

THE TAFE PLUS NEWSLETTER FOR INDUSTRY

THIS ISSUE

CHILDREN'S SERVICES

COMPETITIVE MANUFACTURING

AUTOMOTIVE MANUFACTURING

AGED CARE NURSING

HOSPITALITY INDUSTRY



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DEPARTMENT OF EDUCATION & TRAINING,  
CORPORATE MARKETING  
GPO BOX 33  
SYDNEY NSW 2001  
TEL: (02) 9561 8797 FAX: (02) 9561 8327  
EDITORIAL: Dominique Antarakis Copywriting  
EMAIL: dantarakis@optusnet.com.au  
LAYOUT: Lankshear Design

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Developing a workforce to ensure a suitably qualified and available employee base is an important aspect of doing business for individual organisations, industries, and regions. A vital part of that development is putting in place the right training programs, and TAFE NSW is constantly working with business and industry to ensure these needs are met.

Expect A Star Education Services provides staff to the child care sector, and has first-hand knowledge of the difficulties faced by employers when trying to source staff with appropriate qualifications. The company approached Northern Sydney Institute to deliver two intensive commercial courses in Children's Services in order to fast-track qualifications for those who already had industry experience.

The manufacturing industry has been the focus of a number of recent studies to find out how best to support its 'workforce development' needs. TAFE NSW Institutes in five locations have developed a number of innovative projects to meet the needs of the manufacturing sectors in their communities, particularly focused on a 'Lean Manufacturing' model in order to improve productivity.

These include a highly successful pilot by Riverina Institute with a local business Beelgara Winery, and Western Sydney Institute's program with Crane Copper.

The Nambucca Vehicle Body Manufacturing Cluster, is a partnership between North Coast Institute, Australian Business Limited (ABL) State Chamber, the NSW Department of State and Regional Development, and the Nambucca Shire Council. The cluster has been the driving force behind a training initiative to skill a local labour force, rather than trying to attract workers from elsewhere.

New England Institute has been involved in a government program to broaden the scope of practice for Enrolled Nurses working in residential aged care facilities. The aim is to assist with staff retention and also to enhance career opportunities for nurses working in the area.

And Hunter Institute continued its efforts to train the local workforce for the hospitality industry, demand for which is forecast to grow considerably in the next few years. Through a partnership with Mission Australia, an employment program is looking to provide opportunities for businesses to source staff on the ground, with Crowne Plaza Hunter Valley one of the first to benefit.

### Janet Stewart

Director, Corporate Marketing



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## Partnership speeds up training for skill shortage area

TAFE NSW – Northern Sydney Institute and Expect A Star Education Services have joined forces to deliver intensive programs in Children's Services that will help to address the current skills shortage in the industry.

The Certificate III and Diploma level programs are designed to meet the needs of people already working in a childcare facility, mature age workers who have had previous work experience in the area or anyone wanting to update their existing qualifications.

The program capitalises on the partnership with Expect A Star by providing valuable opportunities for participants, including access to an industry based recruitment consultant, options for casual work and a job placement service on completion.

According to Ryan Meldrum, Expect A Star Managing Director, the organisation approached TAFE NSW – Northern Sydney Institute to deliver the course because of the excellent reputation of TAFE graduates in the industry.

'We find TAFE NSW graduates have a better understanding of the industry, and their qualifications carry more weight with employers,' he said. 'We have a strong focus on professional development and it's great that we are able to be involved. The TAFE NSW training complements our resources and knowledge, and being able to tell our clients that we are involved with TAFE is a huge bonus.'

Delivered through the Institute's Crows Nest College, participants gain nationally recognised TAFE NSW Certificate III and Diploma qualifications in Children's Services. Each applicant is initially assessed to determine a tailored learning program which may consist of integrated face-to-face

training, teaching and assessment on the job, and dedicated work placements.

The program will assist students to develop an extensive understanding of child development and care knowledge that will help them to facilitate quality child care programs and will lead to excellent career opportunities in the childcare sector.

Graduates of the Diploma level course also gain credits to enter relevant degree level programs at Charles Sturt, Macquarie, New England or Western Sydney Universities.

**Q: Need staff up to speed fast?**

**A: Try an intensive training program.**

'It's a skill shortage area and there are a number of employees who are already working in the industry and want to gain or upgrade qualifications, or who want to return to the industry,' said Cathy Hamill, Head Teacher of Child and Family Studies, Northern Sydney Institute.

'The programs are geared towards these students who can complete the Certificate III in 12 weeks and the Diploma in one year.'

The programs have generated an enormous amount of interest. The first program commenced in August and further programs are planned for January 2007.

#### FOR FURTHER INFORMATION

CONTACT: CARLIE GWYNNE

TAFE NSW – NORTHERN SYDNEY INSTITUTE

TEL: (02) 9942 0532 FAX: (02) 9942 0595

EMAIL: [carlie.gwynne@tafensw.edu.au](mailto:carlie.gwynne@tafensw.edu.au)



**As demand for child care places grows, so too does demand for suitably qualified staff.**

*The intensive Certificate III and Diploma programs were developed in response to a serious shortage in the child care industry of appropriately qualified staff.*



**Beelgara Winery in the Riverina region found the TAFE NSW – Riverina Institute's lean manufacturing program invaluable in increasing productivity and improving the business bottom line.**

# Sector benefits from lean manufacturing programs

In NSW the manufacturing and engineering (M&E) industry has been the recent focus of studies to find out how best to support its 'workforce development' needs.

The way businesses operate – including the way in which workers acquire and apply their skills has been influenced by globalisation and technological change.

In response to these developments the Competitive Manufacturing Training Package, released in NSW in 2005, was developed in consultation with industry.

The objective is to provide a service to manufacturing enterprises in delivering Lean Manufacturing training and solutions to:

- improve production practices
- increase efficiencies
- reduce waste and
- improve productivity.

TAFE NSW Institutes in five locations have developed projects to meet the needs of their

M&E communities, including a New Manufacturing Industry Network in the Riverina region.

Several local businesses have reaped the rewards over recent months when Riverina Institute trialled the program in their workplaces. A Program Co-ordinator was engaged to work closely with the pilot organisations to implement and rollout the strategies.

'An organisation can save thousands by adopting some simple Competitive Manufacturing strategies to become more efficient and productive in their processes,' said David McCourt, Head of Studies, Riverina Institute. Mr McCourt headed a series of pilot programs to assess the benefits of the training.

'It's all about identifying points in the processes where improvements can be made,' he said. 'The benefits are immense and we've seen it also makes for a safer and happier workplace.'

One of the pilot sites, Beelgara Estate, exemplifies the advantages that can be achieved in a relatively short period of time.

## TAFE NSW clients Manufacturing Endeavour Awards winners



**Nick Kinny (right) receives his award from Kim Fillingham, General Manager, TAFE Business.**

Two TAFE NSW clients have scooped the pool at this year's Endeavour Awards, hosted by Manufacturers' Monthly magazine and sponsored by BlueScope Steel. Waratah Engineering, which has a partnership with Hunter Institute, was named Manufacturer of the Year. Broens Industries won the Technology Application Award, with one of their apprentices, Nick Kinny, taking out the Young Manufacturer of the Year award.

Waratah Engineering won the award for its outstanding product 'the Waracar', a shuttlecar designed to transport coal in an underground mine. Managing Director Mark Kingshott said he was excited to win the prestigious award, describing the Waracar as 'a unique product that successfully

stood against multi-national companies in the US'. The Waracar was also named winner of the Import Replacement Product Award.

Broens Industries is a major employer in the Macarthur district and is considered one of the most progressive organisations in the South Western Sydney region. The TAFE NSW – Broens Apprenticeship Training Centre, a partnership between the company and South Western Sydney Institute, provides on-site training for Fitting & Machining and Toolmaking first-year apprentices and trainees.

Mr Kinny gained his Certificate III in Engineering-Mechanical Trade (Toolmaking) at TAFE NSW – Sydney Institute between 2003-2005. During this period, Mr Kinny also completed an Advanced Diploma of Mechanical Engineering through further study during the evening, and at the completion of his trade was also qualified in engineering. He now works for Broens as a Mechanical Design Engineer, Project Manager and Mechanical Fitter/Machinist.

Mr Kinny was responsible for the complete design of a new machine tool worth \$40,000, taught himself the new 3D CAD software on the job, and has used this knowledge to develop and train other Broens staff members. He has also redesigned various machine elements to make them simpler, thus reducing manufacturing time and assembly costs.

## competitive manufacturing

'We have been blown away with the results and have made the decision to commit more of our business to the principles of competitive manufacturing,' said Matt Geltch, Beelgara Estate Production Manager. 'Even after the first week of training we were able to see the results and benefits of the competitive manufacturing initiatives.'

Similarly, a Competitive Manufacturing Network catering to the needs of the Western Sydney area is promoting training of high performance work practices to businesses in the region. Network members from larger enterprises are helping improve the capacity of small to medium enterprises to adopt 'Lean Systems'.

One of the larger companies to reap the benefits of the 'lean manufacturing' push is Crane Copper. TAFE NSW – Western Sydney Institute has been working with the company to undertake on-the-job assessment and gap training for employees in order to gain Certificate III and Certificate IV in Competitive Manufacturing.

Business Improvement Consultants from the Institute are implementing a whole-of-business improvement program and management systems on-site at Crane over a two-year period.

The competitive manufacturing program is showing signs of success for one of its manufacturing sites, Crane Copper Machine changeover times for one production machine improving by 70 per cent since the introduction of the program.

As part of its initial roll-out of the project Western Sydney Institute has been contracted by Crane Copper to assess the competencies of about 175 workers. Most of Crane's workforce are mature age and have been employed at the company's Penrith site for many years.

The project involves the assessment of worker's existing skills and competencies, Recognition of Prior Learning and the conduct of gap training where appropriate. Based on the Competitive Manufacturing Training Package, it involves a whole-of-business approach which emphasises sustainability.

This allows the company to consider its operations processes to identify efficiency opportunities and waste reduction as well as methodology to redesign its work flow processes and/or management operation systems to implement these gains and thereby improve profitability.

According to Graham Hogg, Acting Manager, National Commercial Business Unit, Western Sydney Institute, the company is already enjoying significant improvements due to changes which have been implemented to manufacturing processes.

**Q: Want to add to your bottom line?**

**A: Increase productivity through a lean manufacturing program.**

'The pilot program involved 40 people working with a particular machine, which gave them a taster of the potential of the project. They saw significant improvements from the changes they made, enough to expand the program to the whole site. We've looked at which machines, processes or product lines were holding them up, and targeted them.'

He said changes include cleaning up the worksite to make it safer, standardising processes and engaging workers in the aims of the company. 'They've already seen an improvement in people's attitudes.'

#### FOR FURTHER INFORMATION

CONTACT: RALPH HAWKINS

TAFE NSW – RIVERINA INSTITUTE

TEL: (02) 6962 0453 FAX: (02) 6962 0455

EMAIL: [ralph.hawkins@tafensw.edu.au](mailto:ralph.hawkins@tafensw.edu.au)

CONTACT: GRAHAM HOGG

TAFE NSW – WESTERN SYDNEY INSTITUTE

TEL: (02) 9208 9287 FAX: (02) 9208 9266

EMAIL: [graham.hogg@tafensw.edu.au](mailto:graham.hogg@tafensw.edu.au)



Workers at the Beelgara Winery site.

*TAFE NSW can offer a program designed to deliver sustainable manufacturing excellence and business success through the implementation of the Competitive Manufacturing Training Package.*



Paul and Carol Hoffman from Express Coach Builders displaying their NSW Training Award for 2006 Employer of the Year.

**Q: Looking to improve local skill levels?**

**A: On-site training can develop regional expertise.**

*The Nambucca Vehicle Body Manufacturing Cluster looked at ways to supply a pool of highly-skilled labour locally, deciding to support the development of two new qualifications in Automotive Manufacturing. The courses are delivered on-site and at North Coast Institute campuses.*

## Strategic partnership addresses skill and labour shortage

An innovative collaboration between industry, government and TAFE NSW has resulted in a new training pathway in automotive manufacturing in NSW.

The Nambucca Vehicle Body Manufacturing Cluster includes TAFE NSW – North Coast Institute, Australian Business Limited (ABL) State Chamber, the NSW Department of State and Regional Development, and the Nambucca Shire Council.

The Nambucca Valley is an emerging manufacturing location in New South Wales. The vehicle manufacturing industry is a key driver of the local economy, supplying 98 per cent of sales generated outside of the region and employing 126 people, with aims to increase employment by 75 per cent in the next four years.

The Nambucca Vehicle Body Manufacturing Cluster was identified in 2001 and the NSW Department of State and Regional Development conducted a scoping exercise to identify the group's key development issues.

'Skills development and training were identified as one of two major priorities,' said ABL State Chamber Senior Policy Adviser, Kathy Rankin.

'While the Cluster did consider programs to attract existing skilled labour to the Nambucca Shire, these were seen as stop gap measures that did not address the long-term issues of developing and retaining the required skills locally.'

To support this decision, the cluster proposed the delivery of two new qualifications: Certificate II and Certificate III in Automotive Manufacturing (Bus, Truck & Trailer).

'More importantly, this initiative draws industry and government together to collectively beat the

skills and labour shortage, a problem that is affecting all of Australia,' Ms Rankin said.

A major challenge faced by employers is giving Australian Apprentices access to the full range of equipment required for the qualification. Access to equipment on site at employers' workplaces has been a vital contribution to the viability of the new qualifications.

'Access to workplaces has been absolutely critical,' said Mark De Plater from North Coast Institute. 'Without equipment to demonstrate competency, we would have nowhere to assess trainees.'

According to Paul Hoffman, General Manager of local business Express Coach Builders, the North Coast Institute's flexible delivery methods have increased the amount of on-the-job training to between 60-80 per cent.

'Flexible delivery has meant a huge reduction in the distances trainees and apprentices have to travel to attend training,' Mr Hoffman said.

Seven young people completed the Certificate II in 2005 and have progressed to the Certificate III qualification. Meanwhile, another eight new trainees are due to finish the Certificate II this year, all with Express Coach Builders.

Express Coach Builders has been recognised for its quality approach to workplace training with a number of awards, including the Federal Minister's Award for Excellence for Employers of Australian Apprentices and the NSW Department of Education and Training North Coast Regional Training Award for Employer of the Year.

### FOR FURTHER INFORMATION

CONTACT: ROD LEANE

TAFE NSW – NORTH COAST INSTITUTE

TEL: (02) 6659 3672 FAX: (02) 6659 3677

EMAIL: [rodney.lean@tafnsw.edu.au](mailto:rodney.lean@tafnsw.edu.au)

## Nursing initiative retains staff with skills in demand

A government initiative has been introduced to broaden the scope of practice for Enrolled Nurses working in residential aged care facilities. This initiative will assist in retaining qualified staff and also offering opportunities for development and career advancement for participants.

As part of the training initiative, two courses were offered through TAFE NSW – New England Institute: Certificate IV in Enrolled Nurse Conversion (Medication Administration), for those who trained prior to 1992, and Medication Administration for Enrolled Nurses (Statement of Attainment).

Debbie Flannery, teacher, New England Institute said the introduction of medication administration for Enrolled Nurses has been very advantageous.

‘With ongoing nursing shortages, particularly in rural and remote areas, endorsed Enrolled Nurses have relieved the pressure on Registered Nurses, allowing them to focus on specialised areas,’ Ms Flannery said.

‘Through the development of skills and understanding, endorsed Enrolled Nurses are able to provide holistic care to patients resulting in better patient care and outcomes.’

New England Institute, with the support of the Head Teacher Meryll Chaffey, collaborated with a number of aged care facilities in the NSW New England and North West regions to provide the training.

The region covers a large geographical area with students located at facilities in the towns of Moree, Gunnedah, Tamworth, Inverell, Armidale and Scone, and all locations are classified as rural or remote.

Carolyn Moore, an Enrolled Nurse from Fairview Aged Care Facility in Moree who successfully completed the course, said that after not being in a formal learning situation for over 20 years

undertaking the course was initially daunting, particularly the academic expectations.

‘With ongoing support from New England Institute teaching staff I felt encouraged, reassured and confident in my abilities,’ Ms Moore said.

‘Professionally, having spent 22 years as an Enrolled Nurse in aged care, the course has dramatically increased my role. My increased skill level has resulted in undertaking higher level responsibilities and more active participation in the professional care support team.’

The courses were offered using ‘mixed mode’ delivery, which entailed an introductory workshop, distance education, self-directed learning, campus-based teaching delivery and on-site workplace assessments.

**Q: Staff need a challenge to stay interested?**

**A: Take a look at industry-specific gap training.**

Teachers, supporting students undertaking distance education, were responsible for maintaining ongoing weekly communication with individual students. They used phone, email, fax and teleconference to assist students complete their self-paced student learning packages.

The face-to-face delivery took place at Tamworth and Moree, two central strategic locations readily accessible by students.

On completion of this course, graduates can apply to do an undergraduate pre-registration nursing degree at university, and may be able to receive an exemption for some modules.



**The Medication Administration courses combines delivery by distance education and practical training face-to-face.**

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**Q: Need to source trained staff in your region?**

**A: A local training partnership can meet your needs.**

## Hunter businesses benefit from local partnership



**Program participants are looking forward to the hotel opening in October.**

The Pokolbin area of the Hunter Valley is likely to see a sharp increase in demand for a qualified local workforce due to expansion in the hotel/resort industry. In response, a local commercial partnership has been formed to upskill locals to gain employment and help meet that demand.

TAFE NSW – Hunter Institute's faculty of Tourism & Hospitality formed a partnership with Mission Australia Cessnock to deliver a five-week Hospitality program to its Job Network clients in 2005. Due to the success of this initial program, and building on the strong relationship, a tri-partied alliance was formed with Hunter Institute, Mission Australia and Crowne Plaza Hunter Valley.

The Crowne Plaza Hunter Valley property is due to open in October and requires a large trained workforce to begin trading.

Representatives of the three organisations developed various programs which were designed to equip local job-seekers with the skills and attitudes required to gain employment in the areas of bar, restaurant, functions, guest services and house-keeping. To date, approximately 60 locals have graduated from the program with another group currently training.

According to Sharne Dwyer, Commercial Manager, Tourism & Hospitality at Hunter Institute, all content is contextualised to the needs of Crowne Plaza Hunter Valley.

'Students put their training into practice through various operations within The Vinery restaurant at the Hunter Institute's Cessnock campus. Their skills are further enhanced by rotating through a Work Placement program at Crowne Plaza Newcastle.'

'Crowne Plaza's relationship with Hunter Institute developed from our desire to work together, growing and developing the region's future talent,' said Marina Spallino, Manager Talent Management Crowne Plaza Newcastle and Crowne Plaza Hunter Valley.

'We recognise that employee training and development is essential in realising our business objectives,' Ms Spallino said. 'We are proud to be in partnership with TAFE NSW to provide this highly professional and quality training.'

There is excellent potential to form similar partnerships in the area by continuing to work in conjunction with Mission Australia and local industry players. For example, the Accor Hotel group is planning to open two properties (Sofitel and Mercure) in the near future.

'We have an excellent relationship with Hunter Institute,' said Helen Star, Services Manager Mission Australia Cessnock.

'They are absolutely fantastic to deal with, and they understand the needs of the Job Network. We are focused on getting the same results – providing co-ordinated training for job-seekers in the region.'

### FOR FURTHER INFORMATION

CONTACT: SHARNE DWYER

TAFE NSW – HUNTER INSTITUTE

TEL: (02) 4969 9434 FAX: (02) 4961 5344

EMAIL: [sharne.dwyer@tafensw.edu.au](mailto:sharne.dwyer@tafensw.edu.au)

*TAFE NSW welcomes the opportunity to work with employers and job network providers to fill skill gaps.*