



# STRATEGON

---

## Capability Overview

### ***Building Sustainable RTO's***

*supporting improved Workforce Capability  
in VET enterprises*



Peter Graves

Strategon Capital Pty Ltd



# STRATEGON

## Core Business

---

- ◆ Management advisory firm established 2001 as result of MBO from Australian Business Ltd.
- ◆ Purchased 'Australian Business Angels' in 2004
- ◆ Located in Adelaide, Sydney, Singapore & London
- ◆ Core services in:
  - ◆ Strategy
  - ◆ People
  - ◆ Commercialisation
  - ◆ Capital





# STRATEGON

## Our Capability in Workforce Development

- ◆ Extensive work with TAFEs in SA, NSW & Qld along with private RTOs
- ◆ Various government agencies that support industry workforce development
- ◆ Industry skill boards
- ◆ SMEs
- ◆ Corporates such as Mitsubishi, Hardy Wine Company
- ◆ Industry bodies in meat processing, hospitality, tourism, public sector, retail, food, construction,
- ◆ Regional development boards, local government etc.





# STRATEGON

---

## Today's Presentation

- ◆ Workforce development – what is it?
- ◆ Factors that impact on an Enterprise's WD practices & needs
- ◆ Critical success factors for VET enterprise sustainability
- ◆ Implications for workforce development
- ◆ Ideas around supporting improved VET WD practices & needs
- ◆ Examples of Strategon projects that have aided VET Enterprises to improve WD Practices
- ◆ Reflections



# STRATEGON

---

Workforce Development is....

- The planned development of staff in a business to improve the capacity to meet changes:
  - ✓ in the business or job requirements and
  - ✓ in client or customer demand
  
- Directed to key groups, the whole workforce and the individual employee
  
- Getting the right people - Growing the right people - Keeping the right people

ITS NOT JUST ABOUT TRAINING PEOPLE!!



# STRATEGON

---

## Workforce Development is....

Employer of choice/ better workplaces approaches...

- ❑ Attracting the workers: employer branding, effective sourcing of labour, better practices in recruitment and selection
- ❑ Smart, targeted induction, training and development: all staff, key job groups, supervisors, top team etc
- ❑ Aligned and effective performance management and rewards
- ❑ Retention: managing/ retaining an increasingly diverse workforce; reducing turnover; ensuring succession, overall capability & productivity
- ❑ Development of a plan, suitable for their business



# STRATEGON

---

## A Range of Business Scenarios

*times are tough.....were struggling to make enough to cover costs.....clients are mucking me around.....weve been waiting for a number of projects / funding applications to come through but we've had no luck.....WHERE DO I START? WHAT DO I DO?*

*isn't life good.....we've got new contracts on the go everywhere - locally, interstate & even overseas opportunities.....business is booming .....WHERE DO YOU THINK I SHOULD GO FOR MY NEXT HOLIDAY???*

*I can see the writing on the wall.....were not going to stay in business unless we make some major changes around here! CAN I GO HOME WHILE YOU WORK IT OUT?*



# STRATEGON

## A Range of Scenarios

*Each of these scenarios requires a different workforce development response. Different external & internal dynamics / drivers shape decision making, business priorities & workforce needs.*

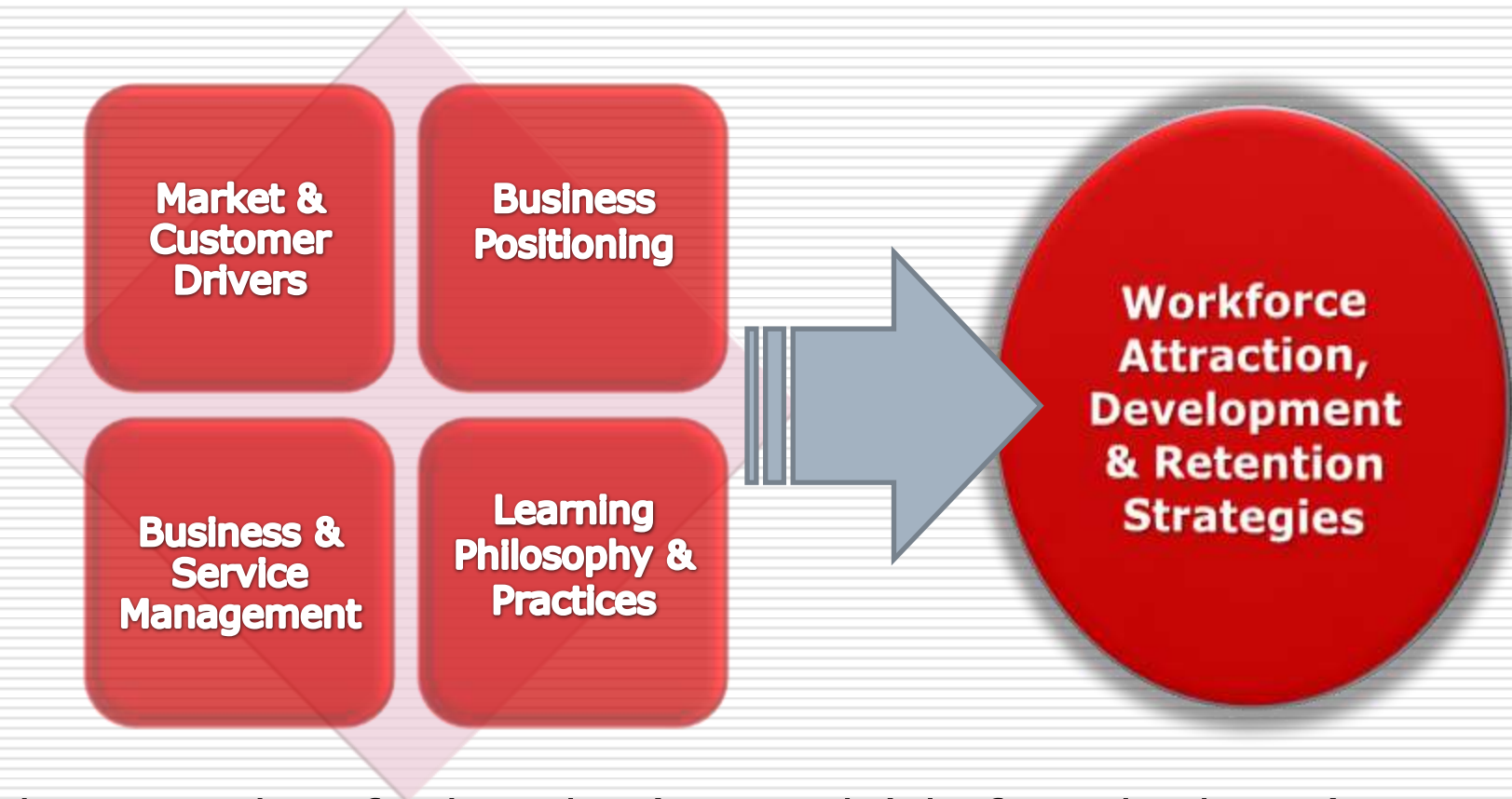
*Often enterprises don't necessarily see there issue as being a workforce one.*





# STRATEGON

Factors for an Enterprise to Consider  
in Improving its WD Practices



*Helping to identify the why (rationale) before the how (strategy)*



# STRATEGON

---

## Critical success factors for VET enterprise sustainability

- ❑ Outstanding relationship & service management
- ❑ Organisational agility to adapt to market forces & specific customer requirements
- ❑ Ability to manage greater complexity & uncertainty
- ❑ Customer oriented systems & processes
- ❑ Being clear about positioning of enterprise in its markets – avoidance of being all things to all people
- ❑ A distinctive brand and value proposition



# STRATEGON

---

## Critical success factors for VET enterprise sustainability

- ❑ Develop & leverage IP
- ❑ Ability to make hard decisions, take risks, let go of business
- ❑ Ability to adapt learning within client's drivers, goals, culture, processes
- ❑ An ability to identify the broader business and workforce development issues / practices & how they integrate with learning
- ❑ Demonstrate ROI
- ❑ Sufficient scale to absorb compliance and other operating overheads



# STRATEGON

---

## Implications for VET Enterprise WD

- ❑ Skills in case management & relationship management
- ❑ Changing role for some trainers from delivers to case managers / learning consultants
- ❑ Cultural change – watch your language!
- ❑ Workforce planning
- ❑ Recruiting the right people – eligibility vs suitability
- ❑ Review of workforce fit - roles, skill sets & performance measures
- ❑ Management skills in business positioning, brand building, marketing relationship management, workforce planning & development



# STRATEGON

---

## Implications for VET Enterprise WD

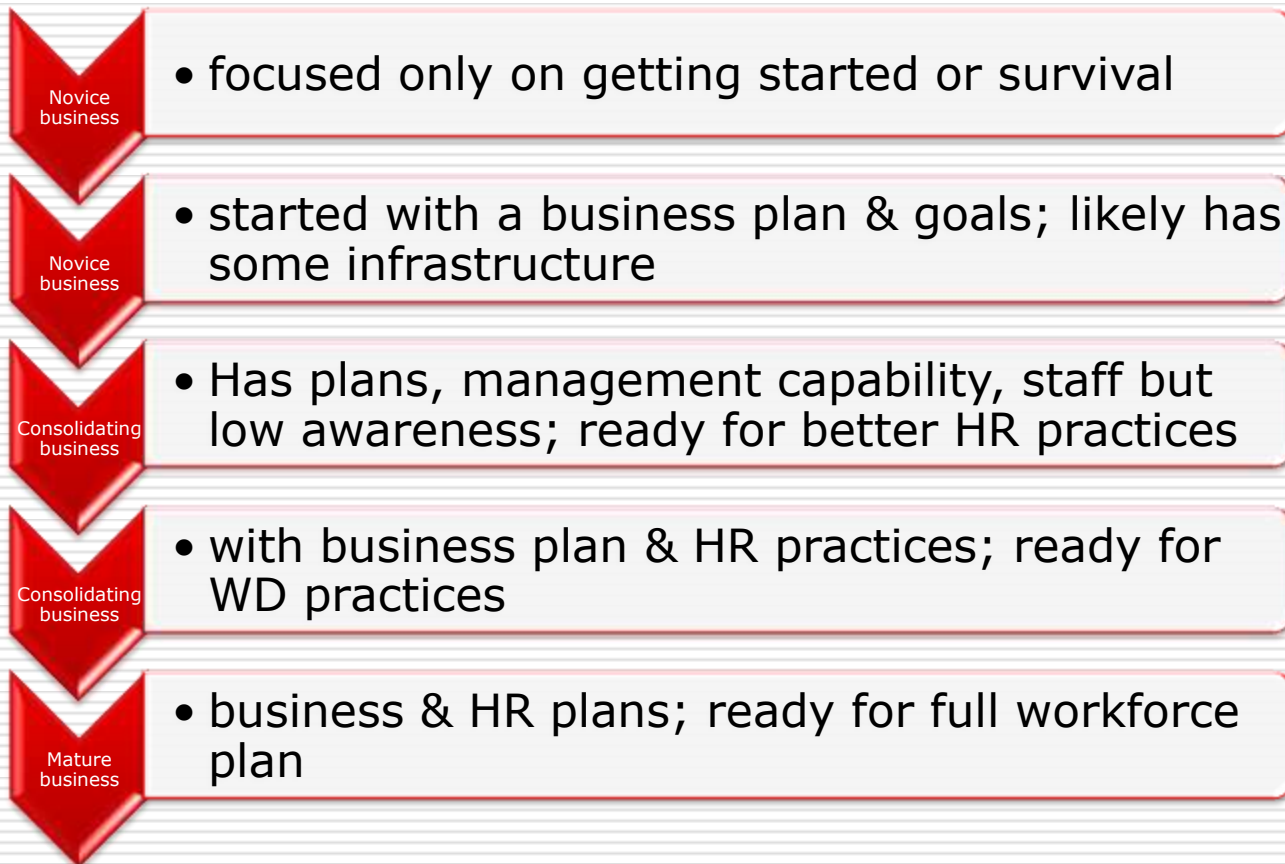
- ❑ Possibility of increasing numbers of square pegs in round holes
- ❑ Business appreciation / savvy
- ❑ Ability to new more advanced business systems & processes
- ❑ Contemporary enterprise learning practices
- ❑ More flexible working arrangements including increased use of alliances / collaborative service delivery models
- ❑ Currency of technical skill sets



# STRATEGON

## Factors to consider in fostering improved VET WD Practices

Variables of a enterprise readiness - the spectrum

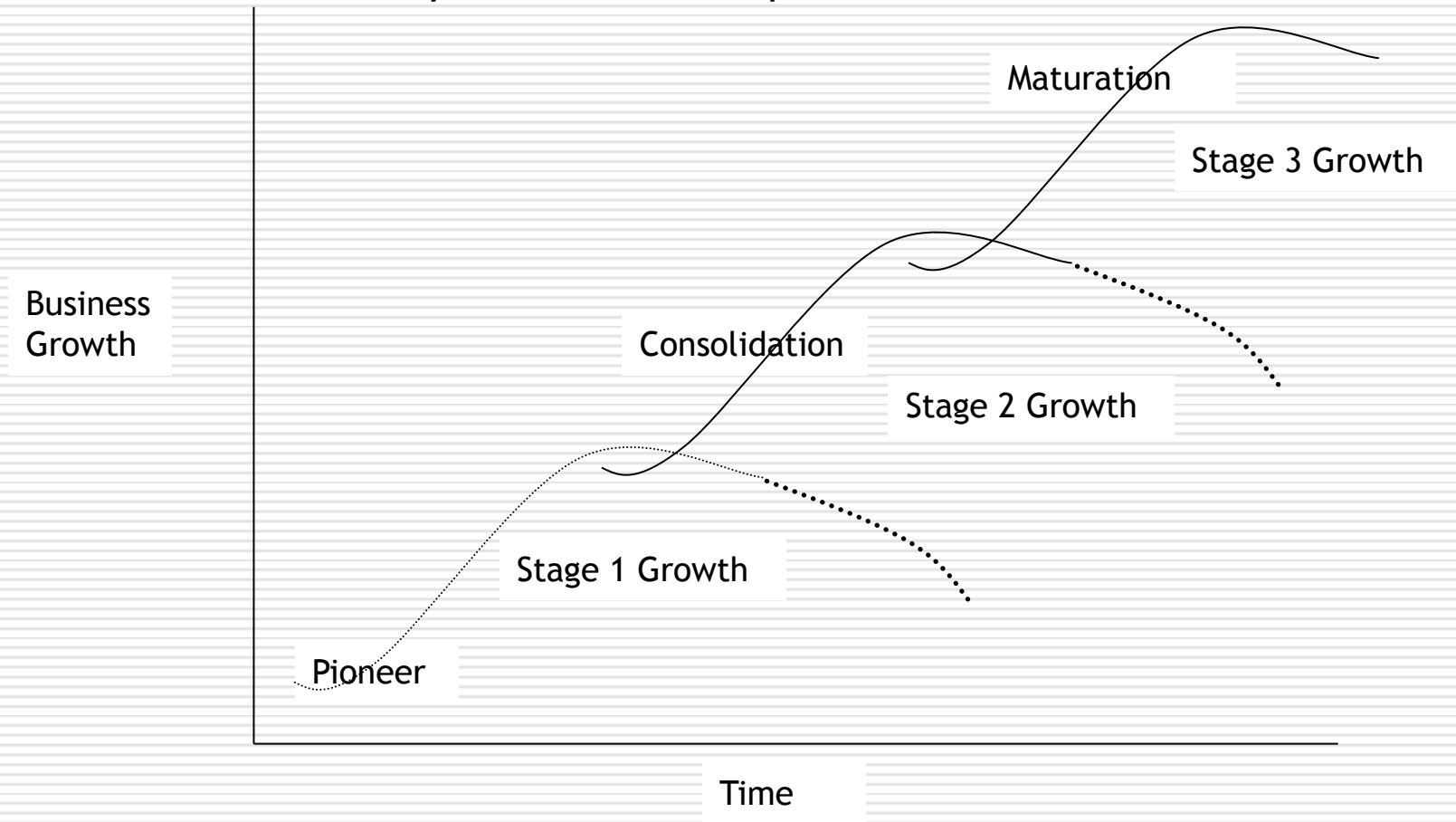




# STRATEGON

## Factors to consider in developing VET Workforce Capability

Life cycle of an enterprise





# STRATEGON

---

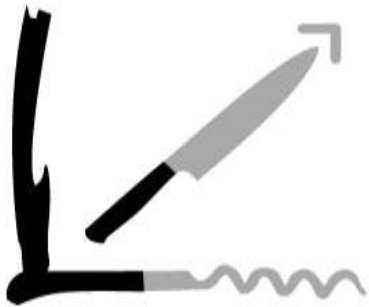
## Factors to consider in supporting improved VET Workforce Capability

- ❑ Creating a shared understanding of Workforce Development
- ❑ Identification of strategic issues that shape & influence VET enterprises & workforce development
- ❑ Helping businesses to move beyond operational HR (fire fighting) issues
- ❑ Move beyond professional practice – WD issues related to business sustainability
- ❑ An emphasis on embedding of learning – moving beyond awareness raising
- ❑ The role of intermediaries in supporting the VET enterprises.
- ❑ A clear value proposition – creating a sense of urgency - a call to action
- ❑ Targeting specific audiences – based on scope / role / sectors / levels of sophistication
- ❑ Beyond the golden bullet – a range of interventions
- ❑ Its not a quick fix – it takes time – it takes money to support lasting change in enterprise practice



# STRATEGON

Strategon projects aimed at improving  
VET Workforce Capability



appetite for **success**  
the recipe for growth

## Enterprise Learning Consultant Program

Building Business  
Capability in Workforce  
Development in South Australia



2008-2009

**Developing "Good"  
Vocational Trade  
Teachers**



# STRATEGON

---

## Reflections

- ◆ What are the key factors impacting on an Enterprise's WD practices & issues?
- ◆ What are key considerations in supporting improved workforce development practices across the VET sector?



# STRATEGON

---

## Contact Details



### **Strategon Adelaide Office**

Level 3 / 33 Pirie Street, Adelaide | SA 5000 | Australia

**W:** [www.strategon.com.au](http://www.strategon.com.au)

**W:** [www.strategonconnect.com.au](http://www.strategonconnect.com.au)

### **Peter Graves**

Managing Director, Strategon

**T:** 08 8233 0312

**M:** 0418 851 023

**E:** [gravesp@strategon.com.au](mailto:gravesp@strategon.com.au)