



# TNQ Skills Master Class

Local skills shortage solutions

Presentation Notes

Advance Cairns & The Vocational Partnerships Group

## How to package & sell jobs to potential employees?

Chris Cunsamy  
Executive Recruitment Consultant



## How to package & sell jobs to potential employees?

- Advertising
- Selling a job
- Staff Retention



## Advertising

- Where
- How to write your ads
- Key words
- Be specific



## Where

- Reputable CAIRNS based Recruitment Company
- Newspapers
- Online vacancy systems
- Your website



## How to write your ads

### 4 Communication Styles

- Driver/Blamer → Decision maker
- Expressive/Distractor → Creative person
- Amiable/Placator → Team player
- Analytical/Computer → System/compliance



## Key Words

- Job title
- Type of language
- Essential skills
- Use them often



## Be Specific

- Location
- Salary
- Achievement
- Do they REALLY need number of years experience



Avoid this



Get this



Advertising with the candidate in mind, will ensure  
"Best Candidate the market has to offer".



## Selling a Job

- Painting the picture
- Structured positions
- Clear guidelines
- WIIFM / KISS
- Interviews



Sell your company as the company that you're  
proud of & others want to be associated with!



## Staff Retention

- **FACT** – Payroll is largest co. expenditure
- **FACT** – War for talent
- **FACT** – Staff attrition can be minimised
- **FACT** – You can be a Great Leader



## Payroll is largest co. expenditure

- Grow your staff
- To reward or not to reward
- More money is not the only answer



## War for Talent

- Scarcity of quality candidates
- Putting employees first
- 22% of Australians aged 20-24 change employers each year
- Win/Lose on employee mobility



## Minimising Staff Attrition

- Training opportunities
- Career progression
- Flexible work arrangements
- Better performance management
- More delegation of authority
- More money
- Shareholding
- Multi-skilling job rotation



## The Great Leader

- Identifying capabilities
- Knowing your staff
- Knowing your style
- Getting the best from your staff



## Identifying capabilities

- What is the specific goal or task
- How strong or good are the individual's demonstrated task knowledge and skills
- How strong or good are the individual's transferable skills
- How motivated, interested, and enthusiastic is the individual
- How confident is the person



## Knowing your staff

- Self Reliant/Achiever
- Capable but Cautious
- Disillusioned Learner
- Enthusiastic Beginner



## Knowing your style

- Direct them
- Coach them
- Support them
- Delegate to them



## Getting the best from your staff

- **Direct** the Enthusiastic Beginner
- **Coach** the Disillusioned Learner
- **Support** the Capable but Cautious
- **Delegate** to the Self Reliant/Achiever



Avoid this



Get this



Don't ASSUME, identify your staff's potential to  
Maximise Staff Retention.



How to package & sell jobs to  
potential employees?

THANK YOU

Chris Cunsamy  
Executive Recruitment Consultant





## Attract the future: Growth from within

Stacey Speight  
Human Resources



## Challenges

- Are you finding it hard to recruit quality employees?
- Have you settled for 'less than ideal' employees?
- Are your employees feeling challenged?
- Are your employees equipped to take a step up if needed?
- Are your employees leaving for 'greener pastures'?



Today, I want to  
show you how we  
address the  
challenges of the  
labour shortage at  
BDO.



BDO invested in me



## We all need to invest in our people



- Education
- Resources
- Growth
- Environment
- Diversity



## Education

- Encourage & support further study
  - University, TAFE, Diplomas, Institutes, Post-graduate, certificates
- Technical development
- On the job learning
- Local & National Learning and development programs/conferences
- Program of Choice



## Resources

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- On the job learning
- Access to knowledge
- Invest time in developing trainees and graduates
- Engagement and retention Generation Y
- Referrals working for you – spotter fee



## Growth

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- Vacation Employment
- Graduate Employment
- Mentoring
- Performance Reviews
- Development Plans
- Competencies
- People and leadership skills development
- Advancement opportunities



## Environment

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- Create a learning culture
- Attract referrals – finders/spotter fee
- Develop people, not just technical skills
- Don't compromise standards



## Diversity

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- Balance between technical, professional and personal development
- Balance between work and life away from work



**What are the benefits for you?**



## Invest, support and develop employees

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### BENEFITS TO YOU

- Quality employees
- Right people in the right jobs
- Attract other motivated, quality employees
- Word of mouth advertising
- Positive employee morale
- Learning culture
- Employee engagement – say, stay, strive

= increased efficiency of the business = profits = growth



**Our Success**

- Vacationers – Undergraduates – Graduates
- Graduates – CA/CPA Qualified Accountants/Auditors
- Accountants – Managers - Associates
- Secretaries – High level EA's
- Office Junior –Human Resources



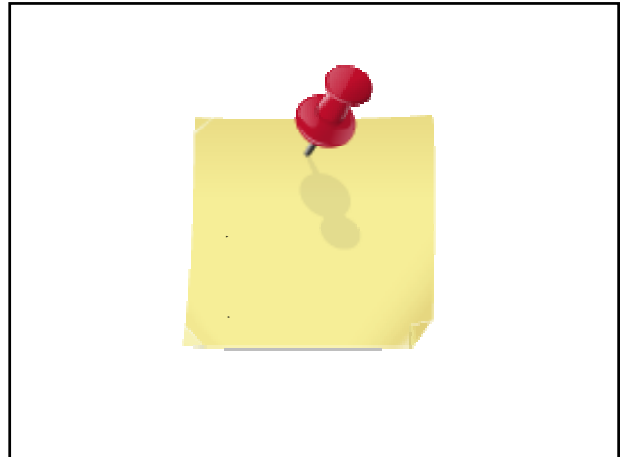
**Invest in your people**



## MENTORING GEN Y

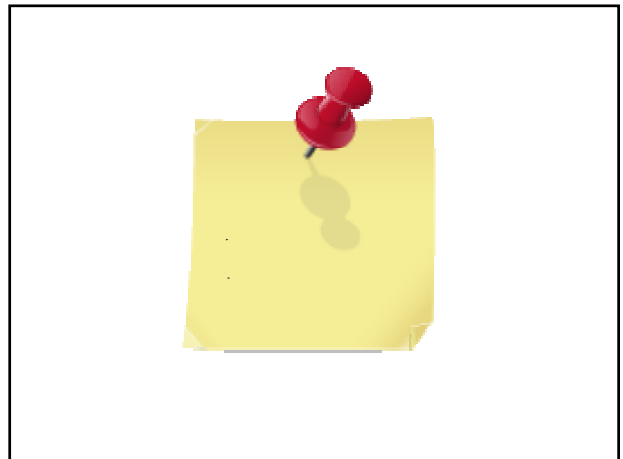
*"THE ROYAL PAINS IN OUR ASSETS"*

Elmarie Gebler & Graham Caldwell – WHK



## Primary Outcome

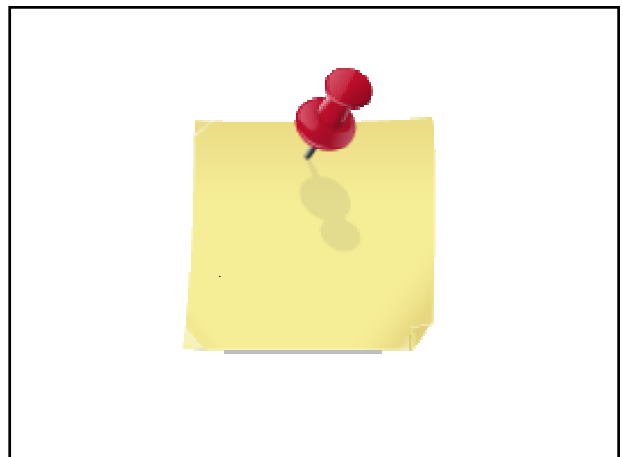
- Ensure Succession
- Develop effective Team Work
- Provide Enhanced Client Care
- Personal Development
- Achieve Improved Results within Budget



## Qualities may include

- Deep Personal Interest
- Counsellor or Teacher
- More Experienced Person
- Reputation that you Earn
- Power free Relationship
- Trusted Friend

"let me struggl so dat I cn lern"



## Gen Y or "Gen Why?"



"Y do we need them?"

WHK "IT'S ALL ABOUT RESULTS"

## Who is generation Y?



WHK "IT'S ALL ABOUT RESULTS"

## Demographics

Description	Born	Age
Seniors	Before 1925	> 82
Builders/Traditionalists	1926 – 1945	63 - 82
Baby Boomers	1946 – 1964	44 - 62
Generation X (Sandwichgen)	1965 – 1981	27 - 43
Generation Y (KIPPERS)	1982 – 2000	8 - 26
Generation Z	2001 +	< 7

WHK "IT'S ALL ABOUT RESULTS"

## Gen Y's categorised as ...

- Lazy
- Impatient
- Demanding
- Difficult to manage
- Need instant gratification



WHK "IT'S ALL ABOUT RESULTS"

## Matter of Perception

- Impatient & demanding = Ambition
- Need for instant gratification = Desire for continuous feedback & being involved in decision making
- Demanding = Variety of challenges
- Difficult to Manage = Willingness to learn & improve FAST

WHK "IT'S ALL ABOUT RESULTS"

## More about Gen Y workers ...

- High expectation of Self
- High expectation of Employer
- Want Ongoing Learning
- Immediate Responsibility
- Goal Oriented
- They have the Financial Smarts
- Work life Balance isn't just a buzz word
- Change Change Change

WHK "IT'S ALL ABOUT RESULTS"



## Gen Y's have a Social Conscience

- Care beyond Themselves
- Members of a World outside their Bedroom
- Team players seeking "Greener" solutions
- Environmentally Aware
- Community Focused
- Deep Social Conscience




## Leaderphobia – where have all the leaders gone?

- Ingrained Social Justice
- No one gets asked to be a Leader
- Everyone's a Winner
- Collaborative
- Teamwork
- Collective Decision Making


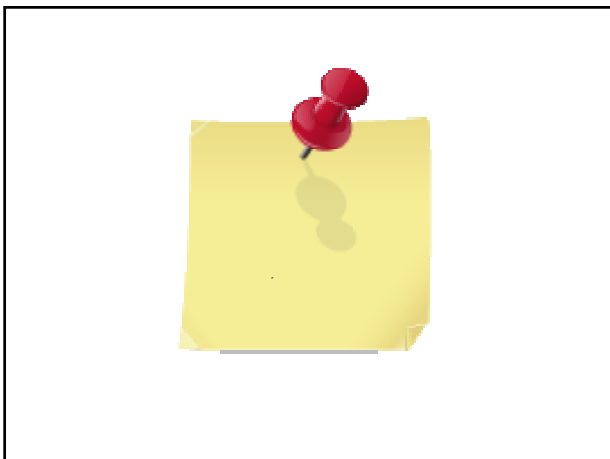
## So, what do they want?

- Long term Career Development
- Multiple experiences in the SAME company
- Flexibility
- Sense of Purpose
- Meaningful Work
- Respect
- Open Communication



## What doesn't work...

- No availability of Time and Resources
- No training for the Mentor
- Mentor "takes over"
- Seen as just another Job to do

## Create an Empowered Team

"Power" versus "Empower"





## "Disempowered" Team

- "Not my job"
- Pass the Buck
- Clock Watchers
- Low trust & High control
- Management Defensive & Isolated
- People do as little as Possible
- Decision making Centralised
- Clients treated with Indifference



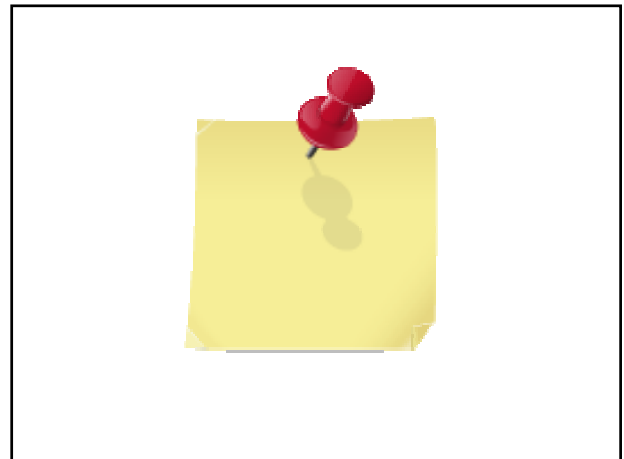
## Create the Empowered Team

- Trust
- Low turn over of Staff
- "Can do" attitude
- Ideas Abundant
- Decentralised Decision Making
- Staff are in the "Zone"



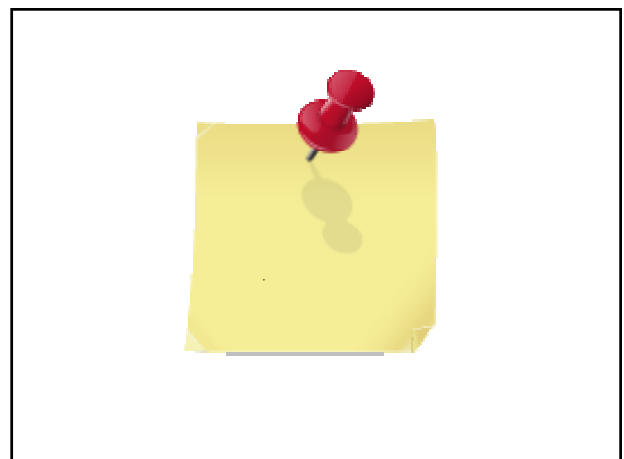
## Empowering People Potential & Results

- Provide a Clear Vision & Mission
- Look for Leaders in your Team
- Align Team Values
- Create aligned Team Goals
- Identify Empowering Practices
- Hire Empowered Oriented People (possibly with a variety of skills)
- De-hire Bureaucrats & Bullies
- Provide Training & Support



## Where to from here ....

- Get to know yourself / Understand your own style
- Increase your Customer Perspective & Orientation
- Create a Clear line of sight / be Clear on your Vision & Mission
- Introduce a culture of Empowerment / Get the Right People on board
- Align Team Goals & Look for Leaders
- Create time & space / Good Time Management
- Give Clear, Reliable & Timely feedback
- Lead by Example
- Connect people to their Passion / Find out when & where they work in their Zone
- Increase skill levels / Set Greater Challenges



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## Business Growth in a Skills & Labour Shortage

A case study by Ann Radke

Yuruga Nursery P/L & Clonal Solutions Australia P/L

YURUGA Native Plant Nursery | Clonal Solutions Australia Pty Ltd

## Yuruga Nursery & Clonal Solutions Australia



operate from the same premises located at Walkamin between Mareeba and Atherton on the Atherton Tablelands




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## Yuruga Nursery

Formed 1985 - Specialist native plant nursery -






Wholesale Production Section | Retail Garden Centre

- Gardens • Screens • Windbreaks • Revegetation • Wildlife
- Farm Forestry • Cut foliage • Bush Foods



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## Clonal Solutions Australia

Spin-off company, formed 2003

Mass production of high-value clonal crops for agriculture and forestry plantations

Distribution throughout Australia.


Clonal Solutions Australia Pty Ltd

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YURUGA Native Plant Nursery | Clonal Solutions Australia Pty Ltd

## In the beginning ...

- Hobby-turned-business in 1985
- Established 'from scratch'
- Initially a small part-time operation funded from owners' savings



The hobby



Starting from scratch

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## .. in the beginning ...

- Owner-managed full-time since 1987
- Within 5 years employed 6 people full-time




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### 1990s ....

- Major contracts
- Major expansion

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### The nursery is now .....

- ▶ The **largest nursery in north Qld** measured by:
  - production capacity
  - turnover
  - number of staff
- ▶ One of the **largest private employers** on the Tablelands:
  - **50 full-time staff**
  - **payroll \$1M+ p.a.**

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- ▶ • highly **capitalised**
- modern **high-tech facilities**
- **leaders** in the Australian nursery industry

Tissue Culture Laboratory

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### Plant propagation is very labour intensive .....

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### Employee Collective Agreement .....

- Replaces Award
- Flexible hours
- Averaging over year
- Additional hours
- Suits mothers & part-time

Registered with the Workplace Authority under the Workplace Relations Act

The legal contract

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STAFF HANDBOOK

YURUGA Native Plant Nursery Clonal Solutions Australia Pty Ltd

"EXCELLENCE IN PROPAGATION AND PLANT PRODUCTION"

The moral contract

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### Nursery structure

**Employee Level:**

- 5...Manager (salaried)
- 4...Supervisor
- 3...Leading Hand
- 2...Nurseryhand (qualified)
- 1...Nurseryhand (unqualified)

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### Finding staff ....

#### Nurseryhands (unqualified).....

- Backpackers
- Local casuals
- School students (holidays & peak periods)
- Part-time (parents)

Today's students ....  
Tomorrow's employees

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### Finding staff ....

#### Nurseryhands (qualified) .....

- Apprenticeships
- Certificate III Horticulture

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### Finding staff ....

#### Leading Hands & Supervisors .....

**Short courses:**

- Leading a Team
- Communication
- Conflict Management
- Time Management
- Customer Service
- Anti-discrimination and Harassment

**Certificate IV & Diploma:**

- Frontline Management
- Horticulture
- Business

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### Finding staff ....

#### Managers .....

- Highly qualified / skilled / tertiary qual.
- Source externally
- Employment Agencies
- Technical ability
- Aptitude / personality / cultural fit
- Sea-change / Tree-change

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### Finding staff ....

#### Skilled migration .....

Ramkrishna Kolala  
Tissue Culture Laboratory Manager

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Clonal Solutions Australia Pty Ltd

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## Key strategies

**Accreditation:**  
Industry Best Practice  
in

- Plant Production
- Nursery Retailing

200 nurseries / 8000 in Australia








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## Key strategies

**Industry Best Practice:**

- Efficient
- Profitable
- Clean / green / eco-friendly
- Excellence
- Employer of choice






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## Key strategies

### Staff training



**Product skills:**

- Technical
- Sales, marketing
- Customer service, etc

**Management skills:**

- Human Resources
- Industrial Relations
- OH&S
- Leadership
- Productivity & efficiency
- Professional Development

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## Key strategies

### Staff mentoring & leadership



Mature age Employee of the Year 2005




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Clonal Solutions Australia Pty Ltd

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## Key strategies

Maybe the skills & labour shortage is good for us!

- Productivity
- Efficiency
- Mechanisation

**\$100,000 item of equipment**  
Saves 3 nurseryhands  
Pays for itself in 1 year

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Clonal Solutions Australia Pty Ltd

Advance Cairns Skills Master Class

## Thank you for listening!

Ann Radke

Yuruga Nursery  
&  
Clonal Solutions Australia

# Regional Migration

## Sandy Whyte

### Introduction

- The Cairns Chamber of Commerce is a Regional Certify Body for two programs that are available to assist employers in regional areas of Australia fill skilled vacancies.
- These programs are only applicable if the employer has been unable to fill the full-time position through the local labour market.
- Any employer can participate in the scheme as long as they are operating their business in an area covered under the RSMS, i.e. regional or low population growth areas of Australia.


- The Department of Immigration and Multicultural Affairs (DIMA) has a number of programs that enable employers in regional areas fill skilled occupations when the positions cannot be filled from the local labour market.
- Website links to details on the two key programs offered by DIMA are below:
- 1. Temporary Business Long Stay – Standard Business Sponsorship (subclass 457) / 1196  
<http://www.immi.gov.au/skilled/skilled-workers/sbs/index.htm>
- 2. Regional Sponsored Migration Scheme (subclass 119/857)  
<http://www.immi.gov.au/skilled/skilledworkers/rsms/index.htm>
- Suitable occupations fall into the range of Australian Standard Classification of Occupations (ASCO) codes of 1 to 7\*\*\*-\*\*. A sample list of occupations and suitable programs are listed below.

ASCO Major level	Example ASCO Code	Example	Regional 457	RSMS	RSMS – Option A*
1. Managers and Administrators	1112-11	General Manager	✓	✓	✓
2. Professionals	2211-11	Accountant	✓	✓	✓
3. Associate Professionals	3322-11	Chef	✓	✓	✓
4. Tradespersons and Related Workers	4211-11	Motor Mechanic	✓	✓	✓
5. Advanced Clerical and Service Workers	5111-11	Secretary	✓	☒	✓
6. Intermediate Clerical, Sales and Service Workers	6396-13	Outdoor Adventure Operator	✓	☒	✓
7. Intermediate Production and Transport Workers	7993-01	Supervisor, Storeperson	✓	☒	✓
8. Elementary Clerical, Sales and Service Workers	8291-11	Checkout Operator	☒	☒	☒
9. Labourers and Related Workers	9921-79	Farm Hands	☒	☒	☒

\*Option A relates to a position that has been held by an employee with their employer/sponsor for the previous 2 years.

- **Certification Process for RSMS and Regional 457 Visa Applications**
- The Cairns Chamber of Commerce is a Regional Certifying Body as gazetted by the Department of Immigration and Citizenship. We consider applications from the Cassowary Coast Regional Council, north to and including the Torres Straits and West to the Northern Territory Border with Queensland. This includes the Tablelands and Cairns Regional Councils.

- **Certification Process by Regional Certifying Body**
- If you require assistance with completing your application, you will need to contact a Migration Agent or the Dept of Immigration. Some useful links and contacts are at the end of this document.
- The standard turnaround time for our certification process is 10 working days (once correct documentation has been supplied). If the applicant's visa is going to expire within this, we suggest that you contact the Dept of Immigration or a Migration Agent for advice.
- **Step 1.** Follow the steps outlined on the Dept of Immigration website for the program you are applying under (as per website links at the start of this document), then:
- **Step 2.** Ensure your application addresses the following items that we consider when assessing your application:
  - The position cannot be filled locally.
  - The tasks of the nominated position correspond to the tasks of a skilled occupation
  - The position being considered is a genuine, full time position that is necessary to the operation of the business.
  - The working conditions of the position, including salary, will be no less favourable than those provided for under Australian legislation and awards.
  - For Regional 457 applications, the wages or salary for the position must be at least equal to the minimum salary level that applies to regional concession arrangements and you are to select 'Yes' on your form to seek an exemption from the minimum salary level. See below re: salary figures:
- The minimum salary level will change each year. The minimum gross annual salary (excluding bonuses, overtime and superannuation) based on a 38 hour week is currently set at \$51,570 for Information and Communication Technology occupations and \$37,665 for all other gazetted occupations. Non-IT occupations in the ASCO code range of 1-4 that are paid at or above \$41,850, do not require regional certification and are to be lodged directly with the Dept of Immigration.
- **Step 3.** Send the following documents to the Cairns Chamber of Commerce.




(Apart from the Dept of Immigration Forms, documents supplied to our office will not be returned. Please keep copies).

- Dept of Immigration Form;
- 1054 (RSMS) - or Form 1196 or Form 1196R + copy of e457 (Reg457)
- Job Description including the relevant ASCO Code;
- Resume/CV;
- Draft Employment Contract;
- Evidence of labour market testing i.e. copies of advertisements for position/letter outlining need for position and inability to fill from local labour market
- Organisational chart
- Payment of \$550.00/position made out to "Cairns Chamber of Commerce"
- Send items 1-7 to:  
Cairns Chamber of Commerce  
PO Box 2336, CAIRNS QLD 4870  
Email: visas@cairnchamber.com.au  
Ph: 07 40311838 Fax: 07 40310883

**Step 3. We will assess the application and make a decision as to whether or not we certify the application. If we certify** the application, the original form 1054/1196/1196R and a letter of approval will then be returned to you to lodge with the Dept of Immigration. *Please note that certification of an application by the Cairns Chamber of Commerce does not guarantee that it will be approved by the Dept of Immigration.*

**Step 4. Once you have received certification from us, you then need to lodge your application with the Dept of Immigration** as explained in their forms.



- **Contacts and Links**
- (a) Department of Immigration – Cairns Office
- All Forms and Information on their website: <http://www.immi.gov.au>
- Mr Garry Chaston – Regional Outreach Officer Ph: (07) 4044-5912
- Email: [garry.chaston@immi.gov.au](mailto:garry.chaston@immi.gov.au)
- Level 2, GHD Building, 95 Spence Street, Cairns QLD 4870.
- (b) Local Migration Agents
- Company Telephone Facsimile
- A-Counting Plus 40426100 40313418
- Bottoms English Lawyers 40515388 40515206
- Carol Shipway 40518788 40314672
- Frank Lanza 40316676 40314627
- Gayler Cleland Towne 40516111 40517504
- John Young 40413955 40413955
- MacDonnells Solicitors 40300600 40300699
- Migration Help 40556266 40575575
- Migration Pathways 40977556 40977556



- (c) Websites of Interest
- General Information
- Employer Sponsored Migration
- (handbook)
- <http://www.immi.gov.au/allforms/books5.htm>
- Regional migration programs <http://www.immi.gov.au/migration/regional/index.htm>
- Regional Certifying Bodies  
[http://www.immi.gov.au/migration/employers/certifying\\_bodies.htm](http://www.immi.gov.au/migration/employers/certifying_bodies.htm)
- Dept of Immigration Offices <http://www.immi.gov.au/contacts/index.htm>
- WageLine – Award Wages and Conditions  
<http://www.wageline.qld.gov.au/index.html>
- Skills Matching Database <http://www.immi.gov.au/skills/index.htm>
- Australian Skills Recognition Information (ASRI)
- <http://www.immi.gov.au/asri/>
- Australian Standard Classification of Occupations (ASCO)
- <http://www.abs.gov.au/ausstats/abs%40.nsf/66f306f503e529a5ca25697e0017661f/36fa7a08bbd364a5ca25697e00184ce1>



**Reg457 Links**

General Information on Temporary Residency  
[http://www.immi.gov.au/allforms/visiting\\_business\\_long.htm](http://www.immi.gov.au/allforms/visiting_business_long.htm)

Form 1196 – Sponsoring Temporary Overseas Workers to Australia  
<http://www.immi.gov.au/allforms/pdf/1196.pdf>

Dept of Immigration Fees for Regional 457 Application  
<http://www.immi.gov.au/allforms/990/temporary-businessentry.htm>

Excluded occupations – Regional 457  
[http://www.immi.gov.au/legislation/gazettals/gazettals04/040211\\_salary.pdf](http://www.immi.gov.au/legislation/gazettals/gazettals04/040211_salary.pdf)

Skills Recognition <http://www.training.qld.gov.au/skillsrec/osqa.htm?select#9>


Trades Assessment  
<http://www.workplace.gov.au/workplace/Individual/Migrant/TradesRecognitionAustralia.htm>

**Regional Sponsored Migration Scheme (RSMS) Links**


General Information on the Regional Sponsored Migration Scheme  
<http://www.immi.gov.au/migration/employers/rsms.htm>

Form 1054 – Employer Nomination under the Regional Sponsored Migration Scheme  
<http://www.immi.gov.au/allforms/pdf/1054.pdf>

Dept of Immigration Fees for RSMS Application  
<http://www.immi.gov.au/allforms/990/employer-sponsored.htm>




- **RSMS (Regional Sponsored Migration Scheme)**
- **Conditions to meet:**
- The employer must have a genuine vacancy that:
  - is available for at least two consecutive years;
  - is unable to be filled through the local labour market;
  - requires the skills of at least an Australian diploma level;
  - will be remunerated in accordance with Australian industrial laws
- The visa applicant must:
  - have the relevant qualifications/experience (at least Australian diploma level) for the position;
  - be able to meet mandatory licensing requirements for the position;
  - be less than 45 years old;
  - have functional English;
  - meet health and character requirements (family members included)
- The RSMS process consists of three distinct stages:
  - certification of the nomination/vacancy (by a certifying body such as the Chamber);
  - nomination by the employer is assessed by Dept of Immigration; and
  - nominee's application for a visa.
- **The Position**
- The RCB certifies the position, not the employee.
- Certification can be given, even when no employee is known, and remains valid for six (6) months.
- The Skills Matching Database provides an alternative means for employers to locate possible staff to fill the position. This is available on-line via the Dept of Immigration website.



- (b) **Reg457 (Regional Certified 457)**
- The Regional Certified 457 is a sub-set of Visa Class 457. Businesses who wish to seek an exemption from the minimum skill and/or salary levels must seek certification of the nomination by a Regional Certifying Body.
- **Conditions to meet:**
- The employer must have a genuine vacancy that:
  - is available for three months to four years;
  - is unable to be filled through the local labour market;
  - will be remunerated in accordance with Australian industrial laws and have a minimum annual salary as gazetted by
- Dept Immigration from time to time. This amount is currently \$37665 (excluding superannuation, allowances and bonuses).



- Certification Process for RSMS and Regional 457 Visa Applications
- **The Position**
- Covers:
  - ASCO 1 – 7 (some exceptions)
  - Managers and Administrators
  - Professionals
  - Associate Professionals
  - Tradespersons and Related Workers
  - Advanced Clerical and Service Workers
  - Intermediate Clerical, Sales and Service Workers
  - Intermediate Production and Transport Workers
- Exceptions:
  - Some occupations are not eligible to be nominated.
  - ASCO Level 8 – Elementary clerical, sales and service workers;
  - ASCO Level 9 – Labourers and related workers
  - Apprentice tradespersons & associated workers
  - Assistant and trainee positions
  - Occupations that are “Not elsewhere classified” (NEC - 79) in ASCO Major Groups 5 - 7
  - Occupations that, for legislative reasons, can only be filled by an Australian citizen or permanent resident
  - Religious workers for which there are separate specialised temporary entry visa subclasses
  - Tour guides
  - Positions as gazetted by Dept of Immigration



- **The visa applicant must:**
  - have the relevant qualifications/experience for the position;
  - have the required level of English for the position;
  - be able to meet mandatory licensing requirements for the position;
  - meet health and character requirements (family members included)
- **The Regional 457 process consists of three distinct stages:**
  - certification of the nomination/vacancy (by a certifying body such as the Cairns Chamber of Commerce);
  - nomination by the employer is assessed by Dept of Immigration; and
  - nominee's application for a visa.
- **Some employers may also be excluded, including:**
  - Recruitment companies and labour hire firms
  - Employers that are exclusively party to other sponsorship arrangements, specifically Regional Headquarter
  - Agreements, Labour Agreements and Overseas Business Sponsorships
- **Monitoring/Compliance**
- Please note that the Department of Immigration and Citizenship undertakes regular monitoring and compliance
- checks of employers (including site visits) to ensure that all relevant conditions are being met, including obligations in
- regard to industrial relations. Penalties for breaches of these conditions are substantial