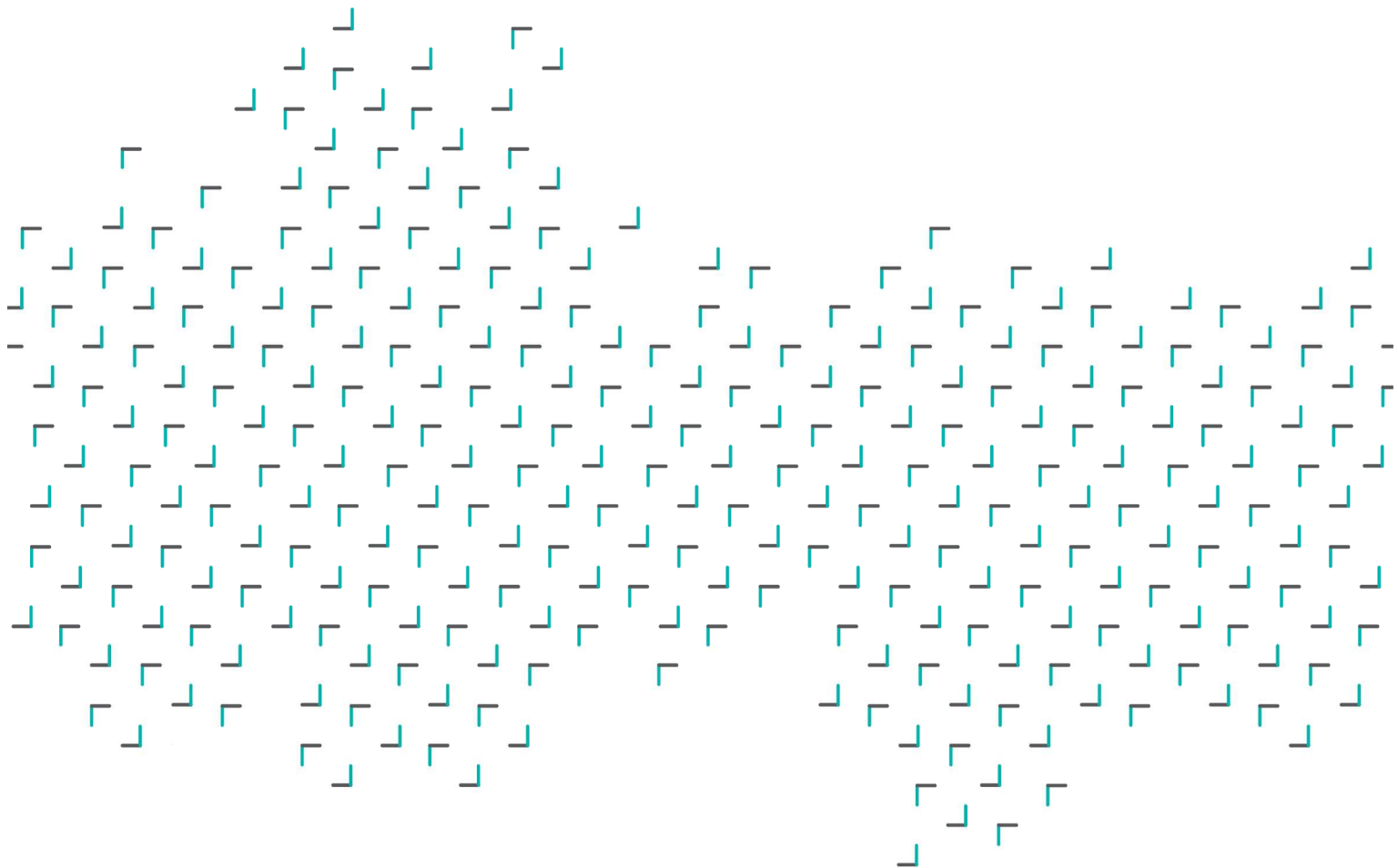


Tasmanian Forests &
Forest Products Network
Workforce of the Future Workshop
March 2022



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1 Context and Background

1.1 Context

Tasmanian Forests & Forests Products Network undertook a workshop for members to discuss how to build the workforce of the future.

WLF were engaged to facilitate the workshop.

1.2 Agenda

The agenda of the workshop was:

| | |
|--|---|
| Acknowledgment of Country | Welcome and Introduction |
| Shaping a culture – Future state | Vision 2050 |
| Engage Industry – Current state | Learnings from industry Research to date |
| Implement progressive policies and benefits (examples) | People at their best Keystone Tasmania |
| Engage Industry | Current practices, challenges and barriers |
| Action | What do we need to do to support the workforce of the future? |
| Next Steps | Workforce development reference group |

This report documents the discussions held as recorded by participants.



2 Workshop outputs

The following sections of this report outline the results from the workshop,

2.1 Challenges and barriers

During this part of the workshop, participants discussed the challenges and barriers they face at industry and organisational levels. The key themes from all groups have been summarised in the table below:

| Industry | Organisation |
|--|----------------------------|
| Public perception of the industry | Advertising |
| Unclear career pathways | Retention |
| Flexible work arrangements | Training |
| Understanding of what roles are on offer | Unconscious bias |
| | Flexible work arrangements |

All notes recorded on the day that formed the discussion on challenges and barriers are documented in the table below:

| Industry | Organisation |
|--|--|
| Social Licence | Lack of self-promotion |
| Tertiary Education | Political overlay |
| <ul style="list-style-type: none">• Pathways unclear• Industry need not linked to degrees | Attracting applicants |
| Understanding of diverse roles/careers | Overly prescriptive on selection criteria/qualifications |
| Perception | Geographic location – regional location |
| <ul style="list-style-type: none">• Pay Scales• Safety | Cost to relocate |
| No career path mapped | |
| Seen as male dominated industry | |
| Industry history - conflict | |



| Industry | Organisation |
|---|---|
| <p>Not feeling confident</p> <p>Not feeling safe</p> <p>Stereotypes of the industry e.g. blokey-ness</p> <p>Not feeling accepted</p> <p>Not having flexible work arrangements</p> <p>Not understanding the scope of what's available</p> <p>No clear pathway from school to industry</p> <p>Not a clear understanding of the roles</p> | <p>Culture of organisation</p> <ul style="list-style-type: none"> • Lack of clear values • Lack of accountability <p>Management expectations – inflexibility</p> <p>Adaptability – lack of</p> <p>Incapacity in smaller organisations</p> <p>Bias – recruitment</p> <p>Bubble of unconscious bias</p> <p>Lack of commitment to training workforce</p> |
| <p>Perception (Public)</p> <p>Understanding of jobs on offer</p> <p>Competition with other industries</p> <p>Driving change</p> <p>Belonging</p> <p>Flexibility</p> <p>Traditional view/rules</p> <p>Attraction, available workforce</p> <p>Small business support access to talent when required</p> <p>Practical advice and education on diversity 'common approach understanding and expect'</p> | <p>Understanding of diverse needs in the workplace (cultural etc)</p> <p>Implementing change</p> <p>Attraction, retention and belonging</p> <p>Unconscious bias</p> <p>Recruitment – traditional methods</p> <p>Comprehensive inductions</p> <p>Training and development</p> |
| <p>Reputation – we have not changed the industry reputation. What does that mean to business?</p> <p>Most visible part of industry is long hours / low pay</p> <p>Low margin – lean workforce</p> <p>No pathways – attract by association only</p> <p>Work hours – shift, long, not flexible</p> | |



| Industry | Organisation |
|--|---|
| <p>Don't know what we do</p> <p>Business sustainability, capacity to change</p> <p>You can't be what you can't see</p> <p>Not relatable</p> <p>The language of the industry (gender)</p> <p>Industry environmental image</p> <p>Alignment with Tasmania brand</p> <p>How do people get jobs in the industry</p> <p>How to make changes across a diverse industry</p> <p>We don't have 'levy' to fund industry capability</p> <p>Lack of cultural awareness/knowledge in migrant and other requirements</p> | <p>Different perspectives dismissed</p> <p>Lean and mean management</p> <p>SME/contractor business</p> <ul style="list-style-type: none"> • Capability <p>Work pressures</p> <ul style="list-style-type: none"> • Time • Resources <p>Risk of change/resistance</p> <p>Training regulations</p> <ul style="list-style-type: none"> • Changing (lack of stability) |
| <p>Perception of industry</p> <ul style="list-style-type: none"> • Higher education and lower skilled <p>Lack of knowledge of entry points</p> <p>Opinion of teachers/career advisors</p> <p>Career advancement</p> <p>Compliance culture of training</p> <p>Public image</p> <p>Numeracy and literacy</p> <p>History</p> | <p>Navigating generational differences</p> <p>Cost of training</p> <p>Recruitment/recruiting diverse people/networks (social networks)</p> <p>Numeracy and literacy</p> <p>Change in general</p> <p>Poaching of staff</p> <p>Retention</p> <p>Lack of time</p> <p>HR/Recruitment/Support</p> |



| Industry | Organisation |
|---|---|
| Support organisations also modelling diversity (supply chain) | Need for connection/career planning |
| Lack whole of industry agreed approach | What's the face of the industry <ul style="list-style-type: none"> Professional and personal connection |
| Attraction | Safety message – is high |
| Brand (perception of industry) <ul style="list-style-type: none"> What we do Who we welcome | Cultural awareness and psychological safety – is low |
| Lack confidence to be proud of industry <ul style="list-style-type: none"> Waste management is something to be proud of – leading practises | Training |
| Difference between forestry and value adding <ul style="list-style-type: none"> Saw millers messaging (Woolmark product quality FSC) | Employment pipeline not a clear picture of growth (which occupations) |
| Everybody within the industry knows value proposition and knows the industry <ul style="list-style-type: none"> Can represent the message of the industry – diversity, pride | Flexibility of working hours (and workload) |
| Opportunity carbon messaging – complicated message <ul style="list-style-type: none"> Value adding Product pride | What can be offered more to prospective employees |
| Sell the dream/vision/full story paddock to building | Marriage breakdowns – long work hours <ul style="list-style-type: none"> Stress Change culture If I don't do it someone else will Large employees set standards to enforce culture change |
| | Can industry/business articulate what jobs they need? |
| | Knowledge gap middle management/leadership <ul style="list-style-type: none"> Compressed hours Challenge in smaller contractors - no HR person |
| | Sawmills have fixed location – advantage <ul style="list-style-type: none"> Can change conditions of employment |
| | Not enough classifications of training to cover the skills needs of training package/delivery review |
| | Poaching of staff by other industries - trust/retention issues |



2.2 Actions

In this next part of the workshop the participants were asked to discuss, in groups, the actions required to overcome the barriers and challenges discussed in the previous session. These ideas were then shared between all participants and voting took place to assess the top action items. The table below provides the ideas with the highest number of votes.

| Top Voted Actions – Whole Workshop | Voting |
|---|--------|
| Advertising – industry awareness and brand | 28 |
| Celebrate what's great and people that are in it – showcase success and diversity | 22 |
| Cultural awareness – training and support | 20 |
| A diversity and inclusion charter / active pledge | 19 |
| Templates and best practice guides – language, recruitment etc | 18 |
| Career paths – have clear pathways, engage with schools and community | 11 |
| Mentoring program and post placement support | 9 |

The following table details the discussions, including the votes that informed the summary top actions outlined above.

| Actions | Voting |
|---|--------|
| Celebrate what's great and people that are in it | 12 |
| <ul style="list-style-type: none">• Vision processing/ value adding (future)• Waste management/best practice | |
| → Convince forestry industry first of pride <ul style="list-style-type: none">o Diverse examples already have | |
| Career paths explained <ul style="list-style-type: none">• Day in the life | 8 |
| Language of recruitment | 7 |
| Flexibility of job role conditions <ul style="list-style-type: none">• Remote working/hours | 2 |
| Females in forestry targeted attraction | |



| Actions | Voting |
|---|--------|
| Training/development financial support <ul style="list-style-type: none"> • Traineeships/scholarships etc | |
| Employer incentive <ul style="list-style-type: none"> • Financial • Performance • Change behaviour | |
| Showcase success/value of diversity <ul style="list-style-type: none"> • Community • Employees • Other Employers (competition, brand) • Employer of choice approach | 10 |
| Support for competence (e.g literacy) <ul style="list-style-type: none"> • Diverse ways of providing support | 2 |
| Collaboration | |
| Industry best practice guides | 4 |
| Cultural safety | 8 |
| Funding need to map entry points and training | 1 |
| Funding to improve public image <ul style="list-style-type: none"> • Share pride of industry | |
| Templates (position descriptions, policy etc) <ul style="list-style-type: none"> • Inclusive language | 8 |
| Collaborate in training to reduce costs | |
| A diversity and inclusion charter | 11 |
| Mentoring program for non-professionals in the industry (through AFCA maybe) <ul style="list-style-type: none"> • Like the mentoring through Forestry Australia for professionals | 5 |
| Active pledge <ul style="list-style-type: none"> • Authentic <ul style="list-style-type: none"> ○ Actions ○ Behaviours ○ Leadership | 8 |
| Attraction to industry | |
| Address workforce shortage through diversity/inclusion – What is it? Skills etc | 3 |



| Actions | Voting |
|---|--------|
| What do the new 4,000 roles entail | 1 |
| Collective forestry in Tasmania - advertising | 14 |
| <ul style="list-style-type: none"> • ADF ads example • Lifestyle, sustainability, technology applications, climate solution • Diversity pitch • Pitch <ul style="list-style-type: none"> ○ Universities (mainland) ○ Schools – Tasmania ○ Other media avenues • Identify target audience | |
| Clear career options/training pathways | 4 |
| Brand/industry awareness | 14 |
| Sell the critical/core roles | |
| Educate the next generation | |
| Understand barriers | 2 |
| Broaden appeal | 1 |
| Educate and facilitate | |
| Collaborate with stakeholders | |
| Long term contracts | |
| Training – Cultural awareness | 12 |
| <ul style="list-style-type: none"> • How to diversity • Supervising • Safety circle similarities <ul style="list-style-type: none"> ○ Contractors | |
| Leadership from STT and Forico etc | |
| Community targeted outreach | 1 |
| Sell the perks of the job – natural environment, lead innovation for new products and value adds | 3 |
| Post placement support, mentor network | 4 |
| Better forward planning | |
| Support or register for talent to provide safety net for contractor staff, small business | |
| Work with other industry bodies to collectively lobby for changes to models of training skills delivery. | |





Move Forward >

1st Floor, 160 Collins Street, Hobart TAS 7000 | GPO Box 1083 Hobart TAS
03 6223 6155 | email@wlf.com.au | www.wlf.com.au

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