



The Real Jobs

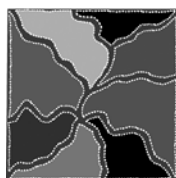
RESEARCH PROJECT REPORT

April 2007



The Real Jobs

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East Kimberley
JOB PATHWAYS
• EMPLOYMENT • TRAINING • EDUCATION

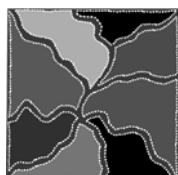
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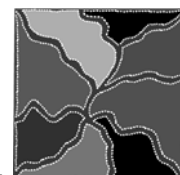
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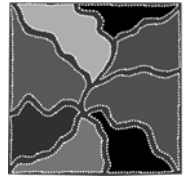
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Section One: Introduction



1.1 Overview — project purposes

This report is about employment in the East Kimberley. The research was designed to fill a gap in knowledge about the availability of jobs in the region. While it is widely accepted that there are regional labour shortages, there is little information on their extent or nature. Figures are needed to determine the extent of demand for employees—both in particular occupations, and in aggregate—to inform attention to the issue of how to supply the demand. Also needed is an understanding of requisite qualifications and other job requirements.

The brief for the project does not include consideration of the supply side i.e. who might fill the available jobs, or how they might be filled.

Regarding the report's structure, this introductory section details the purposes of the report and provides basic information about the region. The second section explains the methodology. The third section estimates the available jobs. The fourth section analyses the job requirements.

The research had several purposes, all directly or indirectly connected to the availability of jobs in the region, as explained in this section.

1.2 Job availability in the East Kimberley, 2007-2009

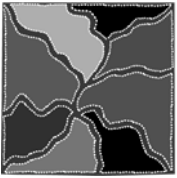
A purpose of the research was to provide an estimate of the number of 'real' jobs that will become available in the East Kimberley in each of the three years 2007, 2008 and 2009. A separate estimate is provided for each year. The meaning of 'real jobs' is considered in 1.6, and of 'jobs' in 2.2.

While the figures on job availability that are cited in the course of this report provide a starting point for planning, they should be treated with caution, and monitored in the light of events. While we have left the calculated figures to lie where they fall—rather than rounding them—they should not be treated as exact.

The figures are to be regarded as indicative order of magnitude estimates. It should be kept in mind that it is unrealistic to look for exact figures on the number of jobs that may become available, particularly in future years. Estimates of future employment availability are inherently uncertain for several reasons: partly because of unforeseen events; partly because the results even of foreseen events are to a considerable extent unpredictable; partly because the relevant information and evidence is never fully available; and for other reasons.

The estimates are for the East Kimberley as a whole. The report does not attempt to determine how many jobs in particular occupations will be available at any particular location within the East Kimberley. The three main employment centres within the region are Kununurra, Halls Creek and Wyndham in that order, and there are also jobs in outlying areas including stations. While it is reasonable to infer that there will, for example, be jobs in large occupations such as sales and health in each main employment centre, it would be speculative to offer a numerical breakdown. Some of the jobs referred to as 'possibles' may be located at an offshore facility¹, with East Kimberley residents being flown in and out.

¹ See reference to the possible INPEX project below.



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1.3 Occupations in which jobs are likely to be available

A purpose of the research was to subdivide the projected jobs into occupation categories. This report adopts the occupation categories that are used in the Federal Government's *Jobsearch* website, and adds a separate category for mining. *Jobsearch* has twenty (20) main employment categories. These categories are discussed in the next section of this report.

Classifications of jobs are seldom clear cut or static. Industry classifications intersect with occupation classifications: for example, a job in reception in the accommodation industry has significant differences as well as similarities to a receptionist job in an office. Some employees see themselves as working in an industry—such as hospitality—rather than an occupation, while other employees see themselves as working in an occupation—such as nursing—with the industry being largely irrelevant. Some industries, e.g. mining, have jobs that cover a large number of occupations and skill levels.

1.4 Job requirements

A purpose of the research was to identify and explain the requirements for jobs. The term 'job requirements' refers to qualities or characteristics that employers want or require in applicants as the conditions for offering them jobs. Our research suggests there are three distinct but overlapping types of job requirement.

First, there are work requirements—these are sometimes loosely summed up as 'having a work ethic'. Punctuality is an example. Work requirements are distinct from learned skills. They are to a large extent common to all jobs. They are fundamental to getting, doing and/or holding jobs.

Second, there are general work skills. Literacy is an example. These general work skills are abilities that are essential for virtually all jobs. They are increasingly fundamental to getting, doing and/or holding all but the most simple jobs.

Third, there are qualifications. Trade certificates and Australian Qualification Framework (AQF) awards are examples. Qualifications relate to specific skills. Qualifications are in some cases legally required, e.g. in regulated trades such as plumbing.

Section four analyses these three job requirements.

1.5 An underlying research purpose

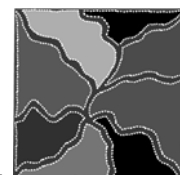
An underlying purpose of the research was to provide information which will help those responsible to increase the participation of local residents, especially Indigenous residents, in mainstream employment. The brief for the project does not, however, include consideration of issues that are or may be specific to Indigenous residents.

1.6 'Real' jobs

A purpose of the research was to focus on 'real' jobs. The research was about jobs that employers want filled no matter by whom. The expression 'real jobs' comes from the commission that we were given. For the purposes of this report, the expression 'real jobs' refers to jobs which:

- are established so that outcomes will be achieved through the employee's work, not 'created' so that the employee can be said to have a job;
- are not welfare funded; and
- are rooted in the knowledge of employers about what they are doing and what is happening in their businesses, and are thus more than theoretical constructs.

Section One: Introduction



This interpretation is consistent with the request in the brief to engage with industry.

1.7 Engagement with industry

A purpose of the research was to engage with industry, not only to gain understanding and insight from them, but also to generate interest. This mainly comprised face to face consultations with key management personnel. We thank all those employers and industry representatives who offered their time, knowledge and expertise to provide input.

At one level, these industry consultations were designed to identify occupations in which there is employment opportunity, and to find out what industry is looking for when it employs people. As noted elsewhere, a systematic and widespread though not fully exhaustive process of consultation was undertaken. The input received is the foundation of the findings about jobs.

At another level our discussions with employers drew out their perspectives on broader topics. It was apparent that businesses, institutions and organisations are interested in the challenge of increasing the participation of local, especially Indigenous, residents in mainstream employment.

1.8 Basic information about the East Kimberley²

The availability of jobs in the region is heavily influenced by demographic, economic and related facts. A general analysis of the region's situation is outside the project brief. But the purposes of the project need to be understood in the context of certain basic facts about the region.

For this research, the East Kimberley comprises the Shires of Halls Creek and Wyndham–East Kimberley, which have a combined area of 264,097 square kilometres.

The ABS preliminary estimate of the East Kimberley's 2005 resident population is 12,101. Based on 2001 census proportions³, this means there is an Indigenous resident population of 6,544 people, and a non-Indigenous resident population of 5,557. • From 2000–2005, the Shire of Wyndham–East Kimberley had an average annual resident population growth rate of 1.9%, and the Shire of Halls Creek had an average annual resident population growth rate of 3.3%. Of the four shires in the whole Kimberley region, Halls Creek had the highest growth rate, and Wyndham–East Kimberley the lowest.

- The Department for Planning and Infrastructure projects an average annual resident population growth rate of 2.7% from 2006 to 2021 for the whole Kimberley region.
- Capacity constraints, mainly due to the small population, shortages of housing, and the impact of large existing operations such as the Argyle Diamond Mine (ADM), were emphasized in several industry consultations.

Our estimate of 2004–2005 employment in the East Kimberley is 5,385, based on *Kimberley Economic Perspective* figures, and assuming that East/West Kimberley proportions are the same for employed people as for the resident population as a whole:

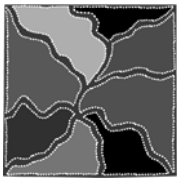
- Based on a Centre for Aboriginal Economic Policy Research monograph, the Indigenous population's participation rate in mainstream employment is 16.2%, compared to the rate recorded for non-Aboriginal residents at 81.3%.⁴
- The Department of Employment and Workplace Relations (DEWR) unemployment rate in 2004–2005 for the Kimberley as a whole was 6.3%.

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² Much of this information is drawn and/or quoted from the *Kimberley Economic Perspective*, July 2006.

³ 54% Indigenous and 46% non-Indigenous

⁴ John Taylor, *Aboriginal Population Profiles for Development Planning in the Northern East Kimberley*, 2003, p. 37.



Section One: Introduction

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- The main employing industries in the East Kimberley according to the 2001 Census were as follows: Government Administration and Defence (17.4%); Agriculture, Forestry and Fishing (12.4%); Retail Trade (10.3%); Personal and other Services (9.0%); Education (9.0%); Health and Community Services (7.9%); Accommodation, Cafes and Restaurants (7.6%); Transport and Storage (5.7%) Property and Business Services (5.6%); Construction (4.2%); Wholesale Trade (3.6%); Manufacturing (2.9%); Cultural and Recreational Services (1.1%); Electricity, Gas and Water Supply (1.0%); Communications Services (0.8%); Finance and Insurance (0.7%).⁵
- The main employing occupations in the East Kimberley according to the 2001 Census were as follows: Gardening, Farming and Fishing (13.4%); Labourers, Factory and Machine Workers (12.6%); Accounting, Finance and Management (9.1%); Teaching, Child Care and Library (8.8%); Cleaning (7.6%); Sales Assistants and Storepersons (7.3%); Clerks, Receptionists and Secretaries (6.8%); Food, Hospitality and Tourism (6.4%); Drivers and Transport (4.9%); Social, Welfare and Security (4.7%); Health, Fitness, Hair and Beauty (4.2%); Metal and Engineering Trades (3.6%); Engineering, Science and the Environment (2.9%); Building and Construction (2.3%); Motor Vehicle Service and Repair (1.7%); Electrical and Electronics Trades (1.6%); Marketing and Sales Representatives (1.3%); Media, the Arts and Printing (0.6%); Computing and IT (0.4%).
- The top 40 employed occupations in the East Kimberley according to the 2001 Census were as follows: Cleaners (273); Farm Hands (257); Garbage Collectors (155); Sales Assistants (111); Truck Drivers (102); Teacher's Aides (102); Primary School Teachers (102); Crop Farmers (99); Metal Fitters and Machinists (94); Shop Managers (85); Nursery Assistants/Garden Labourers (76); Registered Nurses (63); General Clerks (62); Construction Plant Operators (57); Office Assistants/Office Managers (57); Receptionists (55); General Managers (55); Cooks (51); Motor Mechanics (51); Bookkeepers (50); Secretaries and Personal Assistants (50); Welfare and Community Workers (47); General and Landscape Gardeners (44); Security Officers and Guards (42); Travel Agents and Tour Guides (42); Child Care Workers (42); Police Officers (40); Handypersons (39); Project and Program Administrators (39); Checkout Operators and Cashiers (38); Electricians (38); Storepersons (36); Secondary School Teachers (36); Chefs (35); Boilermakers and Welders (34); Aged and Disabled Carers (33).

Mining, tourism and agriculture are the major industries in the East Kimberley, but there are many smaller industries:

- The mining sector is dominant in economic production in the East Kimberley. In 2004–2005, the value of mining production was above \$550m. The Argyle Diamond Mine is the largest player generating around \$430m in 2004–2005 and producing a quarter of the world's diamonds. Nickel production (Sally Malay) was valued at \$122m. Gold mining (Coyote) is also conducted in the region.
- The value of tourism is estimated at \$70–100m. for 2004–2005.
- The value of irrigated agriculture which takes place in the East Kimberley is estimated at \$54m. for 2004–2005. The value of the pastoral industry for the whole Kimberley region is estimated at \$60-70m. for 2004–2005.
- The Australian Bureau of Statistics estimated there were 135 manufacturing locations operating in the (whole) Kimberley in 2001–2002.
- In 2004–2005, there were 112 dwelling approvals in the East Kimberley.

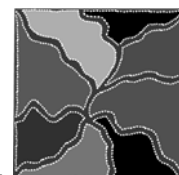
More jobs are available in the dry season than the wet season. At the same time, as noted in the Kimberley Economic Perspective July 2006:

“ a significant proportion of regional economic activity in the Kimberley is attributable

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⁵ This and the following two sets of figures come from a DEWR site at www.workplace.gov.au which we downloaded on 22 August 2006. It is likely that the figures are not comparable with our 2004–2005 East Kimberley employment estimate above, or with the participation rate figures, due to these ABS figures including CDEP.

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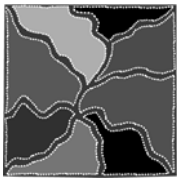
to public sector expenditure for Indigenous people and the associated flow on effects to the regional economy. Much of this income and expenditure is year-round, and complements the seasonal aspects of other regional industries, such as agriculture, retail and tourism. ”
(p. 12)

The impact of seasonality is analysed further below.

There is a considerable amount of internet and other literature that is relevant to the project. The following are the main elements of this picture:

- The literature cannot do justice to the geographical and environmental scale of the East Kimberley, at least for those who have not been there.
- At the same time, the population is too small for many statistical approaches to be useful. There is little material on employment needs or opportunities.
- The literature tells a story of achievement on a remarkable scale in the East Kimberley, especially when so few people have been, and are, involved. Lake Argyle is an example.
- It is plain from the literature that gains in the East Kimberley are not easily won. For example, it took years for Ord Stage One to reach its productive potential.
- There is potential for massive development. For example, if the INPEX liquefied natural gas project referred to below went ahead, it would require a workforce of 2,500 people for the 3 to 5 year projected construction period. This is equivalent to 46% of our estimate of the total number of people employed in the East Kimberley in 2004–2005.
- There are strikingly low participation rates in mainstream employment on the part of Indigenous residents. When combined with (i) the fact that approximately half the population is Indigenous, and (ii) the fact that there is a high proportion of young people in the Indigenous resident population, it is apparent that there may be a resource that is untapped.
- A significant gap in the literature is the lack of information about aspirations, attitudes, objectives and motivations, particularly of young people in the Indigenous resident population.

The research that has been undertaken in this project was designed to serve two purposes. The first was to develop some estimates of the likely availability of real jobs in various occupations in the 2007–2009 period in the East Kimberley. The second was to explain the qualities and qualifications that people need to fill these jobs. The next section of this report explains how the job estimates have been calculated, and other aspects of methodology.



Section Two: Research Methods

2.1 Overview

This section explains how the research findings have been reached, i.e. the methodologies that have been used, the reasons for using them, how they have been used, and how certain key terms are used.

2.2 The meaning of the term ‘job’

The term ‘job’ generally refers to paid employment. People who are self-employed, or who create jobs for themselves (for example, by building up a lawn-mowing round) would be regarded as having jobs. The following points about this report’s usage of the term should be noted:

- A job need not be full time: for example, a ten hour per week job is still a job. It is common to convert part-time jobs into full-time equivalent (FTE) jobs, and the report does this where practicable. People in part-time positions in the East Kimberley are generally wanted for more hours than less.
- A job need not be permanent: e.g. a four week period is still a job.⁶ It is common to call such jobs temporary or seasonal. The boundaries between permanent and temporary jobs sometimes blur. For example, there is a big difference between a four week fruit picking job, and an eight month a year tourist guide job that the same person comes back to year after year. Few temporary jobs can be aggregated into permanent jobs, and there is no conversion factor like FTE. The report distinguishes permanent from temporary jobs where useful and practicable.
- Contract and casual jobs are still jobs.
- As the term ‘job’ is used in this report, turnover results in more jobs. For example, in a restaurant that normally employs one chef at a time, there will be five chef jobs available in the course of a year if each chef who takes on the job stays for two months.⁷

2.3 Sourcing relevant information

The approach used is fundamentally empirical, and is based on qualitative research. The findings are principally built up from information provided in face-to-face discussions with the CEOs or senior managers of selected major businesses and organisations that operate in the region. This approach is consistent with—and indeed partly dictated by — the project intent of engaging industry.

Reliable information sources are of prime importance in estimating job availability and analysing job requirements. It has been apparent throughout our consultations that employers generally have a realistic understanding, particularly in their own areas, of what is happening with regard to jobs in the East Kimberley. The core information about jobs is rooted in the knowledge of employers about what they are doing. As explained in the next paragraph, this report’s estimates of job availability are mainly drawn from the knowledge of employers. Because of this, our estimates are more than the theoretical constructs that can sometimes result from consideration of growth rates and multipliers.⁸

The consistent thrust of employers is that established trends are generally likely to be maintained: ‘growth, yes; boilovers, no’. Large new projects aside, it is generally expected that growth will be constrained except for bursts in certain tourist and agricultural areas.

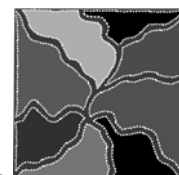
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⁶ We have nevertheless separated harvesting and related jobs from the other occupations, because of the large labour requirement for these jobs: see 3.5.2.

⁷ The term ‘job’ is used in different ways in different contexts, as is the term ‘real job’. In some usages, there would not be five jobs but only one job in the above restaurant example. The usage adopted in this report is appropriate in the context of research into job availability in the East Kimberley because—in the chef example above—five people are required during the year to take the chef’s job. The fact that it may be regarded as ‘the same job’ in a different context is immaterial in this context.

⁸ The same approach is adopted in relation to understanding job requirements. See Section Four.

Section Two: Research Methods



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We have generally used the information provided by employers as the basis for estimating additional new jobs arising from economic growth and expansion. We have not found information and/or estimates about economic growth that would provide any sort of basis for East Kimberley wide estimates of real job availability.

We had one-on-one consultations with most of these employers, but some provided information in written form.⁹ We consulted with, and obtained information from, seventy-five employers. In most cases we met with senior managers or directors.¹⁰ A high proportion of the employers were market leaders in their industries. Every effort was made to ensure that major industries were consulted. We consulted with employers from the following industries:

- accommodation;
- agriculture, both irrigated and pastoral;
- building and construction;
- business and industry services, including project management and labour hire;
- developers;
- education and training;
- engineering and mechanical;
- government and defence;
- health and welfare;
- heavy contracting;
- hospitality;
- manufacturing;
- mining;
- retail;
- tourism, including tours and travel;
- transport;
- trade contractors, including building, electrical, metal, motor, plumbing.

These are the major industries in the East Kimberley, and they cover the great majority of occupations listed in 2.4.

In talking with employers, we sought information on a variety of matters including current employee numbers; shortages and hard-to-fill positions¹¹; vacancies; issues about attracting staff; recruitment methods; training and qualification issues; turnover; seasonal aspects; market share; industry characteristics; business and industry prospects one, two and three years out, including plans and strategies; ideas about likely employment change in upcoming years; previous business growth and employment growth. This approach enables reliable and realistic input, and provides a solid base from which to extrapolate.

We have become aware, partly through the consultation process, of several projects that are under consideration for the region. These include Ord Stage Two near Kununurra, a possible prison at Wyndham, a possible prawn farm at Wyndham, a possible test track near Kununurra for a motor vehicle manufacturer, and a possible offshore energy facility, to be established by the INPEX Corporation at the Maret Islands, that may consider sourcing employees from the East Kimberley. These are discussed below in 2.5 and 3.4.3.

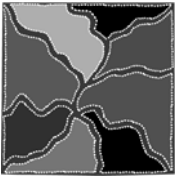
In addition to primary information obtained through consultation, the report draws on desktop and other research information. Multipliers and broad projections of economic growth have been left in the background not only for the reasons referred to earlier, but also because of warnings from experienced employers about constraints on rapid growth.

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⁹ We take the opportunity to express our appreciation to the Kununurra Chamber of Commerce for its assistance in obtaining information.

¹⁰ We have not listed names to avoid possible breaches of confidentiality.

¹¹ A vacancy that an employer cannot fill (or has great difficulty filling) can be regarded as a shortage. For example: if an employer advertises a job and cannot get suitable applicants, the vacancy is a shortage. A supermarket which advertises, say six positions each month and is normally able to fill only four of them, would have an ongoing shortage of two employees.



Section Two: Research Methods

2.4 Classification of jobs

As noted in section one, this report classifies jobs mainly by occupation, using the twenty (20) *Jobsearch* categories. The occupation categories are as follows:

- Accounting, Finance and Management;
- Building and Construction;
- Cleaning;
- Clerks, Receptionists and Secretaries;
- Computing and IT;
- Drivers and Transport;
- Electrical and Electronics Trades;
- Engineering, Science and the Environment;
- Food, Hospitality and Tourism;
- Gardening, Farming and Fishing;
- Government and Defence;
- Health, Fitness, Hair and Beauty;
- Laborers, Factory and Machine Workers;
- Marketing and Sales Representatives;
- Media, the Arts and Printing;
- Metal and Engineering Trades;
- Motor Vehicle Service and Repair;
- Sales Assistants and Storepersons;
- Social, Welfare and Security;
- Teaching, Child Care and Library.

It is appropriate to highlight the role of the mining industry, and we make particular reference to Argyle Diamond Mine (ADM) as the largest employer with perhaps the most developed policies of relevance. Mining is not classed as an occupation in its own right in the above listing, because a mining company is likely to require most of the above occupations. For example, ADM 'employs 71 local Aboriginal apprentices and trainees in a wide range of areas: electrical; auto-electrical; fabrication; plumbing; refrigeration; carpentry; fitter machinist; heavy duty mechanic traineeships; business administration; metalliferous processing; metalliferous underground; metalliferous opencut; hospitality; civil construction; construction; engineering; warehousing; environmental science; horticulture'.¹²

The *Jobsearch* classification creates strange bedfellows. For example: nurses and hairdressers are in the same category. It is unlikely that any classification would avoid all anomalies.

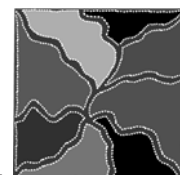
Rather than following the *Jobsearch* sub-categories, this report generally uses occupation descriptions that have been suggested in the course of consultations, and that seem appropriate to the region.

Jobs such as some police positions are atypical. This is because a person wanting to join the police would join the state force, and then be assigned to a particular location. Occupations such as policing offer significant opportunities and career choices to people from the East Kimberley.

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¹² ADM, *Argyle Diamonds, Our Profile 2005*, pp. 39-40. We note that the employment of 71 local aboriginal apprentices in 2005 reflects a clear ADM policy. In 2005, 25% of ADM employees in its site workforce (686 total) were aboriginal, compared to 13.5% in 2002. ADM's policy is to continue to lift that proportion. It is likely that the size of the ADM workforce will more than double during the construction phase, starting in 2006, of the new underground mine. ADM has its own tailor made procedures to recruit and retain aboriginal apprentices, and we understand that rising retention rates are being obtained with the apprentices.

Section Two: Research Methods



2.5 Calculating job availability in each of the given years

The basic method for calculating the number of jobs that will be available in a given period of time is as follows. First we take the number of shortages/vacancies at the start of the period. Second, we add to this the number of new positions that will arise because of growth or other new sources of employment over the period. Third, we add any replacement jobs that will arise through turnover (i.e. replacing employees who leave) during the period. The sum of these three figures is the total number of anticipated available jobs. Thus:

INITIAL VACANCIES/ SHORTAGES	
Plus	NEW JOBS
Plus	TURNOVER JOBS
Equals	TOTAL AVAILABLE JOBS ¹³

The same basic method is applicable regardless of the length of the period, and regardless of whether jobs are being looked at in a single business, an occupation category, or the East Kimberley as a whole.

Regarding this basic method, the following points and aspects are relevant in the context of calendar year calculations of available numbers of real jobs in each of the occupation categories that are being used in this report.

- At the arithmetic level, the methodology used involves generalising from specific employer input. The following hypothetical example illustrates the process. Thus we take, as a dummy example, the case of a representative employer in a non-seasonal occupational category, who has normally employed say 20 people during 2006 and has say 5% of the market¹⁴, who expects to start 2007 with say 2 vacancies, who anticipates a need of say 2 additional employees during 2007 because of economic/industry growth, who anticipates a need of say 1 additional employee to service a new product developed by the business, and who experiences an average say 25% attrition (turnover) rate. The notional calculation based on these hypothetical figures to estimate the available jobs in this occupation for 2007 would be as set out in the following table, which is included for illustrative purposes:

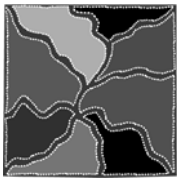
	Specific Employer	Employer's Market Share	Extension Factor ¹⁵	Occupation Category
	INITIAL VACANCIES/ SHORTAGES	2	5%	40
Plus	NEW JOBS	3	7.5%	40
Plus	TURNOVER	5	5%	100
Equals	TOTAL AVAILABLE JOBS ¹⁶	10		180

¹³ In theory, the number of jobs that will disappear (e.g. through the introduction of new technology) should be subtracted from this sum. In fact, nobody that we spoke to suggested that any positions would be likely to disappear. A number of employers did however note that no employment growth was anticipated in some years because technological change (such as larger vehicles) would handle business growth without the need for employment growth.

¹⁴ This hypothetical example also assumes that this employer has neither economies nor diseconomies of scale in relation to employment requirements.

¹⁵ The extension factor is based on the employer's market share, and is the number by which the estimated available jobs with the specific employer are to be multiplied to reach the estimated available jobs in the occupation category. Thus if an employer has 5% (1/20th) of the market, the extension factor would be 20.

¹⁶ In theory, the number of jobs that will disappear (e.g. through the introduction of new technology) should be subtracted from this sum. In fact, we were not advised of any positions that would be likely to disappear. A number of employers did however note that no employment growth was anticipated in some years because technological change (such as larger vehicles) would handle business growth without the need for employment growth.



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The market share and extension factor in the 'new jobs' line in this example have been adjusted to exclude the new job generated by the firm's new product, on the basis that this position is a firm-specific rather than an occupation-wide development.

In calculating real job availability for 2008 and 2009, the numbers of initial vacancies and new jobs are more speculative. Some large employers have employment goals, but few firms felt able to suggest definite numbers. We have allowed for cumulative growth where input received suggested this, and also in areas (such as mango harvesting) where industry or production growth is flowing through.¹⁷ Thus while the method of calculation is the same for later years, the estimates have a less definitive foundation. Turnover rates are referred to subsequently.

Beyond arithmetic, there is a need for judgment, based on an understanding of nuances and other relevant influences, as to whether to let the product of such a multiplication stand, or whether to adjust it. Judgment needs to be exercised both as to whether to make an adjustment, and its extent. Adjustments may be required with regard to possible new jobs, turnover, and seasonal labour demands.

Because of the element of judgment, it is not possible to provide detailed calculations for the order of magnitude estimates of job availability in the various occupation categories. Relevant judgmental factors, which we have constantly had in mind, include the relationship of available job estimates to the total labour force; comparisons between available job estimates in various occupation categories, particularly those with linkages such as hospitality and tourism; and other relevant factors.

Particularly in the context of the prevailing capacity constraints, it is appropriate to adopt a conservative approach in reaching conclusions about available jobs. In the hypothetical case above, for example, the job arising from the particular firm's new product would not be included in the occupation total.

Seasonality is a significant factor in relation to job availability in the East Kimberley. The fundamental fact of relevance is that two of the region's three major industries (agriculture and tourism) are quiet and therefore support fewer jobs during the wet season. Without attempting to quantify the difference, it is clearly relevant that considerable numbers of people leave the region for the wet season.

A further factor—which may be more a hope than a reality in terms of facilitating continuity of employment to any significant extent—is that seasonality may result in some types of job ending when others begin. One suggested example is that the decline in tourism jobs might coincide with the onset of mango picking jobs.

We have not found any evidence to indicate that neat dovetailing or matching exists, or could be facilitated, on a broad scale. There are obviously a number of cases where employers and/or employees work out solutions that provide continuity. For example, one tourism operator with a nationwide business re-deploys staff to a property in a part of Australia which opens when the East Kimberley closes.

The broader reality is that, partly because of people wanting to get away when the wet season comes, jobs continue to be available with the arrival of the wet season, despite the downturn in jobs in agriculture and tourism.

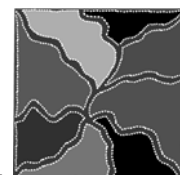
The impact of the seasons is not set in stone. Some experienced local businesses believe that the tourist season is getting longer. If this apparent trend was sustained, it would have a significant impact on the availability of real jobs in the region.

Turnover plays a major role in job availability in the East Kimberley. A substantial proportion of available jobs is due to turnover. This is not surprising, bearing in mind the extremes of climate, and the substantial itinerant population. The following examples illustrate this important influence:

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¹⁷ It is difficult to put figures on the expansion in production of a commodity such as the mango crop, i.e. trying to allow for increased production from year to year as the orchards mature.

Section Two: Research Methods



- One firm which normally has around 60 employees told us that they turned over 180 staff in the preceding twelve months because they can only attract itinerants. While this is an extreme example, the story is not uncommon.
- Several employers said that the average stay of employees is around three months.
- Published figures from Argyle Diamond Mine show this firm's turnover rate as 25.2% p.a. in 2005, 20.4% in 2004, 33.1% in 2003, 25.9% in 2002, and 10.7% in 2001.
- Many government postings to the East Kimberley are for three years, which translates into a 33% p.a. turnover rate apart from anything else.

We have made an estimate of the turnover for each of the occupation categories considered in Section Three and we have used employer input from our industry consultations as the basis for these estimates. Few firms were in a position to provide statistics, but it was apparent that most employers have a good knowledge of turnover levels. As described earlier in this section 2.4, these estimates are factored into the estimates of available jobs in each occupation, and then the possible need for an adjustment is considered.

To give a broad picture of the situation, the information we received indicates that employment turnover rates across the East Kimberley vary between 25% and 50%. There are some variations between firms within industries and occupations, but there tend to be industry and occupation norms.

It is widely thought that turnover rates may decline in the East Kimberley if higher proportions of local and in particular Indigenous residents were employed. One provider of health services gave evidence to this effect qualified by the comment that such employees will stay provided that arrangements are in place which result in them coming regularly to work. Training is being promoted in the region to enable employers to reduce attrition within businesses. Our calculations assume the same turnover rates for each of the three years.

Our methodology factors opportunity into the 'real jobs availability' equation. In any economy—particularly an economy in which significant numbers of people are overworked—there is scope to set up new businesses to offer fresh services. These are not jobs that are on offer, but jobs that are consequent on existing business opportunities. Examples suggested include lawn mowing services, laundry services, and a private medical service.

The fact that high proportions of real jobs are filled by itinerants carries the important implication that high proportions of the available jobs are not just 'churn' within the East Kimberley labour force.¹⁸

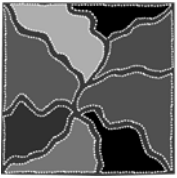
Our approach treats each year discretely. If the assumptions on which the calculations are based prove initially sound and hold good in the second and third years, including the turnover rates, then it would be reasonable to aggregate the findings for each year. But this would have to be an '*ex post facto*' calculation. As suggested elsewhere, it will be useful to monitor the estimates each year. The future turnover rate is the key factor in relation to aggregating the jobs beyond a year at a time. At the same time, even if all the estimated 2007 jobs were taken by people who stayed in them (i.e. if the turnover rates began to change), there would still almost certainly be considerable numbers of jobs available in 2008 due to lags.

With regard to the possible projects referred to earlier, no resultant jobs have been included in the main estimates. This is because, at the time of writing this report, none of the possible projects is 'signed, sealed and delivered', and some are barely on the drawing board. We have therefore looked at these projects separately on a case-by-case basis.

In concluding this sub-section, it is important to emphasise the conditionality of new real job availability in the East Kimberley, particularly in relation to the 2008 and 2009 estimates. There are some relatively assured occupation categories—health, teaching, aspects of retail, etc. But there are many occupations regarding which the employers are conscious of an uncertain future.

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¹⁸ The jobs would still be jobs as defined, however, even if they did come from churn, appropriate allowances would need to be made.



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2.6 Determining work requirements and general job skills

Work requirements and general job skills are broadly common to most real jobs. The work requirements are attitudinal or behavioural characteristics (such as reliability), whereas the job skills are abilities (such as literacy).

Employers have clear and often decided views about what they look for in relation to these requirements and skills. There is a great deal of similarity between these views. The extent of the similarity makes it useful to provide generalised analyses.

The methodology used for these analyses has been to weave the many points that have been made in the course of our consultations into coherent statements. A series of related viewpoints came out of the consultations. It is these viewpoints that have been woven together. The statements are thus intended to reflect the views of East Kimberley employers.

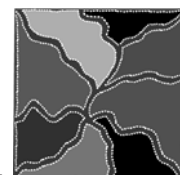
2.7 Establishing qualification requirements

This aspect of the project focuses on education and/or training awards that employers may look for, and that are required for compliance. Desktop materials have obviously been used as the major source of authoritative information with regard to many aspects of compulsory qualifications, e.g. in regulated industries such as plumbing.

In summary

The methodologies that we have used are practical and pragmatic, and are well adapted to the realities of economic life in the East Kimberley.

Section Three: Availability of Real Jobs



3.1 Overview

This section looks first at some information about job vacancies that was current at the time when the research was undertaken — with some updates on vacancies. It then develops estimates, on an occupational basis, of the number of real jobs that will be available in the East Kimberley in 2007, 2008, and 2009. It then considers the number of jobs that may become available over those years as a result of the major projects referred to in 2.2 and 2.4 above. It finally presents some aggregated figures.

3.2 East Kimberley job vacancies over the period of the research

This sub-section first considers information from the *Jobsearch* website, and then some information coming out of employer consultations that were undertaken during the project.

3.2.1 *Jobsearch* figures

The Department of Employment and Workplace Relations *Jobsearch* website (www.jobsearch.gov.au) is one of the most comprehensive sources of information about job vacancies. It naturally does not claim to list all available jobs. *Jobsearch* is a continuously updated nationwide search engine, and it is easy to click on the East Kimberley and find out the total number of jobs that are listed at any time, broken down into occupations sub-occupations, and into job locations.

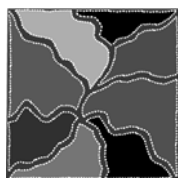
On 3 January 2007, there were 169 jobs listed. 127 of these were in Kununurra, 31 in Halls Creek, 11 in Wyndham. Of the 169 jobs, 22 were new jobs on this day, and 7 were Australian Apprenticeships¹⁹. Of the total number of jobs listed, 61% were full time, 8% part time, and 31% casual.

Of the jobs listed:

- 68 were in the Gardening, Farming and Fishing category, all in Kununurra: mostly weeding, picking and chipping;
- 36 were in the Clerks, Receptionists and Secretaries category, including 10 mystery shopper positions in Halls Creek and a similar number in Wyndham, plus 3 other jobs in Halls Creek and two in Kununurra;
- 20 were in the Food, Hospitality and Tourism category, 10 each in Kununurra and Halls Creek, including chefs, wait/bar people, various managers and supervisors.
- 13 were in the Sales Assistants and Storepersons category, 11 in Kununurra and 2 in Halls Creek, including 9 checkout operators, 2 counter hands, 1 customer service assistant and 1 bottleshop attendant;
- 8 were in the Accounting, Finance and Management category, 5 in Kununurra, 2 in Halls Creek, 1 in Wyndham, including 3 managers, 2 bookkeepers, 1 financial officer, 1 Indigenous tenancy advocate, and 1 employment consultant; 2 of these jobs had been available since September 2006;
- 8 were in the Building and Construction category, all in Kununurra, including 5 surveyor positions, 1 painter, 1 draftsman, and 1 building/construction traineeship; 5 of these jobs had been available since July 2006, 1 since September, and 1 since October;
- 8 were in the Labourers, Factory and Machine Workers category, all in Kununurra, including 2 crusher loader operators, a roller operator, a boreman, a concrete batcher, an excavator operator, and 2 processing traineeships;

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¹⁹ One boilermaker apprenticeship, one mechanic apprenticeship, one building/construction trainee, two processing trainees, two tourism trainees. Some additional apprenticeships are listed under the occupations.



Section Three: Availability of Real Jobs

- 5 were in the Motor Vehicle service and repair category, all in Kununurra, including 2 mechanics and a mechanic apprenticeship, an auto electrician, and a tyre fitter;
- There were 3 each in the Metal and Engineering Trades category, the Drivers and Transport category and the Social Welfare and Security categories, including 1 diesel fitter/mechanic, 1 steel fabricator, 1 boilermaker apprenticeship, 2 taxi drivers and 1 truck driver in Kununurra (posted in July 2006), and 3 crowd controllers in Halls Creek;
- 2 were in the Cleaning category, and 1 each in the Engineering, Science and the Environment and the Teaching, Childcare and Library categories, including a housekeeper in Halls Creek, a housemaid in Kununurra, a fitter mechanic in Kununurra, and a library technician in Kununurra.

The number of job vacancies on the *Jobsearch* website normally varies from day to day. The number of jobs listed on certain days while the research was proceeding were as follows:

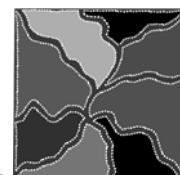
Date	Number of Jobs in the East Kimberley on the <i>Jobsearch</i> website
23 October 2006 ²⁰	218
24 October 2006	234
30 October 2006	186
23 November 2006	166
7 December 2006	176
2 March 2007	197

We include for illustrative purposes the following table which sets the number of available jobs in the East Kimberley listed on the *Jobsearch* Website on a given day (in this case 2 March 2007) against the number of jobs in the West Kimberley, and some other parts of Western Australia. The total numbers of listed available jobs in each region are broken down by occupations.

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²⁰ On 23 October 2006, when there were 218 available jobs, there were 11 new jobs (but no available Australian Apprenticeships) out of the 218 total. Of the total, there were 121 jobs in the category 'Gardening, Farming and Fishing'; 23 in 'Food, Hospitality and Tourism'; 12 in 'Marketing and Sales Representatives'; 10 in 'Labourers, Factory and Machine Workers'; 7 in 'Building and Construction'; 7 in 'Accounting, Finance and Management'; 6 in 'Drivers and Transport'; 5 in 'Clerks, Receptionists and Secretaries'; 5 in Social Welfare and Security; 4 in 'Cleaning'; 4 in 'Sales Assistants and Storepersons'; 3 in 'Government and Defence'; 3 in 'Metal and Engineering Trades'; 3 in 'Motor Vehicle Service and Repair'; 2 in 'Health, Fitness, Hair and Beauty'; 2 in 'Teaching, Childcare and Library'. On that particular day, there were no jobs available in the occupation categories of 'Computing and IT', 'Electrical and Electronics Trades', or 'Media, the Arts and Printing'. Of these 218 jobs, 188 were in Kununurra, 18 in Halls Creek, 7 in Warmun, and 5 in Kalbar.

Section Three: Availability of Real Jobs



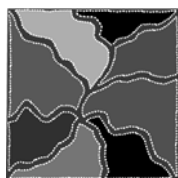
Occupation	East Kimberley	West Kimberley	East Pilbara	South West	Perth
Today's New Jobs	10	21	4	24	151
Australian Apprenticeships	3	1	0	23	437
Accounting, Finance & Management	8	15	2	2	145
Building & Construction	6	16	7	25	251
Cleaning	21	24	7	41	174
Clerks, Receptionists & Secretaries	7	24	8	26	203
Computing & IT	0	4	0	1	19
Drivers and Transport	5	21	9	26	224
Electrical & Electronics Trades	0	4	4	5	65
Engineering, Science & the Environment	1	0	3	3	45
Food, Hospitality and Tourism	23	86	24	81	471
Gardening, Farming & Fishing	78	21	1	186	91
Government & Defence	0	0	1	0	1
Health, Fitness, Hair & Beauty	0	5	4	14	496
Labourers, Factory & Machine Workers	8	15	26	174	1,216
Marketing & Sales Representatives	2	9	5	6	278
Media, the Arts & Printing	2	1	0	0	8
Metal & Engineering Trades	1	14	7	13	203
Motor Vehicle Service & Repair	6	6	1	11	180
Sales Assistants & Storepersons	11	35	12	33	497
Social Welfare & Security	17	8	4	4	143
Teaching, Childcare & Library	1	4	0	1	33
TOTALS	197	312	125	652	4,743

The figures from the above table have been drawn from *Jobsearch* web site.

In the context of this illustrative exercise, we note that 2.6% of the available jobs in Western Australia with specified locations were in the East Kimberley on this particular day.

3.2.2 Employer consultations

We visited the East Kimberley in connection with the research in early October and again in early November 2006. During the first of those visits, in the course of discussions with various employers, we were advised of 50 vacancies in 12 businesses/organisations in Kununurra, and of 10 further vacancies in 6 businesses in Wyndham. It was apparent both from information gathered in Halls Creek at that time and from the visit we made to Halls Creek in November that vacancies in Halls Creek were running at comparable levels, although the specific question about current vacancies was not put to most employers who were consulted. In addition to the 60 vacancies in 18 businesses that we were told about during the October visit, we were advised that a further 60 positions were available across the East Kimberley in the Army Reserve.



Section Three: Availability of Real Jobs

3.3 Order of magnitude forecasts of real jobs in the East Kimberley in 2007, 2008 and 2009

As noted earlier, we adopted the occupation categories used by *Jobsearch*. For clarity, the estimates and related information for each occupation are presented in tabular form. While calculations for the estimates are not included (see 2.5 above) these tables include a row indicating whether the proportions of the estimated jobs due to turnover are high (H), medium (M), or low (L), plus a row indicating whether the turnover rate within the occupation is high (H), medium (M), or low (L). Other comments are included as appropriate.

3.3.1 Accounting, Finance and Management

The estimate is as follows.

Accounting, Finance and Management	2007	2008	2009
Estimated jobs available	35	38	40
Proportion due to turnover	H	H	H
Turnover rate	L	L	L
Available jobs likely to include:	accountants, bookkeepers, employment advisers, financial officers, managers		

A recurring theme in consultations was the difficulty to attract management staff, particularly in finance areas. Understaffing may therefore be common. Professional service provision, particularly in the accounting field, is limited in the East Kimberley, with only one listed firm actually operating in Kununurra. This may indicate an opportunity for new businesses.

3.3.2 Building and Construction

The estimate is as follows.

Building and Construction	2007	2008	2009
Estimated jobs available	135	148	161
Proportion due to turnover	M	M	M
Turnover rate	H	H	H
Available jobs likely to include:	carpenters, ceramic tilers, concreters, landscapers, machinery operators, plasterers, plumbers, roof sheeters, steel fixers, surveyors		

A relatively high proportion of these jobs will be available to make up shortages, and to handle anticipated growth.

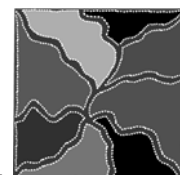
3.3.3 Cleaning

The estimate is as follows. These are full-time equivalent (FTE) jobs, but a number of the actual positions will be part-time (PT).

Cleaning	2007	2008	2009
Estimated jobs available	32	34	36
Proportion due to turnover	M	M	M
Turnover rate	H	H	H
Available jobs likely to include:	cleaners		

In addition to the above, a number of housekeeping positions are included in other categories.

Section Three: Availability of Real Jobs



3.3.4 Clerks, Receptionists and Secretaries

The estimate is as follows.

Clerks, Receptionists and Secretaries	2007	2008	2009
Estimated jobs available	31	33	35
Proportion due to turnover	M	M	M
Turnover rate	M	M	M
Available jobs likely to include:	clerks, PAs, receptionists, secretaries, telephonists		

In addition to the above, a number of positions relating to this category are included in other categories.

3.3.5 Computing and IT

While opportunities may occur in this occupation category, we have not received any indication of jobs becoming available in this category.

3.3.6 Drivers and Transport

The estimate is as follows.

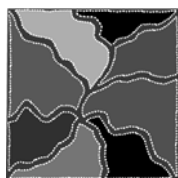
Drivers and Transport	2007	2008	2009
Estimated jobs available	40	40	40
Proportion due to turnover	M	M	M
Turnover rate	M	M	M
Available jobs likely to include:	taxi drivers, truck drivers		

In addition to the above, a number of positions relating to this category are included in other categories.

3.3.7 Electrical and Electronics Trades

The estimate is as follows.

Electrical and Electronics Trades	2007	2008	2009
Estimated jobs available	49	48	50
Proportion due to turnover	M	M	M
Turnover rate	H	H	H
Available jobs likely to include:	electricians, refrigeration/airconditioning mechanics		



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3.3.8 Engineering, Science and the Environment

The estimate is as follows.

Engineering, Science and the Environment	2007	2008	2009
Estimated jobs available	25	19	19
Proportion due to turnover	L	L	L
Turnover rate	L	L	L
Available jobs likely to include:	park rangers, land carers, environmental scientists		

3.3.9 Food, Hospitality and Tourism

The estimate is as follows. These are FTE jobs, although a number of the actual positions will be PT. Substantial numbers of the jobs are seasonal, although vacancies and shortages persist through the wet season in the food and hospitality sectors.

Food, Hospitality and Tourism	2007	2008	2009
Estimated jobs available	432	448	469
Proportion due to turnover	H	H	H
Turnover rate	H	H	H
Available jobs likely to include:	chefs and cooks, drivers, front and back of house, gardeners, housekeeping, maintenance engineers, pilots, porters, reception, supervisors and managers, tourist guides, wait/bar staff		

In addition to the above, a number of positions relating to hospitality are included in other categories, e.g. health.

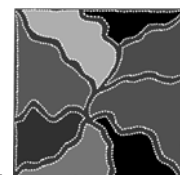
3.3.10 Gardening, Farming and Fishing

The estimate, not including harvesting, is as follows. These are FTE jobs, but approximately 35% of employees are likely to be PT.

Gardening, Farming and Fishing	2007	2008	2009
Estimated jobs available	344	307	324
Proportion due to turnover	L	L	L
Turnover rate	L	L	L
Available jobs likely to include:	farm workers, farm machinery operators, jackeroos, stockmen, 'bird scarers', irrigation workers		

It is estimated that 10 year round FT positions will grow out of the PT and the harvesting positions each year. Traineeship jobs will be available, with 13 positions estimated for 2007 included in the above figures. Harvesting numbers are treated separately in 3.4.2 below.

Section Three: Availability of Real Jobs



3.3.11 Government and Defence

The estimate is as follows. These are FTE jobs, but approximately 35% of employees are likely to be PT.

Government and Defence	2007	2008	2009
Estimated jobs available	60	33	34
Proportion due to turnover	L	H	H
Turnover rate	L	H	H
Available jobs likely to include:	administrative; clerical; customer service; recreation; community; technical services; childcare; planning; environmental health, other local government.		

(Half the 2007 estimated jobs are PT army reserve)

One commencing scholarship position (to study at university as a preparation for appropriate ongoing work) will be available per year.

3.3.12 Health²¹

The estimate is as follows.

Health	2007	2008	2009
Estimated jobs available	87	75	75
Proportion due to turnover	H	H	H
Turnover rate	H	H	H
Available jobs likely to include:	Aboriginal health workers, nurses, medicine, allied health professionals, mental health workers, administrative/ clerical, hospitality		

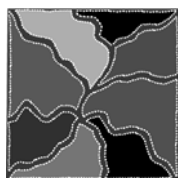
There is heavy demand for Aboriginal health workers.

3.3.13 Labourers, Factory and Machine Workers

The estimate is as follows.

Labourers, Factory and Machine Workers	2007	2008	2009
Estimated jobs available	55	55	55
Proportion due to turnover	H	H	H
Turnover rate	H	H	H
Available jobs likely to include:	machine operators, processing		

²¹ In *Jobsearch*, this category includes fitness, health and beauty, which are not included here.



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3.3.14 Marketing and Sales Representatives

The estimate is as follows.

Marketing and Sales Representatives	2007	2008	2009
Estimated jobs available	4	5	5
Proportion due to turnover	L	L	L
Turnover rate	L	L	L
Available jobs likely to include:	real estate, travel agency		

3.3.15 Media, the Arts and Printing

We have not received any indications that jobs will be available in these occupations.

3.3.16 Metal and Engineering Trades

The estimate is as follows.

Metal and Engineering Trades	2007	2008	2009
Estimated jobs available	45	47	49
Proportion due to turnover	M	M	M
Turnover rate	H	H	H
Available jobs likely to include:	boilermakers, crane drivers, machinery operators, metal trades		

3.3.17 Motor Vehicle Service and Repair

The estimate is as follows.

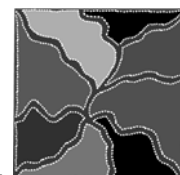
Motor Vehicle Service and Repair	2007	2008	2009
Estimated jobs available	41	43	41
Proportion due to turnover	M	M	M
Turnover rate	M	M	M
Available jobs likely to include:	qualified mechanics (small engine, light vehicle, diesel), automotive electricians, tyre fitters, panel beaters		

3.3.18 Sales Assistants and Storepersons

The estimate is as follows. Most employees work 38+ hours per week, although the positions are often casual.

Sales Assistants and Storepersons	2007	2008	2009
Estimated jobs available	230	234	240
Proportion due to turnover	H	H	H
Turnover rate	H	H	H
Available jobs likely to include:	butchers, checkout operators, counter hands, customer service assistants		

Section Three: Availability of Real Jobs



3.3.19 Social, Welfare and Security

The estimate is as follows. These are FTE jobs, but approximately 50% of employees are likely to be PT.

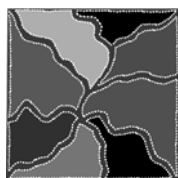
Social, Welfare and Security	2007	2008	2009
Estimated jobs available	16	19	20
Proportion due to turnover	L	L	L
Turnover rate	M	M	M
Available jobs likely to include:	security officers, crowd controllers, carers		

3.3.20 Teaching, Childcare and Library

The estimate is as follows.

Teaching, Childcare and Library	2007	2008	2009
Estimated jobs available	54	50	56
Proportion due to turnover	M	M	M
Turnover rate	M	M	M
Available jobs likely to include:	administration, childcare, cleaners, lecturers, teachers		

Totals for each year are provided in the chart in 3.4 below.



Section Three: Availability of Real Jobs

3.4 Real jobs in aggregate

This sub-section brings together the job estimates for each of the above occupations, plus other possible jobs.

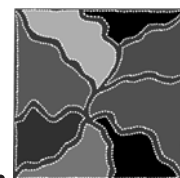
3.4.1 Aggregates for jobs in above occupations

The table below aggregates the indicative order of magnitude estimates that have been developed and presented in 3.3. Harvesting job estimates are treated as a separate category. Possible new project job estimates are treated as a separate category.

Order of magnitude estimates of real jobs in the East Kimberley in 2007, 2008 and 2009

Occupation Categories	2007	2008	2009
Accounting, Finance, Management	35	38	40
Building and Construction	135	148	161
Cleaning	32	34	36
Clerks, Reception, Secretaries	31	33	35
Computing and IT	0	0	0
Drivers, Transport	40	40	40
Electrical, Electronics Trades	49	48	50
Engineering, Science, Environment	25	19	19
Food, Hospitality, Tourism	432	448	469
Gardening, Farming, Fishing	344	307	324
Government, Defence	60	33	34
Health	87	75	75
Labourers, Factory, Machine Operators	55	55	55
Marketing and Sales	4	5	5
Media, the Arts and Printing	0	0	0
Metal and Engineering Trades	45	47	49
Motor Vehicle Service and Repair	41	43	41
Sales Assistants and Storepersons	230	234	240
Social, Welfare, Security	16	19	20
Teaching, Childcare, Library	54	50	56
Total	1,715	1,676	1,749

Section Three: Availability of Real Jobs



3.4.2 Estimates of harvesting and related jobs

Harvesting jobs are treated separately, in order to avoid distortion because of the large numbers involved and the special characteristics of these jobs. A recent Senate Committee report describes the toughness of harvesting jobs in graphic detail, including occupational hazards such as 'how sap from a mango cutting, which squirts in all directions, can inflict serious burns when it makes contact with the skin.'²² This same report notes the difficulty of forming estimates of the number of people who do harvesting jobs, and that there is considerable variation in estimates.

The estimate is as follows. These estimates are FTE, and the jobs are full time.

Harvesting and related jobs	2007	2008	2009
Estimated jobs available	1,800	1,944	2,100
Proportion due to turnover	H	H	H
Turnover rate	H	H	H
Available jobs likely to include:	fruitpicking (grapefruit, mangoes, melons); sandalwood grove maintenance (weed chipping)		

Partly because the work is so tough, the turnover rate is at the top of the range, with one estimate that six weeks would be the normal stay for a worker. The main season is April to November, but the work is fairly constant, with demand holding up for some pickers and weed chippers right through the wet season. We were advised that in excess of 90% of these jobs are filled by backpackers. If the average stay is six weeks, the estimate of 1,800 jobs in 2007 would translate into an average of 208 actual jobs at any given time. A comment from one professional supplying labour in this field is that even at the peak times, most of the requirements are met, with only perhaps 15-20 additional workers being needed.

3.4.3 Real jobs from possible major projects

As noted in sub-section 2.5, the above estimates do not include any of the jobs that would be generated by the 5 projects referred to in sub-section 2.3, because at the time of the research there appeared to be no certainty and certainly no dates about them proceeding.

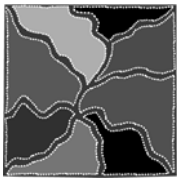
It is however appropriate for this report to draw attention to estimated job numbers if the projects do proceed, and to include under a separate heading our estimate of jobs (including training opportunities) arising from these projects that may eventuate within the 2007–2009 period.

3.4.3.1 Ord Stage Two

Ord Stage Two involves developing some thousands of hectares of land for irrigated agriculture, including the provision of road access, irrigation channels and power to each block. Preliminary expressions of interest for this project closed in December 2006. Our estimate is that if a tender to develop some 14,000 hectares was accepted in time for these preparatory infrastructure works to commence in 2009, some 200-400 real jobs could, as an indicative order of magnitude estimate, become available in that year. These would be construction jobs, road works, channel building and power lines. Significant additional maintenance work on heavy construction machinery would be generated.

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²² Report of The Senate Employment, Workplace Relations and Education Committee, *Perspectives on the future of the harvest labour force*, October 2006, p. 14.



Section Three: Availability of Real Jobs

3.4.3.2 INPEX Maret Islands Liquefied Natural Gas development

This project, announced in the first half of 2006, is to construct and operate a liquefied natural gas (LNG) plant in the Maret Islands, which are located off the coast to the northwest of Kununurra and, we understand, within the Shire of Wyndham–East Kimberley. The announcement said that INPEX was planning to commence production in approximately mid-2012.²³ 'During construction accommodation will be provided for a peak workforce of approximately 2000–3000 personnel. During producing operations, accommodation will be provided for approximately 300–400 personnel depending on final plant operation and maintenance philosophy. Personnel will rotate on a fly in/fly out basis because of the remote location.'²⁴

Since there is currently no development whatever on the Maret Islands, and the intention is to build everything that would be required for a working LNG plant, including facilities for people to live there, INPEX has indicated that it will be looking for skilled people in all skills areas. While the jobs would not be in the East Kimberley, some or all of them could be filled by East Kimberley residents, and the East Kimberley could possibly become a mainland base of some kind.

INPEX appears to be actively considering options for recruiting a workforce, while seeking approvals for the project. Our view is that the number of jobs in the project that might be available to East Kimberley residents, assuming the project goes ahead, could be greatly influenced by whether responsible organisations and institutions within the region are proactive in securing them.

Our view is that it would be realistic to suggest that there could be opportunities for East Kimberley residents to commence training in 2007 or 2008, depending on the timescale of the developers, in order to be ready with the skills that INPEX will require. As an indicative order of magnitude estimate, our proposal is that in excess of 200 people could commence training.

3.4.3.3 Other projects

The other projects that appear to be under consideration are:

- a prawn farm in Wyndham, for which there are estimates of between 100 and 300 jobs;
- a prison in Wyndham, for which there are estimates of around 100 jobs; and
- a Holden test track in Kununurra, for which there are no available job estimates.

Because there is no satisfactory basis on which to predict whether or when these projects will go ahead, no estimates have been made about available jobs. But the ongoing situation should be monitored by those with an interest in job availability.

Summary

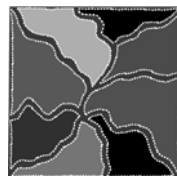
The total estimated number of real jobs that could be available for each of the three years is substantial, particularly in the total context of the size and scale of the East Kimberley, its population and its economy. The next chapter considers the requirements for these jobs.

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²³ *International Herald Tribune*, 4 May 2006

²⁴ <http://www.inpexhd.co.jp/english/pdf/e20060502b.pdf>

Section Four: Requirements for Real Jobs



4.1 Overview

The first part of this section deals with work requirements, the second with general job skills, the third with qualification requirements.

Our industry consultations revealed several significant perspectives:

- There is a more practical approach to job requirements than would be common in metropolitan workplaces—especially in relation to qualifications.
- There is a culture that says that real jobs require not only satisfactory results, but physical results.
- A premium is placed on common sense, responsibility and initiative.
- There is minimal emphasis on the need for new employees to have experience.

It needs to be recognised that not having the work and skill requirements considered below is a barrier to employment. Training institutions would need to inculcate the required qualities and characteristics to make their training truly job-oriented. It is important for there to be clarity about whose responsibility it is to inculcate the required qualities and characteristics.

4.2 Work requirements

We have identified ten qualities and characteristics that employers ‘require’ in employees in all types and levels of work. This list is distilled from the wide variety of comments made in the course of our industry consultations.

The list should be read against the background of the following observations:

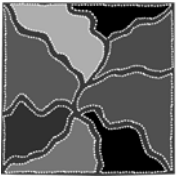
- Not all employers would cite every characteristic if asked, but most want most of these characteristics to show up in some way in employees.
- Our consultations did not ask employers to ‘check boxes’, but rather to explain in their own terms what they require in employees. While we therefore do not have priority rankings of these work requirements, reliability came through as a prime requirement, both in its own right, and as symptomatic of other key requirements such as willingness to learn, personal presentation, and a good work ethic.
- Each requirement is a subject in itself, and the report provides an introduction to each of them.

In introducing each work requirement, the report comments briefly on what they mean, why they matter, what they cover, how to meet them, and whose responsibility they are. The issue of whose responsibility they are—e.g. whether the inculcation of reliability is a responsibility of education and training institutions—is both challenging and fundamental.

4.2.1 Reliability

Reliability expresses itself primarily in employees turning up for work, and turning up on time. By extension, it includes notifying the employer in case of sickness or any eventuality that stops the employee coming to work.

Reliability is fundamental in almost all jobs. As one tourist operator put it, if you arrange for a guide to meet a group of tourists at a designated time and place, and the guide does not turn up, the business cannot function.



Section Four: Requirements for Real Jobs

The basis of this requirement is that if it doesn't matter whether a person is there, the position is redundant. Flexibility is widely considered as a way of achieving reliability without the need for rigidity. Improved technology may be able to make relevant advances to increase reliability. In an era when practices such as flexi-time and job-sharing exist, and when mentoring and support services are watchwords, it is unlikely that effective solutions to reliability problems should be unattainable if there is a will to find them. The firms that have solved the problems all say that the solution is more a matter of commitment and conviction than money. On a community wide scale leadership and energy are likely relevant characteristics.

4.2.2 Rules

Employers expect and require employees to comply with the rules of the business or organisation. This means knowing and understanding what the rules are, e.g. the contents of a book of rules if there is one, although many people would know what the rules are without knowing what is in the book. It means knowing the employer's 'do' and 'don't' requirements.

More importantly, it means complying with the rules—living and working within them, and by them, especially during working hours.

It covers ways of doing things, as well as doing (or not doing) specific things. It is characteristic of rules that they never precisely tell you exactly what you have to do: compliance with rules is thus advanced behaviour.

Getting employees to live and work by the rules, especially without continual supervision, can be a challenge. One employer told us he needs to get Indigenous people in his workforce to participate in making the rules and to agree to them, both of which they are happy to do. Once this has occurred, they will comply with the rules, albeit with some ongoing re-enforcement.

Only the employees themselves can comply with the rules. But the employer can provide support, can help with interpretation, can provide counselling, can help stiffen the resolve of the employee. Accordingly, the responsibility for employee compliance with rules is a joint one, both conceptually and in practice.

4.2.3 Ability to work

Being able to work means being able to produce results to order. The classic distinction is between work and play. The classic illustration is that work is more than just shuffling things around. The ability to work includes sustained activity—being able to keep at it for a day, and doing so day after day.

It is hard to determine how people do, and can, acquire the ability to work. No doubt it often happens by observation. It can be fostered by engaging a child's interest and attention. It develops as a result of people becoming absorbed in something, and receiving reward.

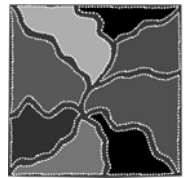
No employer would consider taking on an employee who did not have the ability to work. But many employers end up with people on their books who cannot or do not work. The employer can usefully take on significant responsibility for employees acquiring the ability to work—by providing defined tasks, by teaching, by explanation, by demonstration, by providing a working environment. The employee must however respond, and must him/herself acquire the ability to work.

4.2.4 Ability to do a job

Being able to do a job means being able to carry a task to completion. The classic distinction is between doing a job and messing around.

The ability to do a job is multi-tiered. There are many relevant distinctions. For example, there are specific jobs—picking all the mangoes off a tree—and selective jobs—picking the ripe mangoes. There are casual jobs and permanent jobs. There are repetitive jobs and creative jobs.

Section Four: Requirements for Real Jobs



Doing any job requires some concentration. This is linked with getting the work to completion, knowing you are there, then moving on.

People learn in many ways how to do a job. To the extent that there is always a process involved, the ability is a highly complex one. In this respect it is not unlike learning how to comply with rules.

Employers have substantial responsibilities in helping employees to acquire the ability to do their jobs. There is teaching, demonstration, training, etc. It typically takes years for people to acquire the ability to do high level or complex jobs.

4.2.5 Being willing to learn

Willingness to learn means applying the mind to the work and the job. It includes taking in and remembering information about what you are doing, and what you have to achieve. It requires awareness of the difference between what you are doing and how you do it. It requires making an effort to understand.

Employees acquire a willingness to learn by engaging, by committing. Sometimes it is necessary to make an effort.

With many, perhaps most, employees the employer can do things to engage the employee and make him/her willing to learn, even if only fleetingly. Ultimately, however, a willingness to learn has to come from within the person.

4.2.6 Personal presentation

Personal presentation primarily relates to appearance, but it goes further. It includes the impact an employee makes on all the senses of a person he/she meets. Dress is often highlighted, but hygiene, speech, eye contact, handshake are all vital components of personal presentation.

Pride and confidence are important bases on which a person can build presentation skills. Employers can do much in this regard, and in showing as well as setting standards.

4.2.7 Helpfulness

Helpfulness means a willingness to meet the needs of other people, and to do what they want. It is often termed a service orientation. In the total employment context it is the marketing aspect—looking at the business in which one is working from the point of view of finding out what the customer wants and supplying it, rather than making something and selling it to people.

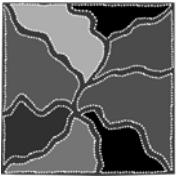
A commitment to helping people is necessarily based on respect. It extends to learning to see things from someone else's point of view.

Employers can help to engender respect in employees by showing respect themselves. They can foster the ethos of helping people, and the marketing mentality, by the way they run their business and the working environment they create.

4.2.8 Positive attitude

A positive attitude means expecting good rather than bad outcomes, and looking for solutions rather than problems. It does not mean optimism, which is essentially a matter of emotion. It is an active state of mind.

A positive attitude is complex and multi-faceted. It is a misconception to suppose it is a single quality.



Section Four: Requirements for Real Jobs

A positive state of mind has a wide-ranging influence. It impacts on all the other work requirements. It has a useful problem-solving dimension. It is good for sales. It is good for morale. The choices people make, the way they build and live their lives, and the way they respond to their environment all influence the extent to which their attitude will be positive.

Some employers are able to foster positive attitudes by creating effective, attractive and successful environments.

4.2.9 Responsibility

Responsibility means a willingness to work for outcomes, an awareness of the importance of consequences, and a disposition to heed what is happening. Being responsible includes holding oneself to account. Responsibility extends to the total attitude to work.

While responsibility comes from within, employers can do much to foster it, including giving it. It comes from being kept in the picture, from being involved in decision making, from being asked to contribute, from being made to feel that one matters and that one's opinion counts for something.

4.1.10 Give and take – a work ethic

'Give and take' means not limiting one's input. It includes flexibility and commitment. A work ethic is a closely related concept. 'Give and take', like the work ethic, extends to practices and behaviour as well as attitudes and words. 'Give and take' has to be mutual.

The employer can foster give and take in employees through generosity, largeness of view, and underpinning confidence in belonging and mattering.

The above analysis shows that a great deal is involved in becoming 'work-ready' in the sense of meeting the work requirements of employers in the East Kimberley.

4.3 General job skills

In addition to the above general work requirements, we have identified five specific skills, with related capabilities, that employers require in employees in the great majority of jobs, and at most levels of work. This list is distilled from comments offered in the course of consultations. It is only necessary to comment on them briefly.

4.3.1 Safety

Every employee requires the skills that are associated with working safely. This includes the employee's own safety, and the safety of others both in the workplace and beyond.

The necessary skills include sufficient knowledge to create an awareness of safety issues. Some of these issues may be workplace specific. But there are certainly broader issues, such as dangers associated with machinery and moving parts.

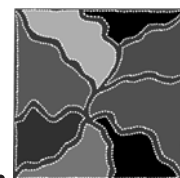
4.3.2 Literacy

In the twenty first century, the ability to read is effectively a prerequisite in every job.

4.3.3 Numeracy

In the twenty first century, the ability to understand and manipulate numbers is effectively a prerequisite in every job.

Section Four: Requirements for Real Jobs



4.3.4 Communication

All employees need to be able to communicate, including with employers and other employees, and normally with customers or the public. Employees need to speak for their employers, and also for themselves.

4.3.5 Dexterity and hand skills

While not a requirement in every job, it is hard to do well in most employment situations without a reasonable level of manual dexterity. In trades, hand skills are essential. But across the board, dexterity in some area is an essential base for development of job-specific skills, and an important source of confidence.

4.3.6 Other skills

As well as these virtually universal skills, note should be taken of requirements for job specific skills that are not technical in nature, and that seldom form part of training programs. As an example, an employer referred to the case of an Indigenous employee who was being groomed for a management position, and who needed to learn (a) the skill of holding his/her own around a committee table, and (b) the skill of acting with a degree of ruthlessness. Such skills will normally require employers to adopt an in-service emphasis, so that particular and one-off needs can be identified and addressed.

4.4 Qualifications

The Australian qualifications system is increasingly flexible. Training and qualifications nevertheless carry a premium in obtaining jobs. At the same time, as a broad observation, we found less rather than more emphasis on qualifications in the East Kimberley.

There is an important distinction between qualifications which the employer may require, and qualifications which are legally required. For example, some employers require chefs to have appropriate commercial cookery qualifications whereas others do not, relying rather on experience and reputation. By contrast, tradespeople such as electricians and plumbers are legally required to have the relevant trade certificate to do certain kinds of work.

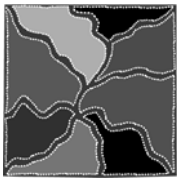
The following points provide practical guidelines regarding qualification requirements:

- A large number of the estimated jobs are in the unskilled category. Qualifications are not formally required for such jobs. For many unskilled jobs, however, it is useful or even essential to have a driving licence. Relevant qualifications may also assist in obtaining an unskilled job. For example, an Occupational Health and Safety Certificate or a Food Handling Certificate may assist a person to obtain a job as a kitchenhand.
- For jobs in regulated trades such as plumbing and electrical, and extending to other aspects of building and construction, the metal and motor vehicle trades, the required qualification is a trade certificate or 'ticket'. Vocational Education and Training (VET) qualifications to Certificate III²⁵ level or above are increasingly associated with the trade certificate.²⁶ These qualifications are obtained via apprenticeships.²⁷

²⁵ The Australia-wide Australian Qualifications Framework (AQF) provides a structure of nationally recognized qualifications for Vocational Education and Training (VET). Such qualifications start with Certificate I, and rise through Certificates II – IV, then Diploma, then Advanced Diploma.

²⁶ Trade certificates are issued by state authorities and our understanding is that they are not part of the AQF system as such, although we understand they are normally recognised across states.

²⁷ The length of most apprenticeships has recently been reduced in Western Australia, from 4 years to 3 or 3½ years. In addition, a number of new trades with two year qualifying periods have been introduced, e.g. bricklaying (housing), carpentry (housing), etc.



Section Four: Requirements for Real Jobs

- Some employers require apprenticeship and traineeship²⁸ applicants to have qualifications, such as pre-apprentice training, completion of a desired school level,²⁹ or in some cases completion elsewhere of the first year of an apprenticeship. As a general rule, apprentices are less rather than more valuable to employers in their first or second years, and an apprentice who leaves after a year is likely to have contributed little or nothing from the employer's point of view.
- Truck driving and machine operating jobs typically require specific qualifications in the form of the appropriate licence or licences. There is a significant range of truck driving licences, crane driving licences, fork lift licences, etc.
- Employers in non-regulated trades do not necessarily require qualifications. As noted above, many chefs never do the commercial cookery apprenticeship, and obtain jobs on the basis of experience and reputation. Experience and knowledge are often more highly regarded than qualifications, although it often depends on the employer.
- A wide range of small (e.g. 1 or 2 day) courses are required, or advantageous, for many jobs and workplaces, including first aid courses, food handling courses, chemical users courses, etc.
- Qualifications, either in the form of AQF Certificates or Diplomas or higher (e.g. Degrees), or industry/ professionally approved certificates, are legally required for many jobs in accounting and finance, health, welfare. Some of these qualifications, e.g. for Aboriginal health worker jobs, are under review. Higher levels of qualification (e.g. Diploma or Advanced Diploma) may be required to perform specific tasks.
- Relevant Certificate I qualifications are required as a minimum in relation to jobs where literacy and numeracy qualifications may be asked for.
- Certificate II qualifications are required for large numbers of office positions, and for many hospitality and tourism positions.
- Recognition of Prior Learning (RPL) is sometimes a useful mechanism when a person who does not have the required formal VET qualifications for a job does have the necessary skills³⁰.
- Professional, including higher education, qualifications, e.g. teachers, nurses, accountants, form a distinct field, and need to be handled by reference to professional bodies and manuals such as the *Good Universities Guide*.

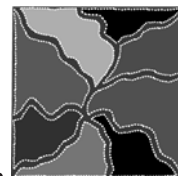
The above observations and guidelines provide a useful framework for people or organisations that are charged with the responsibility of getting applicants into jobs. But it should never be overlooked that knowledge of the specific employment market, knowledge of the predilections of individual employers, and experience, are always vital ingredients in enabling people to know and obtain what is required in order to get jobs of whatever type.

²⁸ Traineeships are typically twelve months equivalent full-time duration, and associated with a Certificate II qualification.

²⁹ The school system in each Australian state offers a Year 12 qualification. In Western Australia, this has been the Tertiary Entrance Examination (TEE), which is being replaced by the Western Australian Certificate of Education (WACE). The final school year of students who do not complete Year 12 is sometimes treated as a *de facto* qualification. Some employers prefer apprenticeship applicants to have completed Year 12, others prefer them to apply after Year 10.

³⁰ RPL testing can often be arranged by TAFE institutes.

Section Four: Requirements for Real Jobs

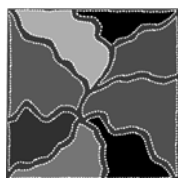


Concluding comment

As noted elsewhere, the brief for the research asked for a focus on the availability of jobs on the one hand, plus relevant work skill and qualification requirements. It did not extend to an analysis of situational factors that may be relevant to getting the jobs filled, or strategies for doing so.

A conclusion that comes out of the research is that a substantial number and a diverse range of real jobs can be anticipated, relative to the resident and in particular the Indigenous population in the East Kimberley.

In taking account of this Report, it needs to be kept in mind not only that the available job numbers are order of magnitude estimates, but also that labour markets are fluid and that forecasts are conditional on factors that may change. These factors highlight the importance of ongoing monitoring, particularly in the context of changes in economic circumstances.



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