

# Skills for Growth:

*the Workforce Development Program*

**Business name:** DEPT OF INNOVATION INDUSTRY &  
REGIONAL DEVELOPMENT

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**Suburb:** Melbourne

**Post Code:** 3000

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**Provided by:**

**Consultant:** Darren Hueston

**Service Provider:** Small Business Victoria

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## Report Disclaimer

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# Skills for Growth:

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# Skills for Growth:

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## 1. Company Details

**Business Name:** DEPT OF INNOVATION INDUSTRY & REGIONAL DEVELOPMENT  
**Address:** 121 Exhibition Street  
**City/Suburb:** Melbourne  
**State:** Victoria  
**Post code:** 3000

**Website:**

### Contact Details

**Name:** Darren Hueston  
**Title:** Program Manager  
**Phone:** 03 9651 9547  
**Fax:**  
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**Email:** darren.hueston@diird.vic.gov.au

**ABN:** 69981208782

**ACN:**

**Industry:** Public Administration and Safety

**Sub Industry:** Public Administration

**No. of employees:** 10

## 2. Financial Information

### Sales

Total Sales for past financial year \$1,250,000.00

### Capital Invested

Total amount of capital invested for past financial year \$225,000.00

### R&D Expenditure

Total research and development expenditure for products and services for past financial year \$25,700.00

### T&D Expenditure

Total training and development expenditure for past financial year \$6,500.00

### Staff Turnover

Total staff turnover for past financial year 3

### Workforce Planning

Rate managements ability out of 10 5

### Training Sector Knowledge

Rate managements ability out of 10 6

### Sick Leave

Average number of days per annum staff are taking sick leave 6

## 3. Workforce Summary

Number of Employees 10

Contract / Casual 4

Gender Ratio (M:F) 6:4

Staff Turnover Ratio 30%

Number of staff departures divided by total employees \* 100

Average Salary \$49,111

Average Age 41.0 years

Average Tenure 8.5 years

## 4. Company Background

### SAMPLE DATA ONLY

DIIRD Manufacturing is a well respected producer of Fluffy Dice for the automotive industry. The business commenced in the early 1900s just prior to WWI and has traded continuously since. Whilst the business has had its ups and downs, it has always been profitable and able to not only meet its obligations, but also provide solid returns on investment.

The business was handed down through the Jones family for **3 generations**, before being reluctantly sold in 2001 due to illness of John Jones and the lack of a succession plan for the business.

The business is based in the CBD with a shopfront for sales and marketing and has a production line in Pascoe Vale.

In 2001 Darren Hueston purchased the business and has been undertaking a structural review and diversification of the business.

In 2007 the business won the Victorian Government's Small Business of the Year Award in the stuffed toy category after being runner up the year before.

The business's vision is to produce and retail quality fluffy dice and other stuffed toys. Historically the business has focussed on the automotive industry but is looking to diversify into other industries such as promotional items and kids toys.

Whilst the economic conditions are a concern to the business, Darren does see it as a cyclical thing and is prepared to ride it out.

## 5. Current Organisational Structure

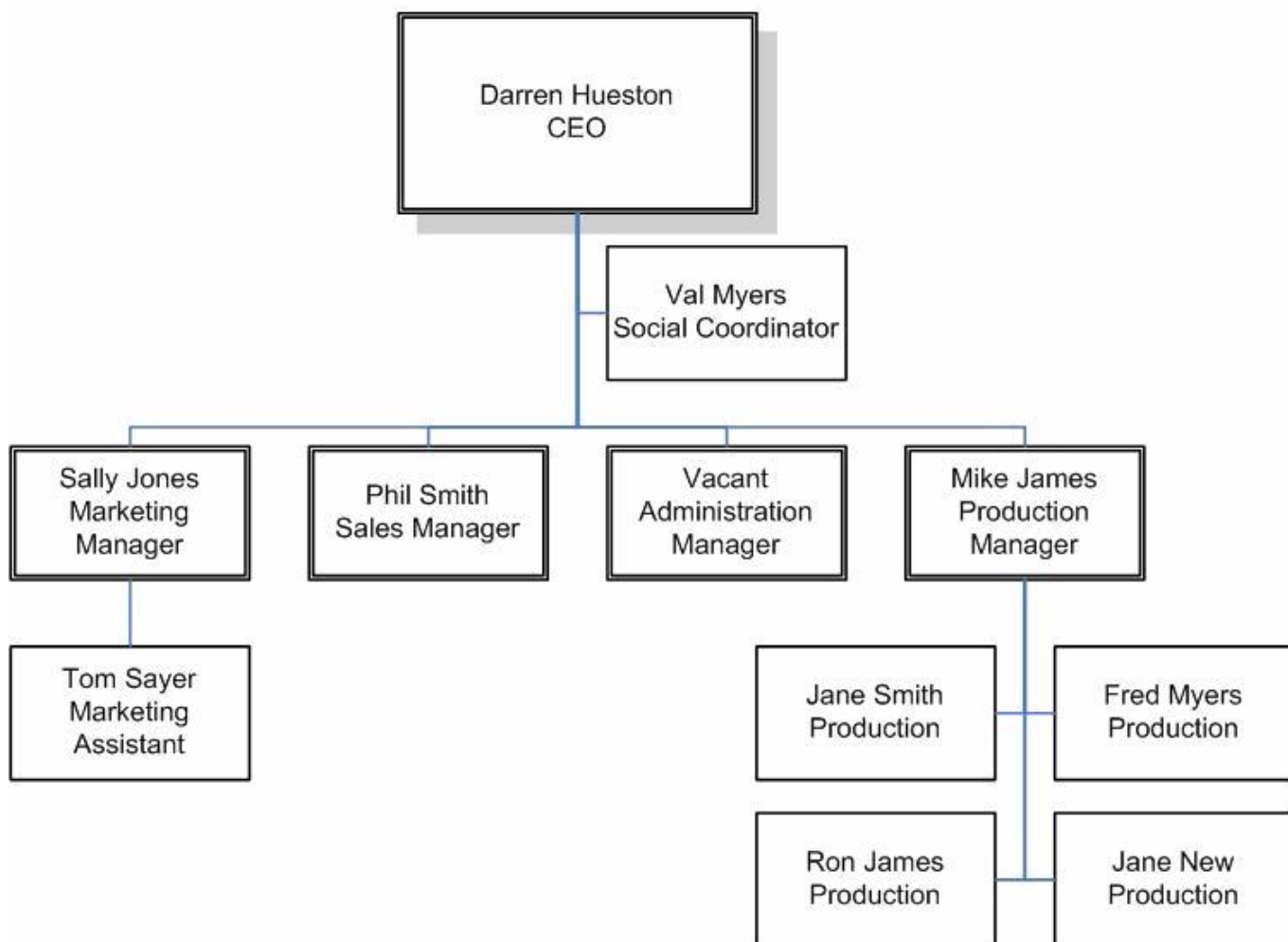
When Darren purchased the business approximately 7 years ago the organisation existed in a very flat structure with the owner having direct responsibility and management of all employees. Upon purchase of the business Darren promoted Mike James to manage the production line and to be his 2IC for all matters in the business.

Mike's knowledge and experience in the operation of the machinery and plant is critical to the ongoing success of the business.

Darren has since added new jobs to the structure to focus on Sales and Marketing to help grow the business. The appointments of Sally and Phil to these positions have given the business a strong and stable management structure.

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## DIIRD Manufacturing



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## 6. Workforce Information

Employee	Gender	Position	Qualification	Age	FTE	Status	Tenure (yrs)	Salary (\$)	Reports To
Hueston, Darren	M	Chief Executive Officer	MBA	37	1.0	Ongoing	7.0	65,000.00	N/A
James, Mike	M	Production Manager	Certificate IV in Frontline Management	47	1.0	Ongoing	22.0	52,000.00	Hueston, Darren
James, Ron	M	Production	-	18	0.5	Casual/Seasonal	2.0	29,000.00	James, Mike
Jones, Sally	F	Marketing Manager	Bachelor of Commerce	32	1.0	Ongoing	2.5	59,000.00	Hueston, Darren
Myers, Fred	M	Production	Matriculation	63	1.0	Ongoing	19.0	47,000.00	James, Mike
Myers, Val	F	Social Coordinator	Matriculation		0.1	Volunteer	15.0		Hueston, Darren
New, Jane	F	Production	N/A	56	1.0	Apprentice/Trainee	2.5	31,000.00	James, Mike
Sayer, Tom	M	Marketing Assistant	VCE	26	1.0	Contractor	3.0	49,000.00	Jones, Sally
Smith Jane	F	Production	Year 10	39	0.5	Fixed Term	6.0	45,000.00	James, Mike
Smith, Phil	M	Sales Manager	HSC	51	1.0	Fixed Term	6.0	65,000.00	Hueston, Darren

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## 7. Workforce Demographics

Gender ratio:	6:4
Average age:	41.0 years
Average tenure:	8.5 years
Average salary:	\$49,111
Staff turnover rate (%)	30
Cost of recruitment (\$)	\$50,000.00

### Age profiles

The businesses age profile is acceptable at an average age of 42.2. This is lowered by the addition of Ron James as a casual 2 years ago when Jane Smith went part time. As Ron is only 18 he is reducing the average age significantly. Additionally the production line's most experienced operator is 63 and may be considering retirement in the near future. With the other members of the production line being part time and casual, consideration for succession planning should be implemented.

### Tenure profiles

With the exception of Mike, Fred and Val, the remainder of the staff have only been with the business for less than 7 years. All being new appointments following the purchase of the business 7 years ago by Darren Hueston.

New appointments of Sally Jones into a new position of Marketing Manager, Tom Sayer to assist Sally and Phil Smith into the Sales Manager position have enabled Darren to focus on the strategic management and growth of the business.

### Industry

The industry continues to have a high demand for quality sales and production staff. A large number of production hands are likely to move into the market in the coming months with the downturn in the economy and the job losses announced at Woods Manufacturing.

The ITAB has been advocating for an increase in the funding for training production hands for a number of years with limited success.

### Skill gaps

The key skill gap is in the area of lean manufacturing. Whilst the business is well structured for today, any expansion in the future would require staff with a strong understanding of lean manufacturing.

Also leadership skills need to continue to grow.

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## **Recruitment**

The business primarily recruits through advertisements in the local papers and/or on seek.com.au. All recruitment involves an interview process with Darren and possible onsite testing of the applicants capabilities.

In the future Darren is keen to include Sally, Phil and Mike more in the recruitment process, particularly in the interviewing and testing.

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## 8. The Present

### Business development

The business continues to be reliant upon the automotive industry and the fluctuations of that industry. The business normally has upswings in demand when leading into key events in Victoria such as the Grand Prix, Bikes at Phillip Island, and Spring Nats in the Goulburn Valley. Also national events such as Bathurst 1000 produce an increase in demand.

The machinery in the factory is over 15 years old but is still functioning strongly with limited downtime for maintenance or repair.

Business growth has been steady over the past 5 years with average sales increases of 10-12% per annum. The past 12 months have been the reverse with the world economic situation resulting in a drop in sales of 10% and a fall in margins of 20%. Whilst this is a concern, business confidence is returning, and Darren is confident these results will be quickly reversed.

### Workforce management

The workforce is managed in a team approach by the leadership of the business, Darren, Sally, Phil and Mike. All employees undertake regular (6 monthly) performance reviews and skill and career development is discussed in these reviews.

The business holds regular social gatherings, bbqs, trips to the football to build motivation and a team ethos. The staff do work well in their teams and are always supportive of each other and will help out where necessary. This is championed by Darren often by his ability to walk the talk by rolling up the sleeves and doing a stint on the production line, or by grabbing a broom to sweep up during busy times.

Sick leave though does continue to be a concern for the business with the production staff regularly having large bouts of sick leave.

### Competition

Competition in the industry is strong with many other small locally based manufacturers. Within the local area the main competitor is Company XYZ who provide similar products to Ford and General Motors.

We anticipate that the competition is finding the current market difficult and that a number may cease to operate in the near future, hopefully providing opportunities for new clients.

### Other

Current roadworks on the main road entering into the production facility is a concern to all staff, especially Phil and Sally who are unable to have sales and marketing meetings with clients onsite due to the difficulties of having clients navigate through the road works.

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### 9. SWOT Analysis

	Positive	Negative
Internal Factors	<p><b>Strengths</b></p> <p>The business continues to have a strong reputation for the production of quality fluffy dice in the Victorian automotive industry.            The new staff have grown this reputation in recent years through Marketing and Sales at new industry events.            Won the Victorian Government's Small Business of the Year in 2007.            Strong length of tenure for most staff, and reports of a good business to work for.</p>	<p><b>Weaknesses</b></p> <p>The lack of flexibility in the production line, and the number of available operators continues to be a weakness of this operation.            The capacity to multiskill the staff is also limited, with most roles being very specialised to their function.            Skill gaps exist within the workforce, particularly in the key area of lean manufacturing.            The business has encountered a high level of sick leave with some employees.</p>
External Factors	<p><b>Opportunities</b></p> <p>The business is investigating the opportunity of diversifying into other markets to produce items other than fluffy dice, including plush toys, cushions, etc.            Also a possible alignment with the local second hand car dealer for personalised dice is also being considered.            Competitors facing tough operating environments may fail, providing opportunity for new clients and markets.            Appointment of administration manager will enable Darren to focus more on sales and marketing of the company's products.</p>	<p><b>Threats</b></p> <p>The current economic situation is a major threat to the automotive industry in general. Additionally, cheaper imports continue to threaten the businesses core operations.            Anticipated retirement of experienced production line operator may have an impact on the quality of product and business overall.</p>

## 10. The Future

### Vision for the Future

#### **Sales**

The business is anticipating a slowing of traditional sales over the coming 6 months but anticipates solid growth in the new products to pick up the difference. The business is targeting an increase in sales of 15% in total.

#### **Products**

Diversification of products to include:

- \* dice
- \* plush toys
- \* customised merchandise
- \* cushions

#### **Exports**

The labour cost advantage held by overseas markets makes it virtually impossible to break into Export markets - will not be pursued.

#### **Profit**

A 15% increase in sales should result in a net profit increase of about 5% as the development of new products will increase the overhead costs for these products.

#### **Market share**

The business continues to look to grow its market share in the fluffy dice sector.

The business is considering an alliance with a local second hand car dealer to provide personalised dice for individuals when purchasing a vehicle. This alliance will help grow the customised market share, along with the introduction of other customised products such as a set of dice with the Carlton Football Club logo as the spots.

These customised products will help increase the market share, however production costs will need to be monitored closely.

#### **Customer service**

N/A

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## **Workforce for the Future**

The business will also be creating a new role of Administration Manager to coordinate all administrative activities releasing Darren to undertake more product and sales development for the business.

Expanding the capabilities of the production line needs to occur as soon as possible, with the addition of an additional full time operator.

Succession strategies to be developed and implemented for all key staff members.

Training and Development plans reviewed regularly to ensure skill gaps are identified and addressed.

## **Role for the Future**

### **Administration**

Darren is keen to reduce the amount of admin he undertakes and the appointment of a new admin manager is designed to enable this.

The key administrative activities to be undertaken by Darren will be limited to financial reporting and review.

The new administration manager will also form part of the new management team.

### **Staff management**

Staff management will continue as is with the new management team being responsible for team management.

Darren will only manage the 3 managers.

Each member of the management team will have direct supervisory responsibility of the staff in their area.

### **Recruitment**

Darren is to take a reduced role in the recruitment of new employees once the administration manager has commenced.

The new administration manager is to enhance the recruitment process along with the relevant department manager.

Darren will only undertake a final meeting with the preferred candidate holding a veto over any appointments.

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## **Sales**

With the focus on increasing the level of sales, Darren will have a greater involvement in undertaking sales pitches to the client base.

Darren will continue to be on the front line of selling the product and will be working closely with the sales team.

## **Product development**

New product development is going to be critical to the ongoing success of the business.

Darren will be focussing a large percentage of his time on this including an overseas trade mission to review some of the new products and manufacturing processes.

To increase the staff engagement in the new products, all staff will be involved in workshops to identify new products to be considered.

## **Other**

N/A

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## 11. Relevant Programs

Title	URL
Small business mentoring program	<a href="http://www.sbms.org.au">http://www.sbms.org.au</a>
Small business workshops and seminars	<a href="http://www.business.vic.gov.au/workshops">http://www.business.vic.gov.au/workshops</a>
Grow your business grants	<a href="http://www.business.vic.gov.au/gyb">http://www.business.vic.gov.au/gyb</a>
Worksafe safety audit	<a href="http://www.worksafe.vic.gov.au/wps/wcm/connect/wsinternet/WorkSafe/Home/Safety+and+Prevention/Small+Business/">http://www.worksafe.vic.gov.au/wps/wcm/connect/wsinternet/WorkSafe/Home/Safety+and+Prevention/Small+Business/</a>
Hume City Council Manufacturers Network	<a href="http://www.hume.vic.gov.au">http://www.hume.vic.gov.au</a>
Dice Manufacturers Grants Program	<a href="http://dicegrants.gov.au">http://dicegrants.gov.au</a>

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## 12. Workforce Planning Strategies

### Now

#### Business

Sound business that has experienced steady growth over a number of years, however significantly impacted by the economic downturn of 08/09.

Reliant upon the automotive industry and its fluctuations.

The business has relied upon a fairly limited product line.

The business continues to have a strong customer base and has a number of competitors in the industry.

#### Workforce

The business has a restricted workforce for its production lines.

Key skill gap is in lean manufacturing, and concerns over the flexibility of the workforce.

Relatively young workforce, with an appropriate tenure profile, however the likely retirement of Fred from the production line in the coming years is also a concern.

The amount of sick leave in the production area is an ongoing issue for the management of the business.

### Future

#### Business

Development of new product lines, including greater customisation of product for clients.

Sales and profitability has returned to an increase of 10 - 15% per annum.

New machinery purchased and in operation, providing a more flexible production line.

Market share to increase by 10%.

#### Workforce

Led by a diverse management team, with each member of the management team responsible for their area of expertise.

Succession plans implemented for key staff.

All production staff with formal qualifications in manufacturing.

All staff to be skilled in multiple areas of the business to allow for greater workforce flexibility.

Increased number of casual workers to manage fluctuations in demand.

### Strategies

#### Business

Develop new products with staff engagement via workshops.

Investigate new machines and equipment, including options for funding from State and Local government.

Develop partnerships with care sales company and local football clubs.

#### Workforce

Undertake staff training in lean manufacturing.

Develop training program for sales staff in production operations.

Ensure all statutory training requirements are met.

Develop training program for all production staff to work new machines once purchased.

- Machine manufacturer to provide training as part of purchase agreement.

Recruitment of casual workforce.

Develop succession plans for key staff.

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## 13. Workforce Action Plan

Strategy	Action	Status	Priority	Responsibility	When
Train staff in lean manufacturing	Identify appropriate lean manufacturing course to be delivered locally for all staff - must be contracted training provider with Skills Victoria	To Commence	High	Mike	07/01/2010
Develop new products	Plan and run staff workshop to develop options for the new product lines	To Commence	High	Darren	13/01/2010
Implement statutory training for staff	Ensure all statutory training requirements are up to date, including OHS, First Aid, etc	In Progress	High	Mike	29/01/2010
Recruit casual staff	Advertise for casual workers to join the business, focus on local TAFE and high schools	To Commence	Medium	Darren	05/02/2010
Develop training program for sales staff	Develop and deliver an inhouse training program for the Sales and Marketing staff on production line operations	In Progress	High	Mike	14/10/2009
Review plant and equipment	Meet with the local councils economic development officer to identify any available funding programs for new manufacturing plant and equipment in the region.	To Commence	Low	Darren	26/01/2010
Review federal government investment tax breaks	Research into the tax breaks available for small businesses when purchasing capital.	Deferred	Low	Darren	30/03/2010

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## 14. Workforce Training Plan

Employee	Position	Current Qualification	Required Qualification	Activity to up-skill	Institution	Course Name	Preferred Option	Eligibility	Estimate Cost (\$)	When
Hueston, Darren	Chief Executive Officer	MBA	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>		6,500.00	29/01/2010
Hueston, Darren	Chief Executive Officer	MBA	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing			7,500.00	05/02/2010
Hueston, Darren	Chief Executive Officer	MBA	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing			8,000.00	09/02/2010
James, Mike	Production Manager	Certificate IV in Frontline Management	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>		6,500.00	29/01/2010
James, Mike	Production Manager	Certificate IV in Frontline Management	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing			7,500.00	05/02/2010
James, Mike	Production Manager	Certificate IV in Frontline Management	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing			8,000.00	09/02/2010
James, Ron	Production	-	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	650.00	29/01/2010
James, Ron	Production	-	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	900.00	05/02/2010
James, Ron	Production	-	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	850.00	09/02/2010
Jones, Sally	Marketing Manager	Bachelor of Commerce	Level 2 workplace first aid	Public Program	Holmesglen Institute of TAFE	21581VIC - Course in Workplace First Aid	<input checked="" type="checkbox"/>		200.00	09/02/2010

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Employee	Position	Current Qualification	Required Qualification	Activity to up-skill	Institution	Course Name	Preferred Option	Eligibility	Estimate Cost (\$)	When
Jones, Sally	Marketing Manager	Bachelor of Commerce	Level 2 workplace first aid	Public Program	St Johns Ambulance Australia	21581VIC - Course in Workplace First Aid			250.00	04/02/2010
Jones, Sally	Marketing Manager	Bachelor of Commerce	Level 2 workplace first aid	Public Program	Centre for Adult Education	21581VIC - Course in Workplace First Aid			315.00	16/02/2010
Myers, Fred	Production	Matriculation	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	600.00	29/01/2010
Myers, Fred	Production	Matriculation	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	900.00	05/02/2010
Myers, Fred	Production	Matriculation	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	850.00	09/02/2010
Myers, Val	Social Coordinator	Matriculation	Certificate III in Events	Public Program	Box Hill Institute of TAFE	SIT30607 - Certificate III in Events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	650.00	25/02/2010
Myers, Val	Social Coordinator	Matriculation	Certificate III in Events	Public Program	Holmesglen Institute of TAFE	SIT30607 - Certificate III in Events		<input checked="" type="checkbox"/>	3,500.00	13/02/2010
Myers, Val	Social Coordinator	Matriculation	Certificate III in Events	Public Program	William Angliss Institute of TAFE	SIT30607 - Certificate III in Events		<input checked="" type="checkbox"/>	900.00	29/01/2010
New, Jane	Production	N/A	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	650.00	29/01/2010
New, Jane	Production	N/A	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	900.00	05/02/2010
New, Jane	Production	N/A	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	850.00	09/02/2010

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Employee	Position	Current Qualification	Required Qualification	Activity to up-skill	Institution	Course Name	Preferred Option	Eligibility	Estimate Cost (\$)	When
Sayer, Tom	Marketing Assistant	VCE	Certificate IV in Marketing	Public Program	Northern Melbourne Institute of TAFE	BSB41307 - Certificate IV in Marketing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	250.00	26/02/2010
Sayer, Tom	Marketing Assistant	VCE	Certificate IV in Marketing	Public Program	RMIT	BSB41307 - Certificate IV in Marketing		<input checked="" type="checkbox"/>	375.00	24/12/2009
Sayer, Tom	Marketing Assistant	VCE	Certificate IV in Marketing	Public Program	Box Hill Institute of TAFE	BSB41307 - Certificate IV in Marketing		<input checked="" type="checkbox"/>	355.00	17/02/2010
Smith Jane	Production	Year 10	Certificate IV in Competitive Manufacturing	Customised Program	Kangan Batman Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	650.00	29/01/2010
Smith Jane	Production	Year 10	Certificate IV in Competitive Manufacturing	Customised Program	Chisholm Institute of TAFE	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	900.00	05/02/2010
Smith Jane	Production	Year 10	Certificate IV in Competitive Manufacturing	Customised Program	Ballarat University (Tafe Division)	MCM40104 - Certificate IV in Competitive Manufacturing		<input checked="" type="checkbox"/>	850.00	09/02/2010
Smith, Phil	Sales Manager	HSC	BSB40607 - Certificate IV in Business Sales	Public Program	Australian Institute of Management - Victoria & Tasmania	BSB40607 - Certificate IV in Business Sales	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1,200.00	18/03/2010
Smith, Phil	Sales Manager	HSC	BSB40607 - Certificate IV in Business Sales	Public Program	Northern Melbourne Institute of TAFE	BSB40607 - Certificate IV in Business Sales		<input checked="" type="checkbox"/>	1,100.00	26/02/2010
Smith, Phil	Sales Manager	HSC	BSB40607 - Certificate IV in Business Sales	Public Program	Industry Training Solutions	BSB40607 - Certificate IV in Business Sales		<input checked="" type="checkbox"/>	750.00	13/04/2010

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## 15. Business Outcomes

### What was your objective in participating in the program?

The objective of participating in the program was to develop and implement a tailored training and development plan for all of the staff and to access Government supported training where possible.

### How has the implementation of the Action Plan benefited your business?

Implementation of the Action Plan has provided the business with a more skilled workforce, but also helped the business to reduce waste and downtime. The efficiency of the business has increased by about 10%.

Having the Sales and Marketing staff being trained in the production line operations has not only provided the business with a good back up at peak times but also allows them to be more understanding of the production line challenges.

### How effective for your business were the recommended training options?

The training options that have been implemented have been excellent for the business.

Having all the production line staff undertake formal qualifications in Competitive Manufacturing has not only increased their capability in the workplace, it has also increased staff motivation and retention.

### How has program participation increased your staff's engagement with the business?

Increased motivation and retention, all staff are now keen to look at future learning opportunities.

Lower levels of sick leave have been apparent since the introduction of training plans for all staff.

### Provide your overall evaluation of the program

Program has been excellent for the business.

Quick responses by the specialist and the fact that the specialist came to the business at a time convenient to the business has been fantastic.

Training provided has also been excellent.

## Attachments

### Specialist's Timesheet

Date	Time	Focus:
11/12/2009	5.0 hr(s)	Various meetings over the past 2 weeks with training providers to facilitate enrollments into agreed training
27/11/2009	2.0 hr(s)	Presented agreed workforce action plan for approval by business, discussion on next steps
23/11/2009	2.0 hr(s)	Meeting to present draft copy of training plan and receive feedback
11/11/2009	1.5 hr(s)	Review of action plan to date and initial discussions on training needs and priorities
06/11/2009	3.0 hr(s)	Training needs interviews with all staff over the last week
28/10/2009	2.0 hr(s)	Meeting to discuss business directions, future plans and the key workforce issues for the business
17/10/2009	1.5 hr(s)	Data entry of staff and company background
15/10/2009	2.0 hr(s)	Initial visit, overview of program and collection of data

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