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Central Highlands Development Corporation

—

Workforce Development

Working Lunch

19 April 2024

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Attracting & Retaining Talent

Recap

Workforce & Accommodation Strategy

Accommodation to support new workers is addressed.

There are significant vacancies across the region and across sectors.

Enabler jobs a priority.

Childcare, construction and health workers.

Lifestyle is the deciding factor.

Enticing people to relocate to a regional area for a new job often comes down to one thing: lifestyle.

Data insights based decisions.

Demystify perceptions in the region with data.

A staged approach.

The Talent Attraction Campaign needs to be timed appropriately.

Talent Marketing Strategy

5 Fundamental Steps in an Effective Talent Marketing Strategy
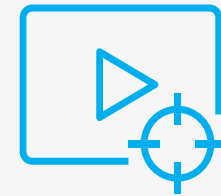
Step One
Research, Current Trends, Data & Statistics

Step Two
The Candidate Journey

Step Three
Proposition, Content & Messaging

Step Four
Audiences & Targeting

Step Five
Marketing Channels, Testing, Optimising, Analysing & Adjusting

Step 1 – Research, Current Trends & Data

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Current Trends

The Market

LOOKING FOR WORK

51%

of employed workers globally are actively looking for a new job.

RECRUITMENT DIFFICULTY

38%

of employers are facing recruitment difficulties. Tactics being used include upskilling existing employees (42%), improving job security (29%), improving benefits & conditions (25%), recruit people from under utilised groups (24%).
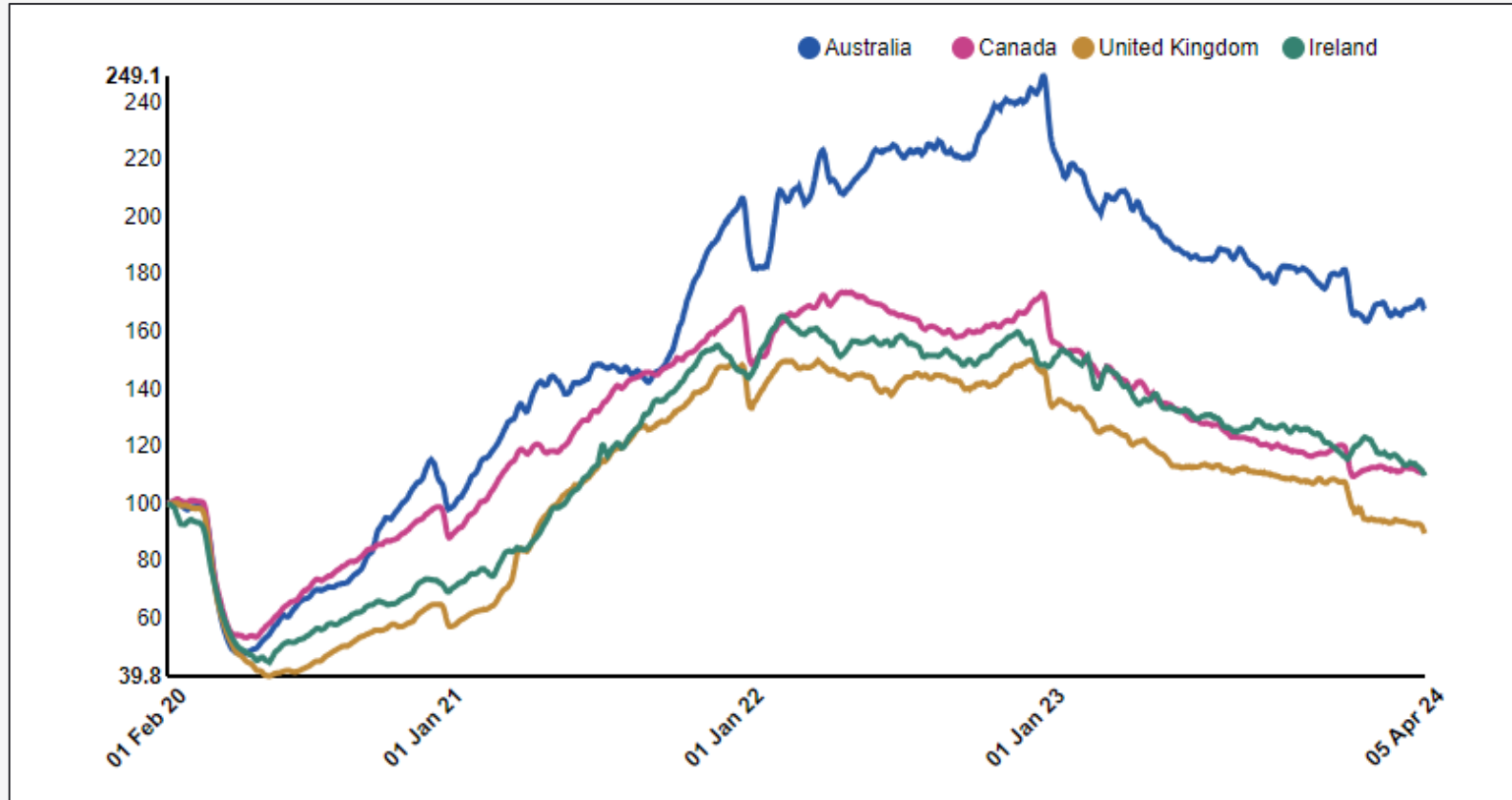
EMPLOYEE TURNOVER

14%

is the average employee turnover rate to the end of December 2023: 25% of organisations report 20%+.

Source: AHRI's Quarterly Australian Work Outlook March 2024 and State of the Global Workplace, Gallup 2023.

Current Trends

Global Market

Source: Indeed Hiring Lab April 2024

Current Trends

Australia

REMOTE WORK

60%

of job seekers consider remote work options when evaluating job opportunities.

COMPANY VALUES

77%

of candidates feel a company's values and purpose (including sustainability, diversity and transparency) are important when selecting an employer.

CANDIDATE EXPERIENCE

76%

of HR leaders say candidate experience has become more important to their organisations during the past 12 months.

Source: PageUp People – 10 Recruitment Trends, Randstad – Work Monitor, Randstad Source Right – Talent Trends.

Jobseeker Behaviour

Queensland

	March 2023		March 2024
	93,000 Jobs	⬇	70,594 Jobs
	749,372 Job seekers	⬇	688,446 Job seekers
	8.1 Job seekers per job	⬆	9.8 Job seekers per job

Source: Indeed Hiring Insights April 2024

Top 5 Drivers

Regional Queensland Candidates

1. EXCELLENT COMPENSATION

46%

seek excellent compensation and benefits.

2. COMPANY VALUES

42%

look for values that match their own.

3. JOB SECURITY

42%

value job security in their career.

4. NEW SKILLS

41%

opportunity to learn highly desired skills.

5. CAREER GROWTH

39%

opportunity to grow within the company.

Skills First Hiring

Attraction

25%

shift in skills employees need for a given position since 2015. Set to double by 2027.

380M

Skills were added to LinkedIn members profiles in the past 12 months up 40% YoY.

88%

of hirers are filtering out highly skilled candidates just because they lack traditional credentials such as past job title or degree.

Source: LinkedIn (2022), "A Skills-First Blueprint for Better Job Outcomes"
Harvard Business School (2021), "Hidden Workers: Untapped Talent"

Skills First Hiring

Attraction

20x

more eligible workers added to employee talent pipelines.

+9%

Average increase in talent pools when adding workers without bachelor's degrees.

+24%

increase in female candidates in jobs where they are traditionally underrepresented.

8.5x

more Gen X workers added to talent pools.

9x
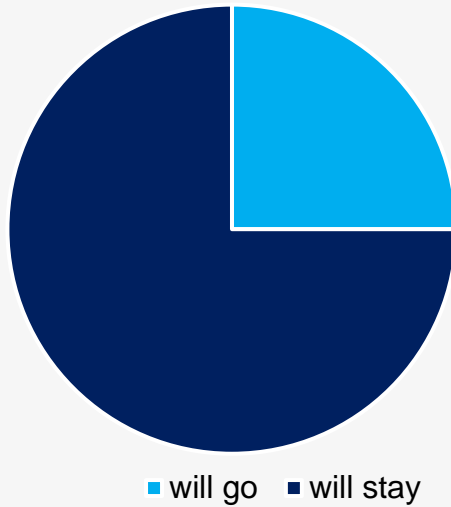
more Millennial workers added to talent pools.

10.3x

more Gen Z workers added to talent pools.

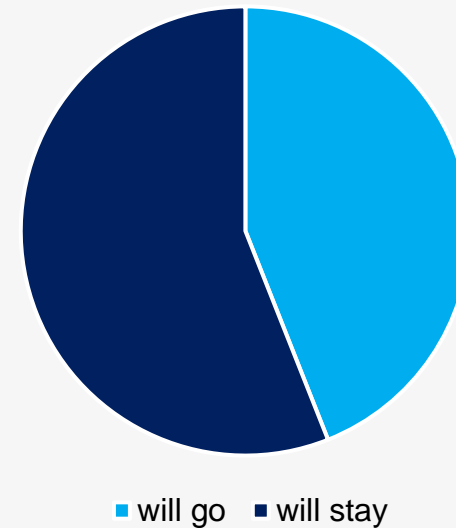Source: LinkedIn (2022), "A Skills-First Blueprint for Better Job Outcomes"

Skills First Hiring

Retention

Internal movers

■ will go ■ will stay

Workers who have made an internal move at their organization at the two-year mark have a 75% chance of remaining there.

Single role
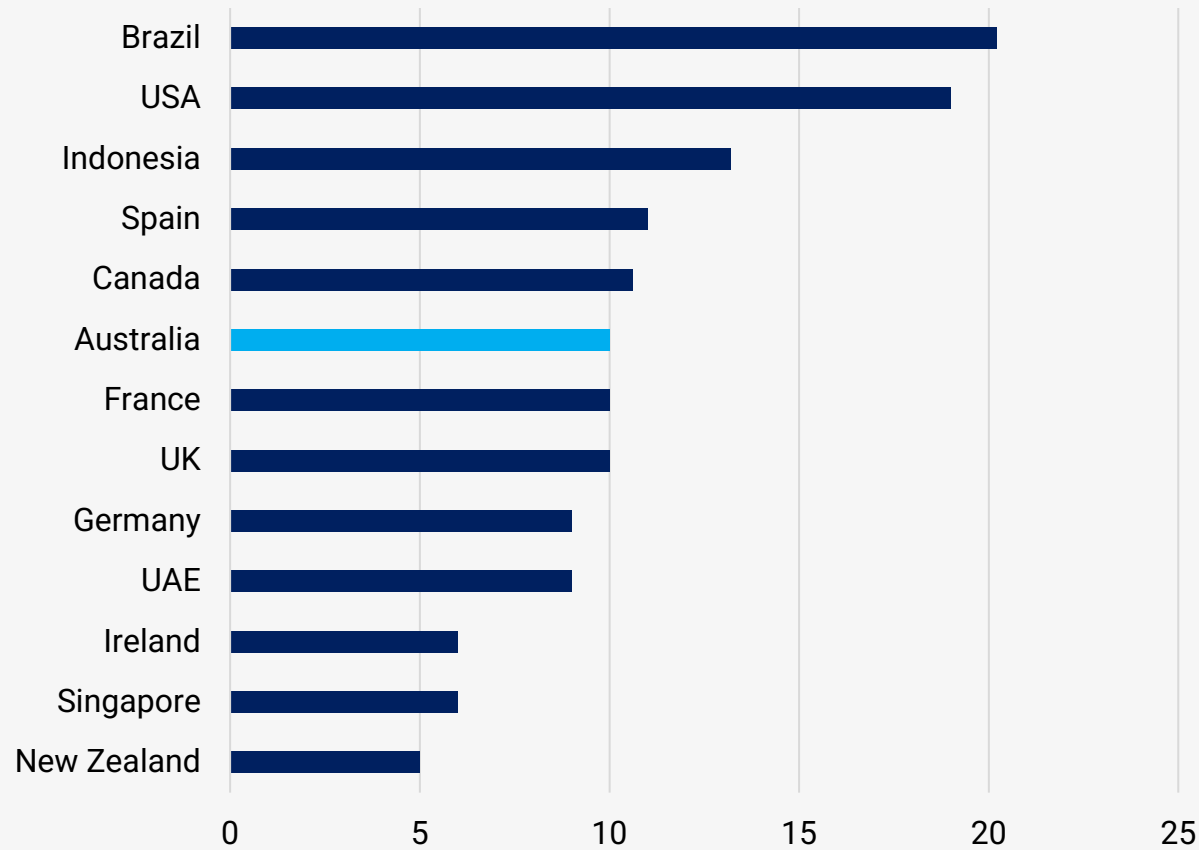

■ will go ■ will stay

44% of workers who have only one role in a company will leave.

Source: LinkedIn (2022), "A Skills-First Blueprint for Better Job Outcomes"

Skills First Hiring

Attraction

| Country	Value
Brazil	20
USA	19
Indonesia	13
Spain	11
Canada	10.5
Australia	10
France	10
UK	10
Germany	9
UAE	9
Ireland	6
Singapore	6
New Zealand	5

Expanding the talent search to include workers with relevant skills ("skills-first talent pool") led to a 10x increase in eligible workers across Australia.

Source: LinkedIn (2022), "New Global Talent Trends: Even as Hiring Cools, People Want More out of Work".
Taking a Skills-First Approach to Finding Talent

Skills First Hiring

Attraction
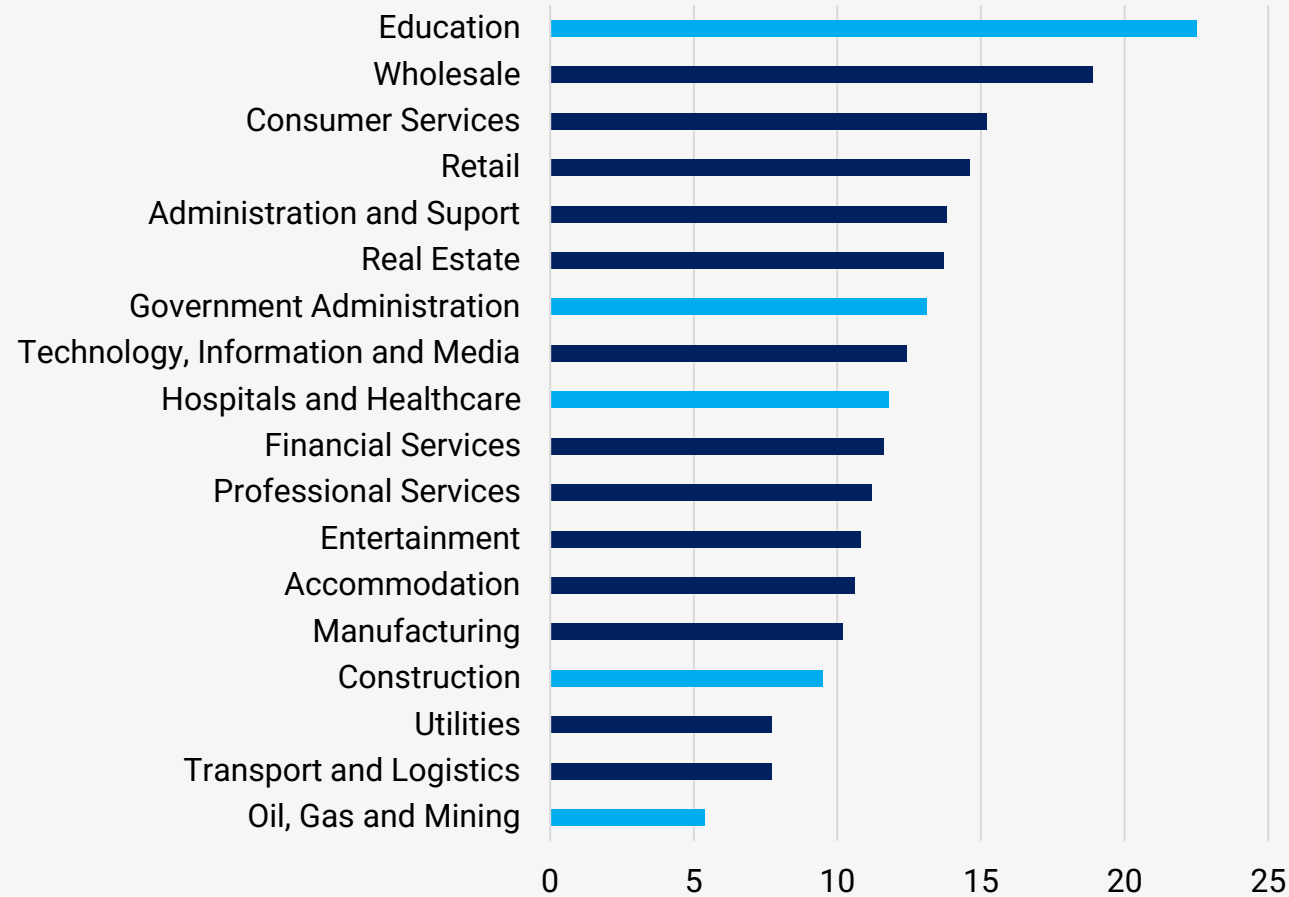
The effect of skills-first hiring on the availability of talent varies considerably by industry .

Source: LinkedIn (2022), "New Global Talent Trends: Even as Hiring Cools, People Want More out of Work".
Taking a Skills-First Approach to Finding Talent

Skills First Hiring

Women

Overall increase in the number of women in the talent pool when using skills-based hiring.

CONSTRUCTION MANAGER
86x

SALES DIRECTOR
45x

TECHNICAL ENGINEER
15x

Source: LinkedIn (2022), "A Skills-First Blueprint for Better Job Outcomes"
Harvard Business School (2021), "Hidden Workers: Untapped Talent"

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Skills First Hiring

Actions

POLICYMAKERS

- Reconsider education and work requirements on job postings
- Develop local skills-first hiring strategies.
- Be ambassadors for skills-first hiring.
- Fund public efforts to provide workers with in-demand skills and match them to growing jobs.
- Expand funds available for incumbent employee training, particularly for workers most likely to be displaced due to changing skill demands.

BUSINESS LEADERS

- Understand the skills your organisation has and needs.
- Embrace skills-first hiring practices, externally and internally.
- Develop employees to grow with your company.

Source: LinkedIn (2022), "A Skills-First Blueprint for Better Job Outcomes"
Harvard Business School (2021), "Hidden Workers: Untapped Talent"

Market Data

Australia

There are 10,537,564 LinkedIn members located in Australia. Top skills are Consumer skills, Operations, Engineering, Finance and IT.

The top drivers for this talent are flexible work arrangements, excellent compensation and benefits, support to balance work and personal life, opportunities for career growth within the company and job security.

The top industries where this talent currently work are Construction, Education, Hospital & Health Care, Retail and IT Services & Consulting.

9% of this group changed jobs in the last 12 months. Hiring demand in Australia is moderate.

The top education facilities attended by this group were Monash University, RMIT University, University of Melbourne, University of Sydney and UNSW.
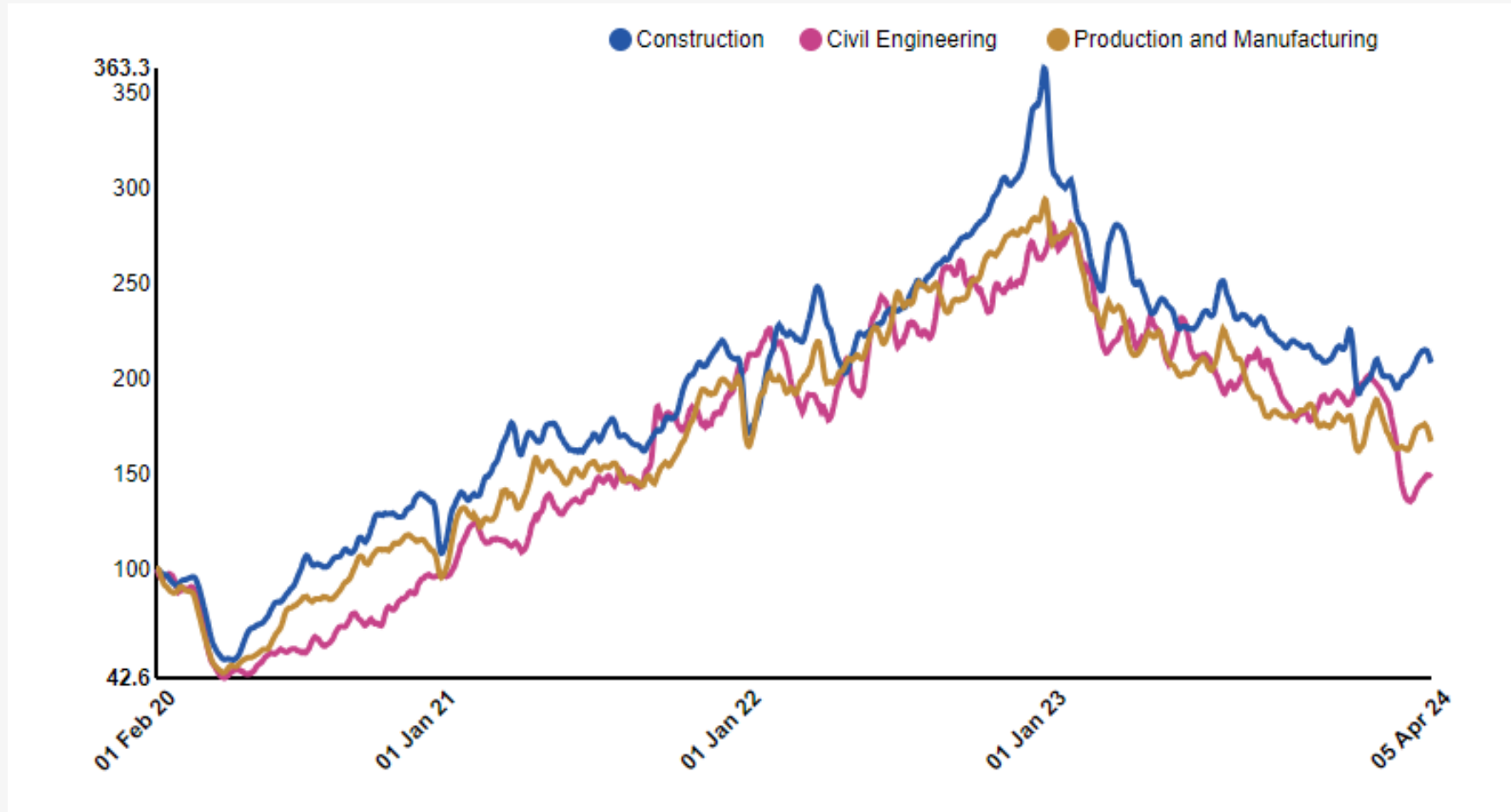
The fastest growing skills amongst this group are Consumer Services, Operations, Engineering, Finance, Information Technology and Analytical Skills.

Source: LinkedIn Talent Insights 11 April 2024

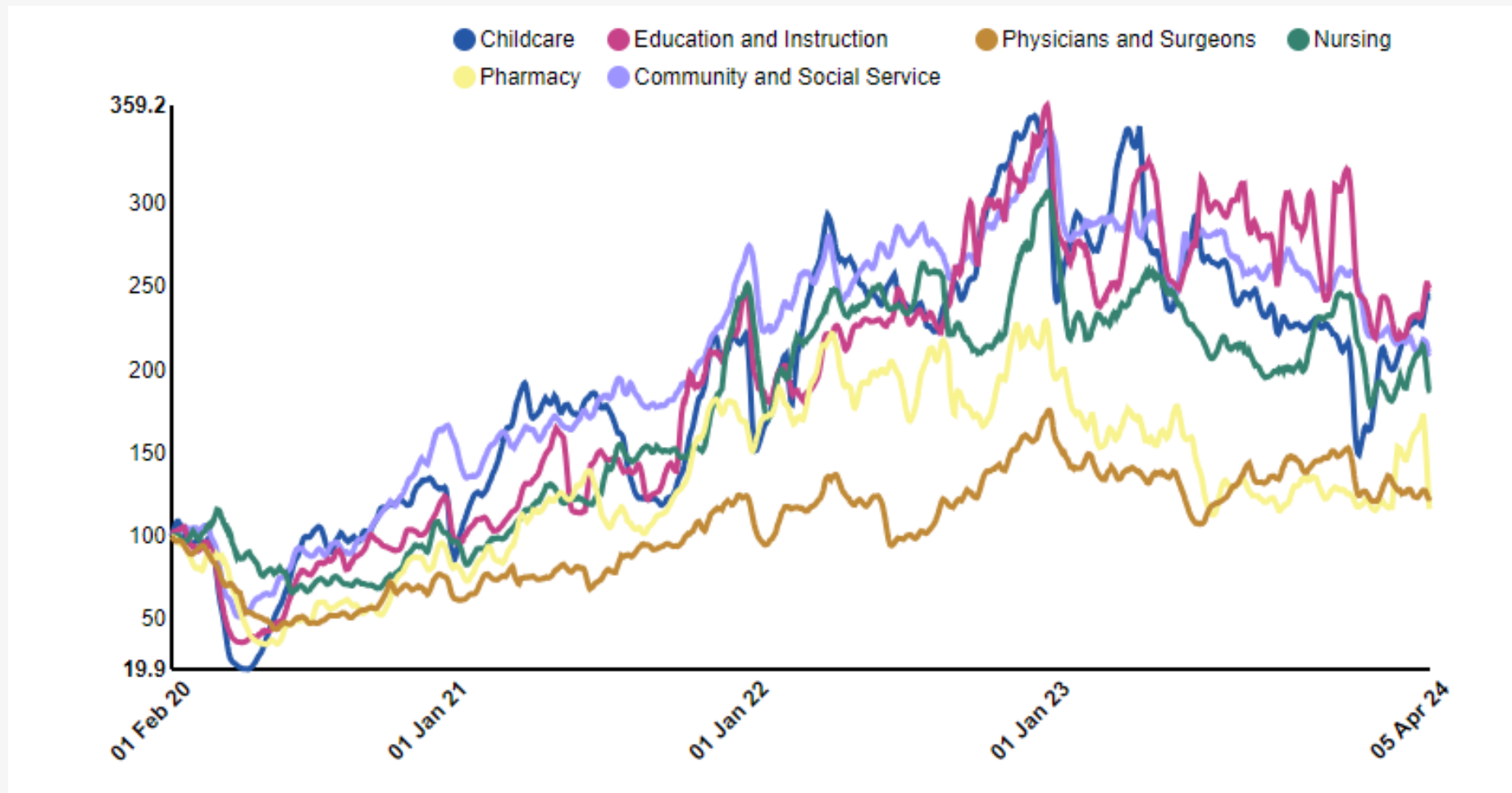# Market Data

Australia

Source: Indeed Hiring Lab April 2024

Market Data

Australia

Source: Indeed Hiring Lab April 2024

Market Data

Queensland

80% of the Queensland workforce or 1,937,248 people are LinkedIn members. 64% are aged between 25 and 54 and 54% are male.

The top drivers for this talent are flexible work arrangements, excellent compensation and benefits, job security, support to balance work and personal life and a company with values that match their own.

The top industries where this talent currently work are Construction, Government Hospital & Health Care, Mining and Retail.

9% of this group changed jobs in the last 12 months. Average tenure is 1.7 years. Hiring demand in Queensland is moderate.

Locations where the number of skilled talent is high relative to hiring demand are Gold Coast, Sunshine Coast and Cairns.

The fastest growing skills amongst this group are Operations, Learning, Events, Customer Experience and Analytical Skills.

Source: Central Highlands Regional Council and LinkedIn Talent Insights 10 April 2024.

Market Data

Central Highlands

19,123 people work in the Central Highlands. 68% are between the age of 25 and 54. 77% live in the Central Highlands.

30% of workers earn more than $100,000 per year. Compared with 22% in Central Queensland and 18% in Queensland.

35% of all workers are employed in the Mining sector, followed by 10% in Agriculture, Forestry & Fishing, 8% in Construction and 6.5% in Retail.

80% of workers who live outside the Central Highlands commute from regional Queensland, 20% from cities.

59% have a tertiary qualification. 57% of workers are considered blue collar, with the largest occupation being machinery operators and drivers accounting for 24%.

48% of Mine workers and 33% of Construction workers do not live in the Central Highlands. Those living elsewhere and working in Central Highlands are most likely to have a certificate level qualification

Source: Central Highlands Regional Council.

Research

Qualitative and Quantitative

Focus Groups

Surveys

Source: NeonLogic – Talent Marketing Fundamentals, Step by Step Guide to creating an effective Talent Marketing Strategy

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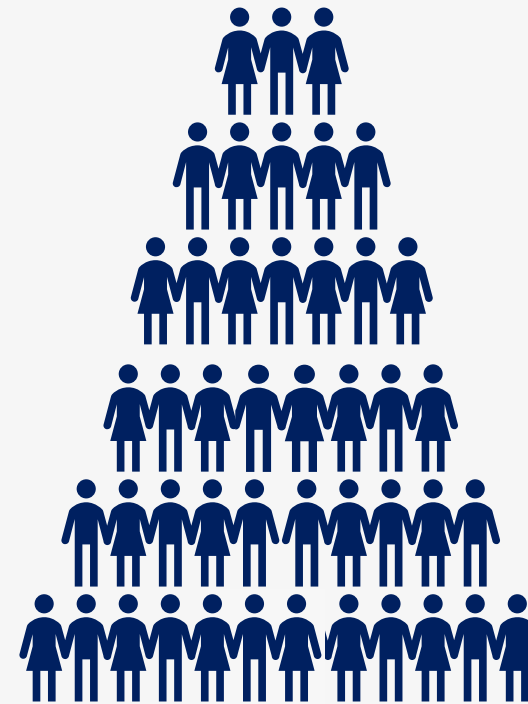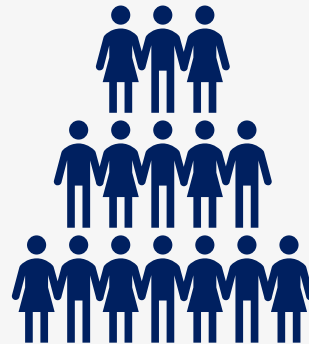
Step 2 – Candidate Journey

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The Candidate Journey

Reputational awareness
Tell your brand story to ensure candidates are aware of you.

Acquisition
'This role looks interesting. I'd like to know more.'

Investigation
'I can see the value to my career here.'

Confirmation
'This is where I can grow my career.'

Application
'This is an easy process.'

Employee Testimonial
'I'm happy to tell others my story.'

Learning and Development
'I can continue to develop my skills and qualifications.'

Induction and Onboarding
'I understand what is expected of me.'

Acceptance
'I'm excited to get started.'

Interview
'I know what to expect.'

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Step 3 – Content & Messaging

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Content and the Candidate Journey

Reputational awareness

Tell your brand story to ensure candidates are aware of you.

Employer Brand Video
Photography
Social posts
Blogs
Campaigns
Company reviews

Keiron
Locomotive Driver, Avon Depot, WA

Content and the Candidate Journey

Acquisition
'This role looks interesting.
I'd like to know more.'

Job ads
Information sessions
Boosted social media posts
Word of mouth / referral
Direct contact
Regional radio
Regional out of home
Recruitment campaigns

Content and the Candidate Journey

Investigation
'I can see the value to my career here.'

Careers stories
EVP video
Job alerts
Word of mouth
Social media
Employee reviews
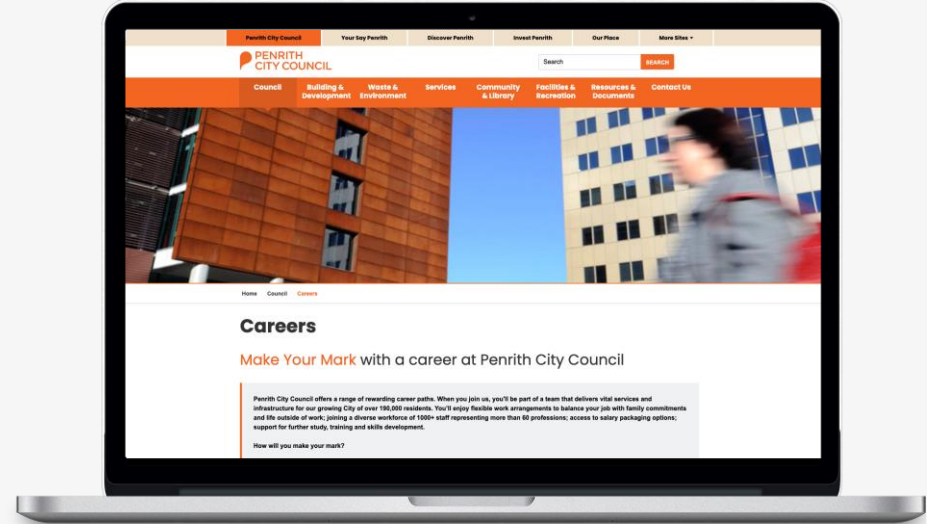
Content and the Candidate Journey

Confirmation
'This is where I can grow my career.'

Careers website
Employee stories
Employee videos
Learning opportunities
Career pathways
Diversity and Inclusion policy
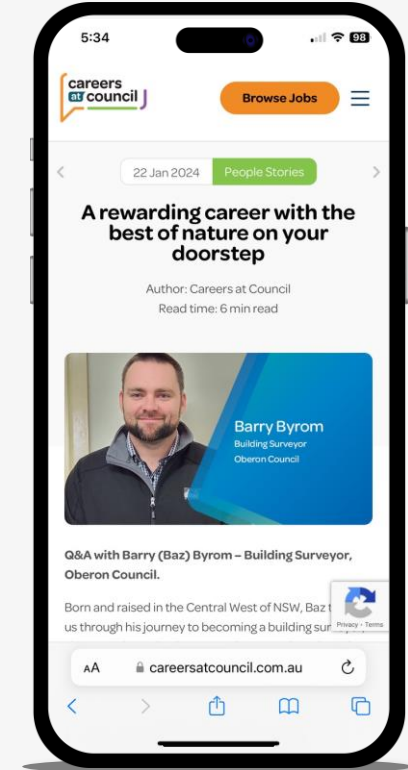
Content and the Candidate Journey

Application
'This is an easy process.'

Applicant tracking software
Application hints & tips
Application process
How to update your application

Councils Development Assessment Guide

On this page

Development Assessment Best Practice Guide

Five stages to faster, more efficient assessments

Resources

Development Assessment Best Practice Guide

The Development Assessment Best Practice Guide was released in early 2017.

By 2036, NSW will need to provide homes for another 2.1 million residents with local councils playing a vital role in delivering the required housing.

The development assessment process is a key part of the housing supply chain and impacts how efficiently new housing is delivered.

The guide draws on successful practices used by councils that assist in the timely determination of development applications. It was developed in close collaboration with a number of high growth local councils and draws on their proven processes and procedures.

Pre-lodgement
Communication and fact finding to improve quality of applications

Lodgement
Effiecient processing aids assessment

Assessment
Level of assessment reflects impacts of development

Determination
Decision made at right level by delegated officer, council or planning panel

After decision

Content and the Candidate Journey

What recruiters & hiring managers want to identify from you:

✓ Whether you have the ability to communicate your thoughts, emotions, stories and experiences to them.

✓ If you are able to relay, describe and articulate how you are a fit for the job and what you can do for them.

Interview
'I know what to expect.'

Preparing for your interview
What to bring
How to find us
Interview process
FAQ's for interviews
Post interview/next steps

Content and the Candidate Journey

Acceptance
'I'm excited to get started.'

Guide to completing your contract
Welcome messages
Onboarding FAQ's

Content and the Candidate Journey
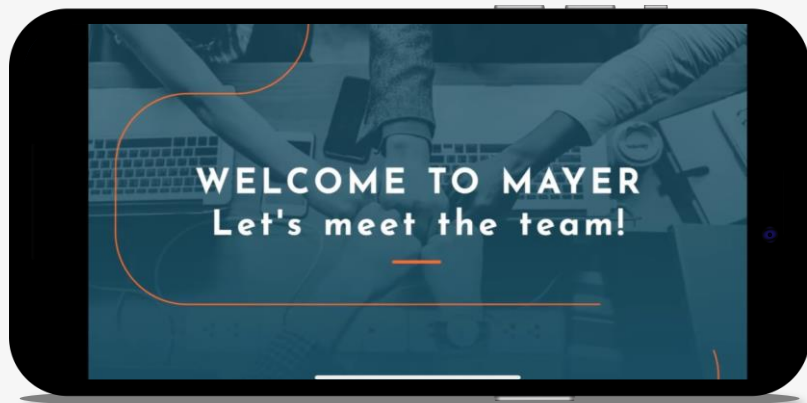
WELCOME TO MAYER
Let's meet the team!

Induction and Onboarding
'I understand what is expected of me.'

Onboarding roadmap
Induction program
Position description
Accessing the intranet
Organisation structure
Welcome pack
Wellbeing video

Content and the Candidate Journey

Manager & Employee
Development Checklist

1 Setting up the appointment with your employee
- Schedule EDP with employee
- Employee to complete IDP form
- Manager to send LMS account setup reminder

2 Preparing the conversation with your employee
- Complete the questionnaire and form prior to the meeting
- Based on the form, Manager to consider areas of development to focus
- Prepare and share ideas to share during conversation

3 The development conversation
- Propose the ideas and discuss the potential programs
- Both Manager and Employee agreed on the focused programs, action items and goals
- Document the conversation and share it with your employee
- Sign and print hard copy to be submitted to HR team

4 Post development conversation
- Manager to check in periodically with the employee to review progression towards the goals

Learning and Development
'I can continue to develop my skills and qualifications.'

Training programs
Study support packages
Mentoring and coaching
Apprenticeships
Traineeships
Graduate programs
Leadership program
Career pathways

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Content and the Candidate Journey

Employee Testimonial

'I'm happy to tell others my story.

Employee stories
Employee referrals guide
Social media guide
Networking program
Professional membership program

APRIL HO

LEAD DESIGNER - DESIGN TEAM

Content and the Candidate Journey

Reputational awareness
Tell your brand story to ensure candidates are aware of you.

- Employer Brand Video
- Photography
- Social posts
- Blogs
- Campaigns
- Company reviews

Acquisition
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- Leadership program
- Career pathways

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'I understand what is expected of me.'

- Onboarding roadmap
- Induction program
- Position description
- Accessing the intranet
- Organisation structure
- Welcome pack
- Wellbeing video

Acceptance
'I'm excited to get started.'

- Guide to completing your contract
- Welcome messages
- Onboarding FAQ's

Interview
'I know what to expect.'

- Preparing for your interview
- What to bring
- How to find us
- Interview process
- FAQ's for interviews
- Post interview/next steps

Step 4 – Audiences & Targeting

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Audiences

Personas

Talent Personas

Persona 1   Persona 2

?? **Who are they**

?? **What are their skills and qualifications**

?? **What are their interests**

?? **What are their career drivers**

?? **What influences them**

?? **What are their professional goals**

?? **What are their personal goals**

?? **Where are they located**

?? **What channels do they use**

Source: LinkedIn Talent Insight and SEEK 10 April 2024

Audiences

Stage 1

Enabler jobs a priority.

Jobs that are needed that will make a material difference to other aspects of boosting the region's attraction i.e. childcare, construction and health workers.

Stage 2

Skills in high demand.

Vacancies for mining operations and engineering maintenance remain high. Demand for trade skills goes across sectors including mining, government, agriculture, construction and manufacturing.

Key Talent Audience

Primary

TRADES
168 vacant roles

Mining Operations & Engineering Maintenance

- ✓ 99 vacant roles
- ✓ Skills include mining, engineering, operations, safety management,
- ✓ 77% Male
- ✓ 12% changed jobs in last 12 months
- ✓ Hidden gem locations Rockhampton, Westbrook Bundaberg
- ✓ 1.8 years median tenure
- ✓ Top 3 drivers for talent

#1 Salary and Benefits   **#2 Career Progression**   **#3 Job Security**

Construction ⭐

- ✓ 12 vacant roles
- ✓ Skills include construction, construction management and safety, engineering, operations
- ✓ 83% Male
- ✓ 8.5% changed jobs in last 12 months
- ✓ Hidden gem locations Sunshine Coast, Cairns and Gladstone
- ✓ 1.7 years median tenure
- ✓ Top 3 drivers for talent

#1 Salary and Benefits   **#2 Job Security**   **#3 Work Life Balance**

Source: LinkedIn Talent Insight and SEEK 10 April 2024

Key Talent Audience

Primary

HEALTH & COMMUNITY
67 vacant roles

Health & Aged Care

- ✓ 37 vacant roles
- ✓ Skills include nursing, healthcare, elder care, mental health
- ✓ 71% Female
- ✓ 10% changed jobs in last 12 months
- ✓ Hidden gem locations Cairns, Hervey Bay, Cooloolabin
- ✓ 1.7 years median tenure
- ✓ Top 3 drivers for talent

#1 Flexible Work

#2 Salary and Benefits

#3 Career Progression

Childcare ⭐

- ✓ 32 vacant roles
- ✓ Skills include learning, curriculum development, family services, early childhood education
- ✓ 68% Female
- ✓ 8.5% changed jobs in last 12 months
- ✓ Hidden gem locations Rockhampton, Bundaberg, Hervey Bay
- ✓ 1.8 years median tenure
- ✓ Top 3 drivers for talent

#1 Flexible Work

#2 Job Security

#3 Work Life Balance

Source: LinkedIn Talent Insight and SEEK 10 April 2024, CHDC Workforce and Accommodation Strategy

Key Talent Audience

Secondary

Government

- ✓ 14 vacant roles
- ✓ Skills include customer service, operations, learning, government
- ✓ 59% Female
- ✓ 11% changed jobs in last 12 months
- ✓ Hidden gem locations Gold Coast, Sunshine Coast, Townsville
- ✓ 1.7 years median tenure
- ✓ Top 3 drivers for talent

#1 Values that match my own

#3 Salary and Benefits

#3 Challenging & impactful work

Retail & Hospitality

- ✓ 30 vacant roles
- ✓ Skills include customer service, hospitality, operations, sales management, merchandising
- ✓ 57% Female
- ✓ 8% changed jobs in last 12 months
- ✓ Hidden gem locations Sunshine Coast, Cairns, Greater Brisbane
- ✓ 1.7 years median tenure
- ✓ Top 3 drivers for talent

#1 Career Progression

#2 Salary and Benefits

#3 Flexible Work

Source: LinkedIn Talent Insight and SEEK 10 April 2024, CHDC Workforce and Accommodation Strategy

Key Talent Audience

Secondary

Agriculture

- 13 vacant roles
- Skills include agriculture, consumer services, agribusiness, business planning, operations, agronomy
- 65% Male
- 4% changed jobs in last 12 months
- Hidden gem locations Gympie, Ravenswood, Grapetree
- 1.8 years median tenure
- Top 3 drivers for talent

#1 Flexible Work

#2 Salary and Benefits

#3 Career Progression

Manufacturing

- 24 vacant roles
- Skills include customer service, engineering, manufacturing, sales management, operations
- 69% Male
- 8% changed jobs in last 12 months
- Hidden gem locations Rockhampton, Bundaberg, Hervey Bay
- 2 years median tenure
- Top 3 drivers for talent

#1 Salary and Benefits

#2 Flexible Work

#3 Job Security

Source: LinkedIn Talent Insight and SEEK 10 April 2024, CHDC Workforce and Accommodation Strategy

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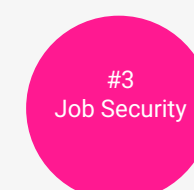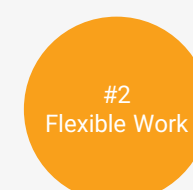
Step 5 – Channels, Analysing & Optimising

Channels

Paid media is content you pay to place in front of an audience.
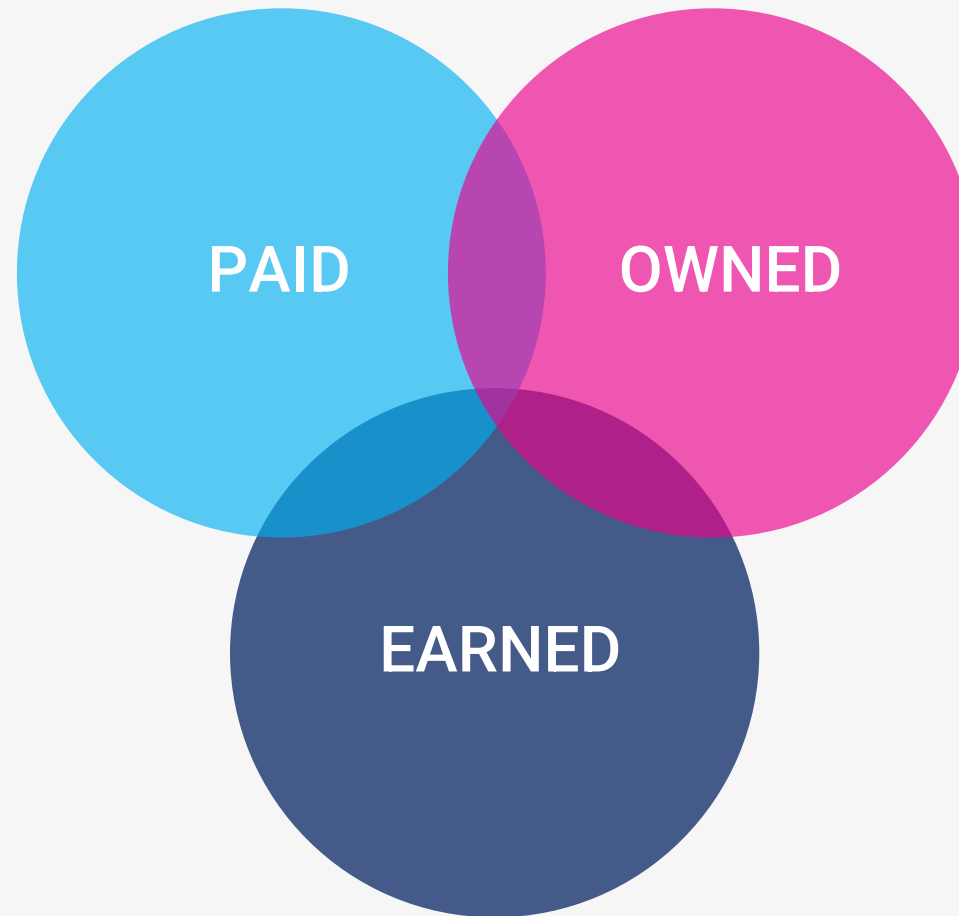
Owned media is content you create and control.

PAID

OWNED

EARNED

Earned media is content others create about you.

Channels

Paid, Owned and Earned

PAID

- ✓ Job boards
- ✓ Social media
- ✓ Search
- ✓ Programmatic
- ✓ PR
- ✓ Email marketing
- ✓ Radio
- ✓ Print
- ✓ Events
- ✓ Out of home
- ✓ Catch Up TV and Video on Demand.

Channels

Paid, Owned and Earned

OWNED

✓ Company website/s

✓ Social media pages

✓ Blogs and articles

✓ Profiles
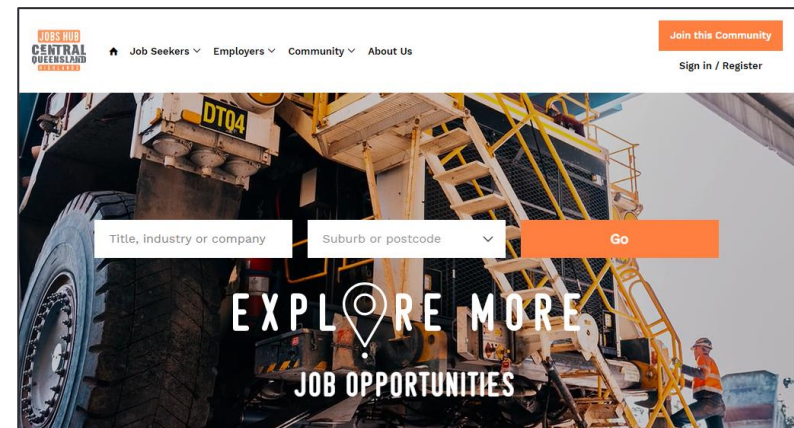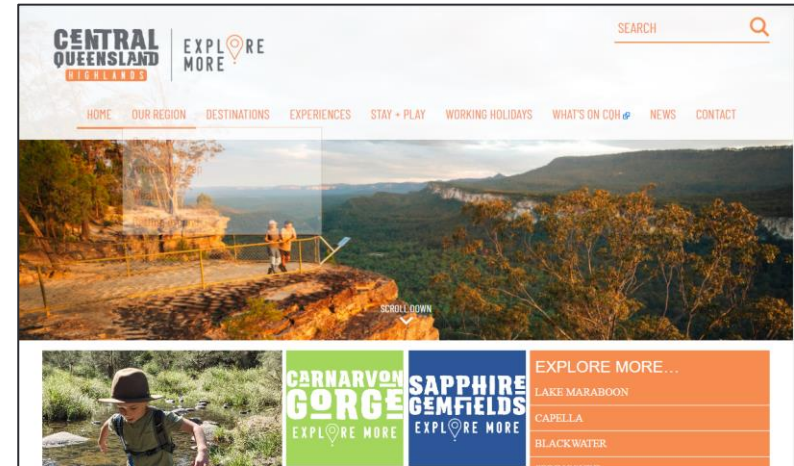
Channels

Paid, Owned and Earned
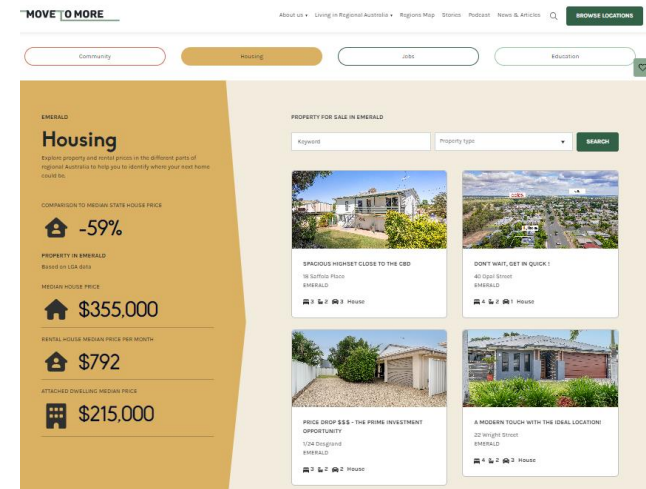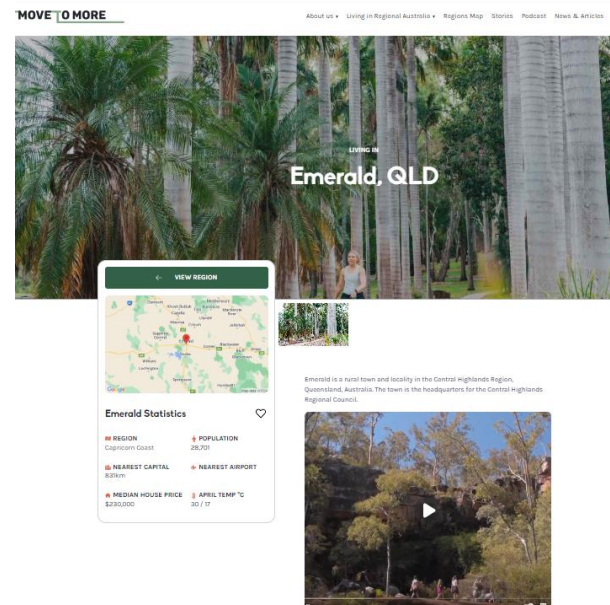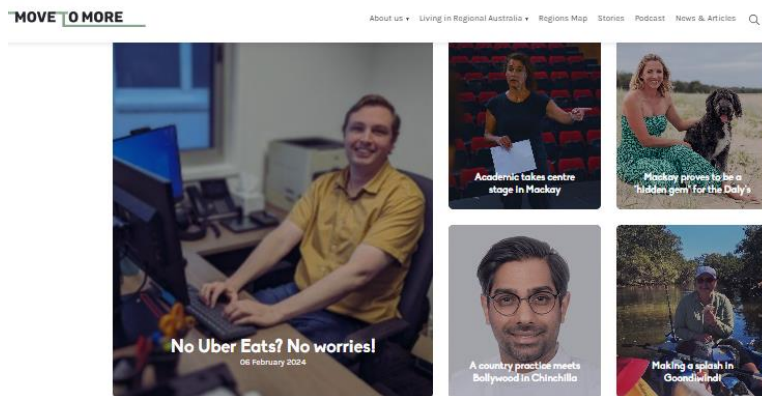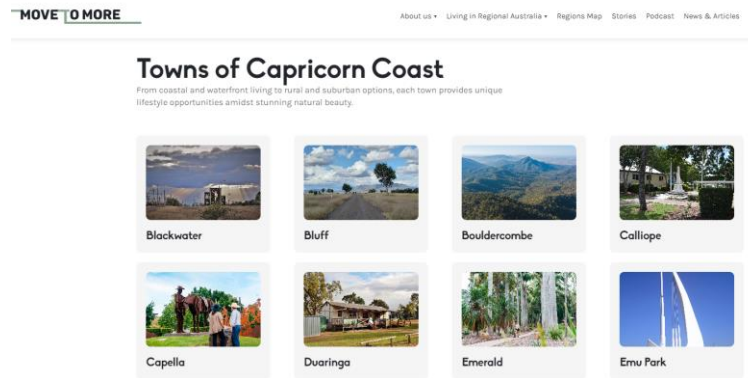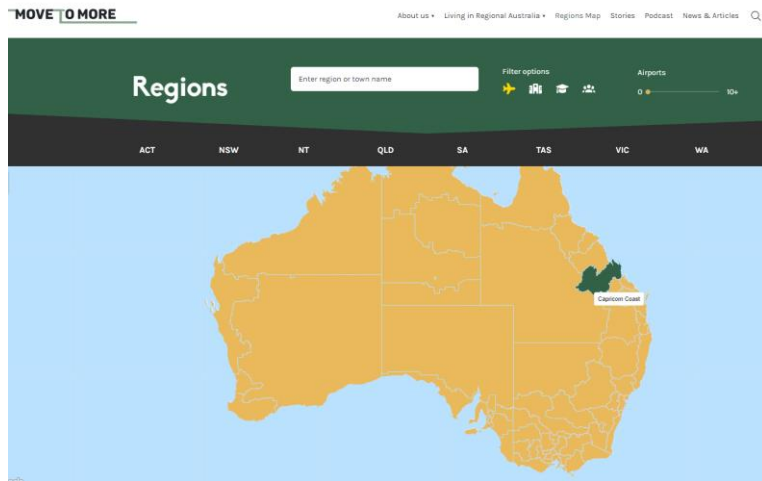
EARNED
- ✓ Word of mouth
- ✓ Employee reviews
- ✓ Professional networks
- ✓ Mentions on social media
- ✓ Workplace awards
- ✓ Partner networks
- ✓ Media coverage

Analysing & Optimising

TESTING & OPTIMISING

✓ Conduct testing using different targeting approaches, messages, and channels to identify what resonates best with each audience segment.

✓ Test ad copy, images, and placement to maximise click-through rates and applications.
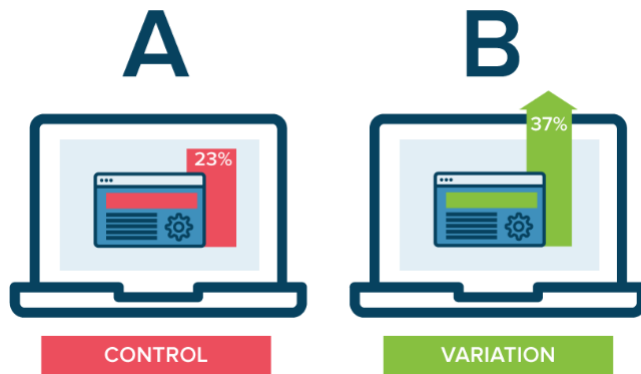
ANALYSING & ADJUSTING

✓ Set and monitor key metrics like click-through rates, job alert signups, expressions of interest, application rates and time to hire.

✓ Leverage technology and automation tools, such as applicant tracking systems (ATS) and AI-powered screening tools, to streamline and to refine your strategy over time.

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Case Study – Regional NSW Water Talent Attraction

NSW Regional Water Talent Attraction

Purpose & Objectives

The **purpose** of the project was to attract younger and non-traditional job seekers to the local government sector to work in a water role. To apply for job vacancies advertised at the time of the campaign, and awareness of the water industry as an employment option for passive candidates over the longer-term.

Objectives

1. To provide active and passive candidates with information about career pathways within the water industry in NSW.

2. To provide careers advisors and employment agencies with resources to assist them in communicating these opportunities to their students/clients

3. To provide resources for Local Water Utilities to use at careers fairs and in schools in their local communities.

4. Promote career pathways in the water industry to the wider candidate market via Careers at Council and the websites of stakeholder organisations, e.g. DPE, NSW Water Directorate, Australian Water Association.

Ultimately, Local Government sought recognition as a place where, as a water or wastewater operator, candidates could do interesting work and where their career could grow and flourish.

Our most crucial resource.
Your most rewarding career.

Discover a future in the water industry.

NSW Regional Water Talent Attraction

Approach
Building on the momentum created by this campaign an 'always on' approach is recommended. This will allow platforms to learn and optimise to those candidates showing the greatest interest and intent. It will also allow longer term engagement with passive candidates who typically have a

School-based trainee — Cert II in Water Industry Operations

Trainee/Assistant Operator

Water/Wastewater/Networks Operator — Cert III in Water Industry Operations

Water/Wastewater/Networks/Laboratory Team Leader/Supervisor/Coordinator — Cert IV in Water Industry Operations

Manager — Diploma of Water Operations or degree

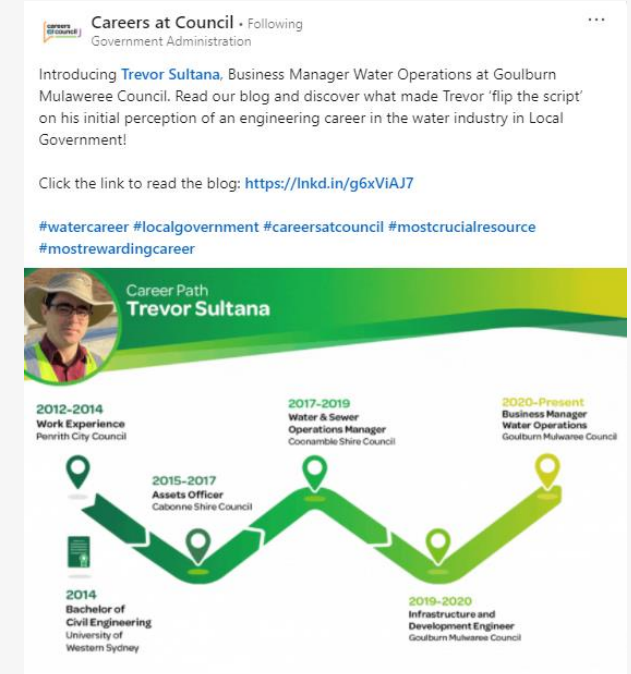# NSW Regional Water Talent Attraction
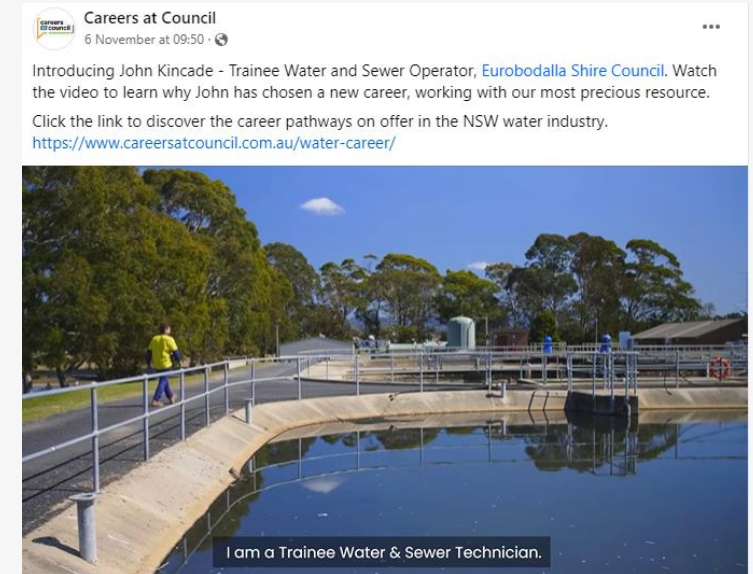
Results & Recommendations

Results

Younger candidates looking to start their career and those assisting these candidates such as careers advisors and parents are the most engaged.

Content
Video content proved highly engaging across social channels and YouTube during the campaign.

Recommendations

✓ An 'always on' approach was recommended allowing platform algorithms time to learn and optimise to those ready to apply and also allow longer term engagement with passive candidates.

✓ Increasing budgets at peak times like end of school and university graduations and decreasing in expensive periods like seasonal holidays.

✓ Concentration on particular locations to provide more intense periods of conversion activity.

✓ Follow with periods of rest to minimize candidate fatigue.

Questions?

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