of a growing regional community and diverse project partners the proposed project will result in an innovative model that will deliver a series of interconnected products as demonstrated in the model below.

This report represents part one of this collaborative project and aims to provide the evidence for skills needs in the region. It will then support the design and delivery of new training to better meet the needs of the Aged Care providers in the region.



Appendix A

TRANSLATING SKILLS IN JOB ADS



Skills demanded in online job ads provide the best picture of the skills demanded by employers.

To analyse the extent to which SWTAFE courses are training current and future workers in these skills, it was necessary to map the terminology used to express skills in job ads to terminology used in the Core Skills for Work (CSfW) framework – the basis of TAFE training courses. For example, where online job ads call for ‘communication’ skills, the CSfW framework describes this as ‘getting the message across’.

This report primarily uses the language of employers in online job ads to describe the skills demanded, except for the section that maps online job ads to TAFE courses.

Below is a table summarising how key enterprise skills demanded by employers have been translated to CSfW language. Note that not all enterprise skills are able to be translated into CSfW (for example, leadership). Where this is the case, the original job ad language has been used.

FIGURE 16

TRANSLATING JOB ADS INTO THE CORE SKILLS FOR WORK LANGUAGE

JOB AD LANGUAGE	CORE SKILLS FOR WORK
Communication skills	Get the message across
Teamwork	Cooperate and collaborate
Problem solving, critical thinking	Apply problem solving processes
People skills	Build rapport
Time management	Plan and organise workload and commitments
Digital literacy (including Microsoft Office products and other basic computer skills)	Use digitally based technologies and systems
Creativity	Generate ideas
Planning and scheduling	Plan and implement tasks
Record keeping, information management	Access, organise and present information
Listening, articulate	Speak and Listen
Decision making	Apply decision making process
Risk assessment	Manage risk

Note: Not all job ad language can be matched to Core Skills for Work language, including all technical skills and some enterprise skills such as leadership and flexibility. Where this is the case, job ads language has been used.

Appendix B



CARERS OCCUPATION SKILLS



The following figures set out the full list of top enterprise and technical skills across the key Carers occupations profiled in this report.⁵¹

FIGURE 17

TOP ENTERPRISE SKILLS SUMMARY

Common across three or more occupations 
Unique skill to occupation 

TOP ENTERPRISE SKILLS	CARERS				OTHER OCCUPATION IN HEALTH INDUSTRY	
	Personal Care Workers	Enrolled Nurses	Registered Nurses	Allied Health (Physios & OTs)	Domestic Service Workers	Food Scientists
Apply problem-solving processes	✓	✓	✓	✓		
Build rapport	✓					✓
Cooperate and collaborate (teamwork)	✓	✓	✓	✓	✓	✓
Customer service oriented					✓	
Detail oriented	✓	✓			✓	✓
Generate ideas						✓
Get the message across (communication)	✓	✓	✓	✓	✓	✓
High energy	✓			✓	✓	
Highly motivated			✓			
Integrity			✓	✓		
Management skills		✓	✓	✓	✓	✓
Plan and implement tasks		✓		✓		
Plan and organise workload & commitments (time mgmt)	✓	✓	✓	✓	✓	✓
Research				✓		
Self-motivated						✓
Speak and listen	✓	✓				
Strong leadership skills		✓	✓	✓		
Use digitally based technologies and systems	✓	✓	✓		✓	✓
Work ethic					✓	
Work independently	✓		✓		✓	

Source: Online Job Ad databases (TalentNeuron and Burning Glass), Victoria mid 2015 to mid 2018, AlphaBeta analysis.

TOP TECHNICAL SKILLS SUMMARY

FIGURE 18

Common across three or more occupations

CARERS				OTHER OCCUPATION IN HEALTH INDUSTRY	
Personal Care Workers	Enrolled Nurses	Registered Nurses	Allied Health (Physios & OTs)	Domestic Service Workers	Food Scientists
ADLS assistance	Care planning	Anaesthesiology	Care planning	Cleaning bathrooms	Analytical chemistry
Cardiopulmonary resuscitation CPR	Children's health	Care planning	Clinical experience	Customer service	Chemistry
Care planning	Clinical experience	Clinical experience	Community health	Dusting	Food science
Cooking	Dementia knowledge	Critical Care experience	Occupational therapy	English	Good manufacturing practice
Dementia knowledge	Immunisations	Immunisations	Pain management	Equipment cleaning	Hazard analysis and critical control points
Emotional support	Medication administration	Midwifery	Patient care	Housekeeping	Marketing
Home care	Midwifery	Patient care	Private practice experience	Infection control	Product development
Meal preparation	Patient care	Perioperative	Quality assurance	Ironing	Quality assurance
Rehabilitation	Rehabilitation	Quality assurance	Rehabilitation	Laundry	Technical support
Working with patient and/or condition: mental health	Working with patient and/or condition: mental health	Working with patient and/or condition: mental health	Working with patient and/or condition: mental health	Waste management	Troubleshooting

1 McCrindle Research (2014) "Job mobility in Australia" using HILDA and Department of Employment data. Available at: <http://mccrindle.com.au/the-mccrindle-blog/jobmobility-in-australia>

2 See Foundation for Young Australians (2017), "The New Work Smarts". Available at: <https://www.fya.org.au/report/the-new-work-smarts/>

3 Australian Bureau of Statistics (2006, 2016), Census table builder. Available at: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/tablebuilder>

4 Australian Bureau of Statistics (2016), Census table builder. Available at: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/tablebuilder>

5 See Foundation for Young Australians (2015), The New Work Order. Available at: <https://www.fya.org.au/wp-content/uploads/2015/08/fya-future-of-work-report-final-lr.pdf>

6 See Foundation for Young Australians (2015), The New Work Order. Available at: <https://www.fya.org.au/wp-content/uploads/2015/08/fya-future-of-work-report-final-lr.pdf> See World Economic Forum (2016), The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution. Available at: http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

7 *ibid.*

8 *ibid.*

9 See Foundation for Young Australians (2016), "The New Work Mindset". Available at: <http://www.fya.org.au/wp-content/uploads/2016/11/The-New-Work-Mindset.pdf>

10 Australian Bureau of Statistics (2006, 2016) Census, AlphaBeta analysis.

11 The Great South Coast partnership includes the Local Government Areas of Glenelg, Southern Grampians, Moyne, Warrnambool and Corangamite. This report also includes Colac-Otway in the South West Victoria region. For more information on the Great South Coast partnership please see: <https://www.rdv.vic.gov.au/regional-partnerships/great-south-coast/priorities>

12 Australian Bureau of Statistics (2006, 2016), Census.

13 *ibid.*

14 *ibid.*

15 Victorian Skills Commissioner (2018), "Great South Coast Regional Skills Demand Profile".

Available at: <http://www.vsc.vic.gov.au/wp-content/uploads/2018/11/Regional-Skills-Demand-Profile-Great-South-Coast-2.pdf> Note: The Great South Coast region includes Local Government Areas of Glenelg, Southern Grampians, Moyne, Warrnambool and Corangamite. This report also includes Colac-Otway in the South West Victoria region.

16 Australian Bureau of Statistics (2016), Census table builder. Available at: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/tablebuilder>

17 *ibid.*

18 Australian Bureau of Statistics (2013), 3222 series B population estimates. Available at: <http://www.abs.gov.au/ausstats/abs@.nsf/mf/3222.0> Note: Series B population used for 2030 estimates for Victoria and 'rest of Victoria' percentage used for South West Victoria

19 For more information on changes to the Aged Care industry please see: <https://agedcare.health.gov.au/aged-care-reform>

20 Lyndoch Living (2018), "Federal Minister's Aged Care Roundtable highlights local innovation". Available at: <https://www.lyndoch.org.au/federal-ministers-aged-care-roundtable-highlights-local-innovation/>

21 See Foundation for Young Australians (2015), The New Work Order. Available at: <https://www.fya.org.au/wp-content/uploads/2015/08/fya-future-of-work-report-final-lr.pdf>

22 *ibid.*

23 On average, when a person trains or works in 1 job, they acquire skills for 13 other jobs. See Foundation for Young Australians (2016), "The New Work Mindset". Available at: <http://www.fya.org.au/wp-content/uploads/2016/11/The-New-Work-Mindset.pdf>

24 See Foundation for Young Australians (2016), "The New Work Mindset". Available at: <http://www.fya.org.au/wp-content/uploads/2016/11/The-New-Work-Mindset.pdf>

25 In this Figure and throughout the rest of this report, occupations are reported at a 4-digit unit ANZCO group level (there are 358 unit groups) as this is the level that most labour force data is reported at.

26 Carnevale et al (2014) "Understanding online job ads data", Georgetown University, Center on Education and the Workforce.

27 Only occupations with more than 50 workers in 2006 have been included in calculating top growth occupations, except for Technologists (where occupations with 20 or more workers were included due to the small number of Technologists in the region).

28 Employment estimates are based on extending the ten-year percentage growth trend at the 4-digit ANZCO level from 2006 to 2016, Australian Bureau of Statistics (2006, 2016), AlphaBeta analysis.

29 See Foundation for Young Australians (2016), “The New Basics”. Available at: <https://www.fya.org.au/report/the-new-basics/>

30 Australian Bureau of Statistics (2006, 2016), AlphaBeta analysis.

31 Aged and Disabled Carers provide general household assistance, emotional support, care and companionship for aged and disabled people in their own homes. They share similarities with Nursing Support and Personal Care Workers who provide assistance, support and direct care to patients in a variety of health, welfare and community settings (including home care). There are 330 Personal Care Workers in South West Victoria, with a further 100 Personal Care Worker roles estimated by 2025.

32 Australian Bureau of Statistics (2006, 2016), AlphaBeta analysis.

33 Australian Bureau of Statistics (2016), Census table builder. Available at: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/tablebuilder>

34 Skills demanded in these job ads have been translated, where possible, into skills language used by TAFE under the Core Skills for Work framework to support analysis in the next section. See appendix for details. ‘Communication’ includes oral and written communication (such as report writing), ‘time management’ refers to prioritisation and planning of tasks, and ‘teamwork’ refers to working with others, often in a team setting, to achieve an outcome. Terms in brackets refer to language used in job ads. This report focuses on the following key occupations in the Carers Cluster: Personal Care Workers (including Aged and Disabled Carers), Enrolled and Registered Nurses and Allied Health (Physio and OTs) plus other occupations of interest in the Aged Care industry; Domestic Service Workers and Food Scientists. See Glossary for an explanation of these roles.

35 Online job ads databases (TalentNeuron and Burning Glass), Victoria 2015-18, AlphaBeta analysis.

36 ibid.

37 Aged and Disabled Carers are also included in this category for the purpose of the following skills analysis, due to the similarities between these occupation groups (see footnote 11).

38 There are just 350 Welfare Workers in the region, growing at 0.001% per annum, compared to 1,568 Personal Care Workers and Aged and Disabled Carers, growing at 3.3% per annum.

39 Australian Government Australian Census Longitudinal Dataset (2016), AlphaBeta analysis. This data is a random 5% sample of the Australian population.

40 Australian Government Department of Health Aged Care Workforce Strategy Taskforce (2018), “A Matter of Care: Australia’s Aged Care Workforce Strategy”. Available at: https://agedcare.health.gov.au/sites/g/files/net1426/f/documents/09_2018/aged_care_workforce_strategy_report.pdf HESTA (2018), “Transforming Aged Care”. Available at: <https://www.hesta.com.au/transformingagedcare>

41 Case study undertaken with Rohan Fitzgerald CEO of WDHS, For more information on WDHS’s models of care see <http://www.wdhs.net/aged-care/montessori> For more information on the Montessori model of care see <http://montessorifordementia.com.au/>

42 Eventide Homes (2018), “Annual Report 2017-18”. Available at: http://eventidehomes.com.au/wp-content/uploads/2018/10/Eventide_Homes-20172018-Annual-Report-comp.pdf

43 Australian Ageing Agenda (2013), “Health and financial benefits of reablement highlighted”. Available at: <https://www.australianageingagenda.com.au/2013/11/05/health-and-financial-benefits-of-reablement-highlighted/>

44 Australian Ageing Agenda (2016), “Making healthy normal in aged care requires a mindset change”. Available at: <https://www.australianageingagenda.com.au/2016/04/29/making-healthy-normal-aged-care-requires-mindset-change/>.

45 Enrolled Nurses provide assistance, support and direct care to patients under supervision of a registered nurse

46 See <https://www.education.gov.au/australian-qualifications-framework-review-0> for further detail.

47 For more information please see <https://theconversation.com/teachers-and-trainers-are-vital-to-the-quality-of-the-vet-sector-and-to-the-success-of-its-learners-101384>

48 See <https://www.rmit.edu.au/creds> for more.

49 See <https://www.nzqa.govt.nz/about-us/consultations-and-reviews/recognising-micro-credentials/#m-c-system> for more information.

50 Australian Government Department of Health Aged Care Workforce Strategy Taskforce (2018), “A Matter of Care: Australia’s Aged Care Workforce Strategy”. Available at: https://agedcare.health.gov.au/sites/g/files/net1426/f/documents/09_2018/aged_care_workforce_strategy_report.pdf

51 This report focuses on the following key occupations in the Carers Cluster: Personal Care Workers (including Aged and Disabled Carers), Enrolled and Registered Nurses and Allied Health (Physio and OTs) plus other occupations of interest in the Aged Care industry; Domestic Service Workers and Food Scientists. See Glossary for an explanation of these roles.

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