

# Workforce planning & development

## Project examples

PROJECT AND CLIENT	DESCRIPTION / OUTCOMES
<b>Strategy development and workforce planning</b>	
Workforce Strategy  <i>Australian Pork Limited (APL), 2020</i>	RMCG engaged with APL and pork producers to <b>understand their key workforce issues and opportunities</b> . We then collaborated with APL to <b>develop a tailored workforce strategy and actions</b> which formed part of a suite of strategies for industry.
North West Agricultural Workforce Plan  <i>Tasmanian Department of State Growth, 2020</i>	The North West Agricultural Workforce Plan informed industry, governments, education and training providers on what actions need to be taken, and by whom, to support the growth of a highly skilled and highly valued agriculture workforce in the North-West region of Tasmania.  RMCG conducted an in-depth survey of skills needs in all agricultural industries in North West Tasmania, mapped needs against training services and options and recommended how to fill needs (strategic and tactical recommendations). The outcomes of the project were to: <ul style="list-style-type: none"> <li>Inform current and future job seekers on the employment and career opportunities in the agricultural sector</li> <li>Identify the skill and knowledge requirements of those opportunities.</li> </ul>
Nursery Industry Career Path Development Strategy  <i>Horticulture Innovation Australia, 2019</i>	With industry input, RMCG developed a <b>strategy to guide the nursery industry in providing better career development options and presented a plan for implementing the strategy</b> .  The project investigated the potential source and number of trained individuals available to the nursery industry for employment and investigated whether the nursery industry can and does attract these graduates. It also analysed the current nursery industry staffing environment.
Rural Workforce Development Plan  <i>Rural Councils Victoria, 2018</i>	RMCG partnered with Dench McClean Carlson to <b>prepare the Rural Workforce Development Plan</b> for Rural Councils Victoria with the support of Regional Development Victoria.  The development of the Rural Workforce Development Plan utilised REMPLAN data sets to enable and report on a review of: <ul style="list-style-type: none"> <li><b>Employment and workforce trends</b> by industry sectors across Victoria's 38 rural municipalities</li> <li><b>Employment relationships</b> between Greater Metropolitan Melbourne, Victoria's regional cities and rural economies</li> <li><b>Workforce demographics</b> for all industry sectors, including workforce age and qualifications.</li> </ul> The development of the plan also involved a review of the support in rural economies for: <ul style="list-style-type: none"> <li>Start-up businesses</li> <li>Vocational related training</li> <li>Accommodation for workers, and</li> <li>Transport services relevant to the needs of rural workforces.</li> </ul>



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Design and delivery of Skilled Workforce Solutions for GV Fruit Industry (Stage 1) Workshop  <i>Victoria Department of Economic Development, Jobs, Transport and Resources, 2017</i>	Building on previous work undertaken by RMCG through the Goulburn Valley Fruit Growing Industry Roadmap (2015) and the Food Futures Goulburn Valley Cluster (2016), RMCG was re-engaged by Agriculture Victoria <b>to facilitate the development of a strategy</b> to outline the next steps for addressing issues pertaining to a skilled workforce in the Goulburn Valley horticulture industry.
<b>Needs / gap analysis</b>	
Understanding food manufacturing skills shortages in the Goulburn Valley  <i>Victorian Department of Jobs, Precincts and Regions, current</i>	RMCG is undertaking <b>analysis, engagement and identification of solutions to address skills shortages</b> in the food manufacturing industry in the Goulburn Valley of Victoria.
Identifying opportunities and challenges for culturally and linguistically diverse (CALD) communities to address workforce gaps in Victoria's agriculture sector  <i>Agriculture Victoria, 2020</i>	RMCG engaged with CALD settlement agencies and agricultural businesses <b>to identify the opportunities for people from CALD backgrounds to forge a career in agriculture.</b>  Connections made through this project were immediately used to fill short term labour gaps due to the COVID-19 pandemic. Longer term recommendations will be used to develop targeted career pathway programs for CALD present and future staff.
Rural local government careers pathway program  <i>RCV and CV Group Training, 2020</i>	RMCG were engaged by RCV and CV Group Training <b>to engage rural and regional local councils on their persistent skills gaps</b> and work with them to create a <b>careers pathway program</b> for school leavers, university graduates and mature age workers.  RMCG engaged with CEOs and People and Culture leads <b>to establish the key skills areas and co-develop dedicated pathway programs</b> for the three demographics - school leavers, university graduates and mature age workers.
Skills issues in the horticulture industry of the Riverina  <i>Regional Development Australia Riverina, 2017</i>	RMCG was engaged by RDA Riverina to <b>establish and validate the extent to which there may be a skills issue</b> in the Riverina horticulture industry and <b>provide clear policy recommendations on strategies</b> to address the identified problems.  The study, which included a series of industry consultation workshops in Yanco, Wagga Wagga and Batlow, provided several recommendations to address the skills issue including <b>effective collaboration with industry, better awareness of existing programs, strategies to support up-skilling of existing workforce and promotion of the region.</b>
Agriskills Regional Engagement Pilot Project - Northern Midlands  <i>Tasmanian Farmer and Graziers Association (TFGA) supported by project funding through Department of State Growth (Skills Tasmania)</i>	The purpose of this project was to <b>gain a better understanding of the employment opportunities</b> within the agricultural sector in the Northern Midlands area, <b>how they may be changing, and what skills may be required for employees in the future.</b> Twenty six businesses across the sector participated in this project. A semi-structured interview method was developed to engage with the representative businesses.
National producer skills and training needs analysis  <i>Meat and Livestock Australia (MLA), 2015</i>	MLA engaged RMCG to <b>conduct social research</b> on skills and training requirements of meat producers to inform suitable program content and provide insights into producers' delivery needs. <b>The findings from the research provided intelligence into the next generation of national extension programs</b> with the intent to improve business skills, industry productivity and sustainability.



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Vegetable Industry Education and Training Gap Analysis <i>Horticulture Innovation Australia, 2015</i>	RMCG undertook an <b>industry education and training gap analysis</b> of the Australian vegetable industry. The main objective of the project was to integrate expressed needs, available services, gaps and synergies across the agricultural training landscape, to provide a rationale for Hort Innovation and the vegetable industry to make a decision on how education and training needs of Australian vegetable businesses should be met most effectively. This included addressing whether, why and how a separately funded unique vegetable academy or other suitable model would best meet the specific industry needs.
Research, Education and Training needs of the Tasmanian food industry <i>University of Tasmania (UTAS), 2013</i>	This study produced a report on the <b>research, education and training needs</b> to support the Tasmanian food industry; including a business case for investment in UTAS undergraduate and postgraduate 'food' courses.
<b>Training and resource development</b>	
Developing Nursery Career Pathways NY19006 <i>Hort Innovation, current</i>	RMCG and Greenlife Industry Australia are conducting a project to ensure <b>training institutions are aware of the skill priorities and needs</b> of the Australian nursery/greenlife industry and utilise this knowledge when developing and reviewing course content.
Dairy Australia National Regional Workforce Support <i>Dairy Australia, current</i>	RMCG is providing <b>Human Resource Management advice and support</b> to dairy farmers when Dairy Australia staff are unavailable.
Career Pathways Guide for the Fruit Industry <i>Victorian Department of Jobs, Precincts and Regions, 2020</i>	RMCG <b>developed resources for schools</b> , including a career guide and flyer outlining careers in the fruit industry. Interviews were also conducted for case studies that demonstrate the variety of roles within the industry and describe the fruit industry and its potential as a preferred employment option.
Vegetable Industry Education and Training Initiative: VegPRO <i>Horticulture Innovation Australia, 2016-19</i>	RMCG in partnership with Applied Horticultural Research delivered VegPRO, the Australian vegetable industry's education and training initiative. The VegPRO program invested in <b>targeted training services to effectively upskill people at all levels in the industry</b> , from seasonal staff to experienced growers.
Curriculum development for Profitable Grazing Systems, Extension and Adoption Pilot project <i>Meat and Livestock Australia (MLA) (subcontracted by Macquarie Franklin), 2016</i>	A new program was piloted and evaluated to inform a re-design of MLA's flagship extension and adoption programs to improve the outcomes from their investments. RMCG was a member of a working group hosted by MLA to <b>develop curriculum content</b> .
Mallee Leadership Mapping <i>Office of the Victorian Skills Commissioner (OVSC), 2019</i>	The Office of the Victorian Skills Commissioner (OVSC) engaged RMCG to <b>map existing and potential future education and training programs to develop the leadership and management skills</b> of middle managers in the industries of the Sunraysia region. The final report recommended a clear path to better utilise existing training opportunities and available initiative funding to ensure that the training provided met the needs of local industry and was "fit-for-purpose".
<b>Program review</b>	
Leadership Fund investment evaluation <i>Hort Innovation, current</i>	RMCG is examining the <b>effectiveness, efficiency, relevance, and process appropriateness of Hort Innovation's Leadership Fund</b> , a cross-industry investment which aims to upskill members of the horticulture industry and prepare them for leadership roles. As part of the evaluation, RMCG will identify future opportunities and funding for the Fund.