

RecruitNews

News that matters for Australian employers

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Issue 10—Spring 2018

Securing Advanced Skills for Advanced Manufacturing

How the increasing role of technology creates a skill shortage in advanced manufacturing.



24/7 NEWS

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**FWC Casual Conversion
Clause Finalised**
**How Australia's Trade
Industries Are Changing**
**Labour Hire Licensing
Laws Around Australia**
**Reverse Mentoring: How
Millennials Are Becoming
The New Mentors**
**Do Wellness Programs
Actually Work?**

Trojan Recruitment Group





Comments from the CEO

Welcome to the 2018 Spring Edition of Trojan RecruitNews, a free bi-annual publication providing insight and news for businesses in all industry sectors across Australia.

In this edition of RecruitNews, we take a close look at the current state of the Manufacturing sector. Whilst many indicators are pointing to an improvement in economic conditions in the sector, the optimism is tempered by the concern that the number of skilled workers currently in Australia will not be enough to sustain the future growth of the industry.

Last year, Fair Work Commission (FWC) decided to insert a "casual conversion" clause into 85 awards that didn't already contain such a provision, allowing a "regular casual employee" to request to convert their employment to full-time or part-time if that pattern could continue "without significant adjustment". After hearing further submissions on the subject, the FWC handed down its final decision on

wording of the clause and clarified some points on its application.

Millennial mentorship programs represent a formalized, mildly absurdist version of the advice junior workers have been giving their older colleagues for ages. Some executives want the views of young people on catering to new markets and developing new products, while others seek glorified tech support. We take a look at a process that reverses traditional mentoring by pairing younger staff to mentor senior leaders. A process referred to as "Reverse Mentoring".

We review the new state-based Labour Hire Licencing Laws. What legislation has been introduced, what is proposed, and what is still under review? Get a state by state status update on where the new schemes are now in force.

Corporate wellness is one of the buzz words sweeping the business world, but is the cost of investing in health and wellness programs really worth it in the long? Do these programs

actually have any proven benefits? And are they an essential element for creating a healthy workplace culture?

Also included are our regular articles on Australian industry sectors — Construction, Manufacturing, Defence Industry, and Transport & Logistics, Australian economic and employment statistics from the ABS, Trojan employee spotlight and Trojan news.

I hope you enjoy our Spring 2018 edition of RecruitNews and we look forward to being able to provide you with all the relevant and timely views from all perspectives of recruitment and workforce management across Australia.

Peter Melki,
Trojan Recruitment Group
Chief Executive Officer



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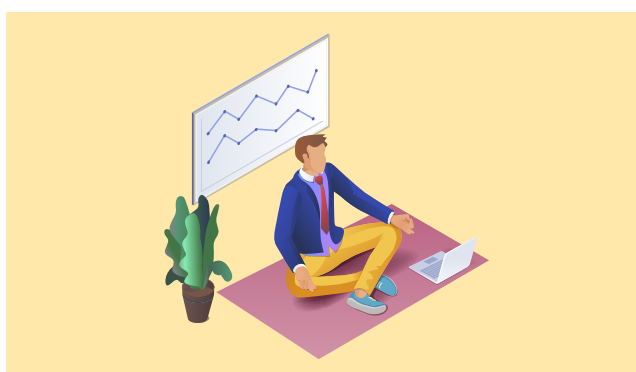
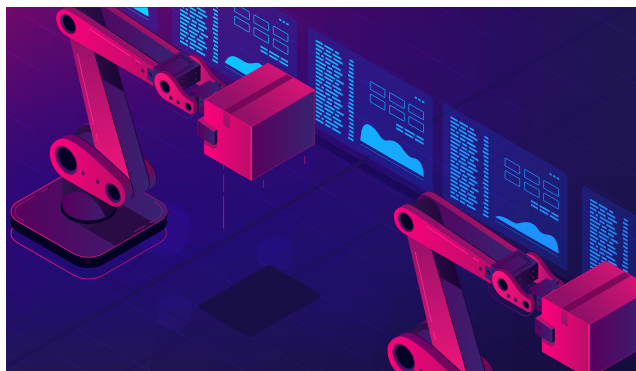
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Securing Advanced Skills for Advanced Manufacturing

While the manufacturing sector is experiencing early stages of recovery, experts say the growth could be hampered by a shortage of skilled workforce, if the issue is not addressed immediately.

It may seem counter-intuitive that manufacturing could already be facing skills shortages, after a decade of decline and substantial job losses, however the “Advanced Skills for Advanced Manufacturing” report, prepared by the Centre for Future Work, indicated that manufacturing businesses are indeed facing growing challenges in meeting their requirements for skilled workers. Some saying that skills shortages are more acute in manufacturing than any other part of the economy.

The report believes that the recovery of the sector has been damaged by years of underfunding and failed policy experimentation, therefore making it difficult for Australia’s present vocational education and training system to meet the needs of manufacturing businesses for highly-skilled workers.

A parallel factor behind the emergence of skills shortages is the diverse make-up of the workforce with regard to specific occupations.

Written by Tanya Carney and Jim Stanford, (Published June 2018) the report identifies some key factors behind the rapid emergence of skills shortages in manufacturing and proposes a set of twelve recommendations to help resolve the skills crisis in manufacturing.

Whilst manufacturing is not a homogeneous undertaking, products and processes are highly specialised across sub-sectors and occupations. This diversity can be a strength, helping to stabilise the overall manufacturing sector against shocks or fluctuations in any particular market. But it also complicates the challenge of skills development, since workers with particular qualifications



or experience may not be able to transition as easily into alternative applications.

A parallel factor behind the emergence of skills shortages is the diverse make-up of the workforce with regard to specific occupations. This reality complicates the process of planning for future skills requirements.

The increasingly technology intensive nature of manufacturing means that even workers with a designated certification may not have the right combination of skills.

Manufacturing has a high demand for technicians and trades, followed by labourers and machinery operators and drivers. In theory workers in many of these occupations should have a degree of lateral movement between sectors of manufacturing, and even across industries.

These types of lateral movements allow labour to flow towards areas of employment growth and away from areas of employment decline without intervening periods of unemployment, and with less costs for retraining. However, Australian manufacturing is currently experiencing skill shortages across a number of specific sub-sectors and occupations, despite continuing downsizing in some sectors — suggesting that this desired lateral movement of labour is not occurring.

However, the character of skills shortages in manufacturing is more complex than simply a lack of workers with particular qualifications. The increasingly technology intensive nature of work in manufacturing (especially in firms practicing advanced manufacturing techniques), and general requirements for numeracy and digital skills, mean that even workers with a designated certification may not have the right combination of skills — including broader STEM skills, work experience, and “enterprise” skills or employability.

The combined effect of these factors is undeniable evidence that employers will face greater challenges in coming years in identifying and recruiting skilled workers who can meet the needs of this transforming industry.

The following are the twelve recommendations the Centre for Future Work has identified for specific actions to resolve the skills crisis in manufacturing, and strengthen the overall VET system:

- 1** Re-establish adequately funded and stable TAFEs as the centrepiece of vocational education.
- 2** Develop the capacities of TAFE teachers in manufacturing fields, and invest in modern capital equipment for training.
- 3** Encourage partnerships on customised joint training initiatives between specific TAFEs and firms or groups of firms.
- 4** Expand other forms of integrated training between VET providers and workplaces.
- 5** Integrate basic literacy and numeracy training into VET offerings at all levels.



- 6** Shift emphasis in curricula and training programs toward comprehensive and complete qualifications, rather than micro-competencies.
- 7** Begin working to develop and implement higher-level and multi-disciplinary qualifications reflecting emerging skills and composite capacities.
- 8** Support the expansion of apprenticeships in manufacturing with fiscal measures, instruction resources, and mentoring.
- 9** Implement provisions ensuring access to training opportunities, and fair employment conditions for trainees and apprentices, within modern awards and enterprise agreements.
- 10** Develop ambitious and better-resourced systems to support retraining and redeployment of displaced workers in declining manufacturing sectors.
- 11** Develop new models for phased retirement to smooth the demographic transition facing skilled trade positions in manufacturing.
- 12** Establish a leadership-level Manufacturing VET Policy Board to coordinate VET initiatives in the sector, and represent the interests of manufacturing in broader VET processes and dialogues.

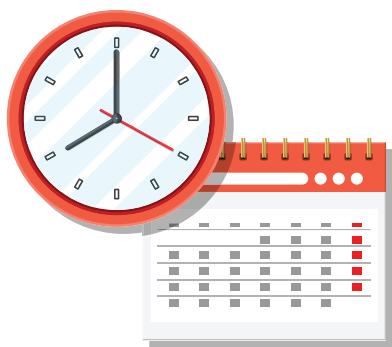
Whilst the economic conditions facing Australian manufacturing have improved slightly in recent years, the sector's ability to recruit and retain the skilled workers required to fulfil manufacturing's renewed potential, is at jeopardy of limiting the sectors future recovery.

Whilst the manufacturing sector is not unique in suffering the consequences of Australia's badly managed VET system, given its heavy reliance on skilled labour inputs, it is particularly hampered by the underfunding, policy inconsistency, and misplaced reliance on market forces that characterise the national approach to vocational education and training.

FWC Casual Conversion Clause Finalised



The Fair Work Commission has handed down its final decision on wording of the “casual conversion” clause.



Last year, the Fair Work Commission (FWC) decided to insert a “casual conversion” clause into 85 awards that didn’t already contain such a provision, allowing a “regular casual employee” (defined as someone who worked a pattern of hours on an ongoing basis over 12 months) to request to convert their employment to full-time or part-time if that pattern could continue “without significant adjustment”.

After hearing further submissions on the subject, the FWC handed down its final decision on wording of the clause and clarified some points on its application. Some of the areas the FWC considered include:

- ➔ Clarity into the 12 month qualification period. To make clear that the 12 month qualification period to be eligible to make a casual conversion request is a rolling period. This clarifies that the right to request conversion does not arise as a “one off” event.
- ➔ The model clause in the principal decision does not take into account that casual employees may be absent from work for leave purposes which may affect their annual average of hours. Thus will remove the requirement to work an average of 38 hours over the 12 month period, and to replace it with a requirement to have worked “equivalent full-time hours” over that period.

RCSA CEO Charles Cameron said that RCSA is “reasonably satisfied” with the outcome, which is much better than the “absolute right” to convert to permanency that unions sought.

He says that although there might initially be an influx of requests, perhaps driven by union activity, RCSA’s research suggests there will be very low take-up of opportunities to convert to permanent employment with on-hire providers — much higher take-up is expected among direct-hire casual employees.

“Most on-hire employees who are employed casually are sensible and they look at the fact that on-hire work is, in the majority, of a relatively short-term nature and it’s based on the assignment. So they would see it as fools’ gold to go and seek permanent employment when that employment is only likely to continue if the assignment continues or indeed if the employer — the on-hire firm — is large enough to bring together a range of assignments.”

Employers will be required to give all existing casuals a copy of the clause by 1 January 2019, and provide it to yet-to-be-engaged casuals in their first 12 months of employment.

The decision says this gives employers “considerable flexibility... they can for example simply provide any new casual employee with a copy of the clause as a matter of course, or they may wait until a later time in the first 12 months so that they only need give it to casuals who have worked in the business for a considerable amount of time”.

RCSA sought clarification of how a break in engagements might affect the definition of “regular casual employee” and Cameron notes the new decision “didn’t really address that”.

Breaks in employment are more likely in on-hire casual arrangements, and often because of clients’ decisions, so, “it’s always desirable to have those clearer so we know how to comply”.

However, the FWC’s lack of desire to create specific provisions for the on-hire industry supports that on-hire casual employment isn’t much different to direct-hire casual employment, and that employers can use sensible determinations about what breaks regular status.

The bench also clarified that an employer’s right to refuse a request “on reasonable grounds” and after consulting with the employee will remain in the clause.

Such grounds include knowledge or reasonable foresight that the casual’s position would cease to exist within the next 12 months, their hours would need to be significantly reduced, or the days/times of shifts would need to significantly change — but the Commission says these grounds are not intended to be “exhaustive”.

Informing casuals about the reality of the entitlement involves more than just advising that they would lose their 25% loading.

Employees need to be aware that, ‘as a permanent employee’, their ongoing permanent employment will always be subject to far more variables and factors than you would experience in direct-hire employment as a casual.

For example, they will be directed to perform particular hours of work, so all the flexibilities that they possibly enjoy in relation to casual employment don’t just continue, they will disappear.

The Fair Work Commission has advised that the final variations to the 84 awards will then be made and will take effect from 1 October 2018, also advising that in respect to the other 28 awards that already containing a casual conversion clause, “we do not propose to vary any existing modern awards already containing a casual conversion provision in this respect”.

To access a copy of the FWC decision please visit <https://www.fwc.gov.au>.

Industry Update

Construction Industry

The Australian Construction Industry continues to grow. The Australian Industry Group Performance of Construction Index (Australian PCI®) increased by 1.4 points to 52.0 in July, signalling industry-wide growth for an 18th consecutive month.

Ai Group Head of Policy, Peter Burn, said: "There was a stronger showing from the engineering construction sub-sector which outweighed a sharp fall in apartment building activity."

Across the four sub-sectors, engineering construction was the strongest performing area, whilst commercial construction was more subdued. House building activity remained in positive territory, whilst Apartment building was once again the weakest performing sub-sector.

Construction employment returned to positive territory in July, and wages growth is gaining strength. This suggests that increased demand for workers is having a more pronounced impact in supporting higher wages in the construction industry.

Source: Australian Industry Group (AI Group)

Manufacturing Industry

The Australian Performance of Manufacturing Index (Australian PMI®) fell 5.4 points to 52.0 in July, indicating continuing but slower growth across the manufacturing sector.

Ai Group Chief Executive Innes Willox said: "Infrastructure projects continue to support demand for manufacturing products, but rising energy costs and growing wage pressures are constraining activity."

Employment was stable in July after a year of growth suggesting that employers may be wary of the increased costs of employment as the FWC decision of a 3.5% minimum wage rise reverberates through the labour market.

"There were strong showings from the larger sub-sectors of food & beverages; petroleum, coal & chemical products; and machinery & equipment, while the smaller sub-sectors of wood & paper products and textiles, clothing & other manufacturing contracted in July," Mr Willox said.

Source: Australian Industry Group (AI Group)

Defence Industry

Defence and the industry which supports it, makes a substantial contribution to the Australian economy and is an important driver of employment and economic growth.

The Government's commitment to invest over \$195 billion in Australian Defence capability over the next decade presents a significant opportunity to grow defence related expertise, jobs and innovation.

The Government's goal by 2028 is to achieve an Australian defence industry that has the capability, posture and resilience to help meet Australia's defence needs.

With the recent announcements of the AU\$35 billion Frigate contract and AU\$3 billion offshore Patrol Boat contract Australian, it is a whole new world for the Australian defence industry and the Australian businesses involved with each of the projects.

The Turnbull government has also announced it will set up a AU\$670 million training and capability centre for the Hunter-class frigates in Western Australia.

Services Industry

Australia's services sectors continued to expand in July, but appear to be slowing as we move into the new financial year. This slower pace is particularly apparent in jobs growth, which has been relatively strong until now. The benefits of healthy activity in the construction, manufacturing and mining sectors are flowing through to the more business-oriented services sectors, but we are still seeing weaker activity levels in the sectors that rely on discretionary consumer spending.

The Australian PSI® has indicated positive conditions for 17 months, and stable or expansionary results for 22 months. The predominantly business-oriented sub-sectors such as property, finance and transport reported steady demand from customers in construction and manufacturing. The health sector also reported positive conditions in July. Other consumer-oriented sub-sectors had more mixed results. Personal & recreational services improved substantially, retail trade was stable and hospitality contracted.

Source: Australian Industry Group (AI Group)

Australia's unemployment rate holds steady



Australia's jobs' market appears to have regained its mojo as the economy recorded its largest increase in the number of jobs added since last year.

According to the Australian Bureau of Statistics (ABS), the Australian economy created 50,900 jobs in June, in seasonally adjusted terms, well above the 17,000 forecast in a Reuters poll.

Importantly, the bulk of the jobs were full-time (+41,200), while there was more modest growth in part-time positions (+9,700).

Despite the surge in hiring, the unemployment rate held steady at 5.4%, courtesy of a sharp lift in labour force participation. Without rounding, the unemployment rate now stands at the lowest level since November 2012.

"Over the year to June, the unemployment rate declined by 0.2 percentage points. This continues a gradual decrease in the trend unemployment rate from late 2014 and is the lowest rate since January 2013," said the Chief Economist for the ABS, Bruce Hockman.

The labour force participation rate — measuring the percentage of working age Australians either in employment or looking for a job — jumped to 65.7%, up from 65.5% in May.

By state, New South Wales retained title of having the lowest unemployment rate in Australia at 4.7%, down 0.2% from May. All other states and territories also had a drop in rate except Victoria, which jumped 0.5% to 5.6%.

While it comes with the disclaimer that the ABS seasonally adjusted data is notoriously volatile, there's not much to dislike about the June report.

Australia's GDP report is generally strong



Australian economic growth accelerated sharply in early 2018, helped by solid contributions across all parts of the economy.

According to the ABS, real GDP jumped by 1% during the quarter, the largest increase since late 2011.

It's now been 106 quarters, or 26.5 years, since Australia last experienced a technical recession, defined as two consecutive quarters of negative growth.

Along with an upward revision to GDP in the prior quarter, now reported at 0.5% from initial estimate of 0.4%, it saw year-on-year growth lift to 3.1%, the fastest in nearly two years.

Importantly, that was well above the 2.75% level expected by the RBA just two months ago.

Growth was powered by a surge in commodity exports, recovering from temporary supply disruptions at the end of last year.

Exports alone contributed half of the quarterly increase. Along with solid contributions from government, dwelling and non-dwelling investment and a lift in business inventories, it ensured a standout headline print.

However, the news was not all good. Masked by the strong growth contributions elsewhere, household consumption — the largest part of the economy — grew by just 0.3%, adding a smaller-than-usual 0.2 percentage points to quarterly GDP.

As the biggest part of the Australian economy, this remains an area of concern, especially at a time when property prices are falling in Sydney and Melbourne, home to around 40% of Australia's population.

Reverse Mentoring

**How millennials
are becoming the
new mentors.**



By 2020, millennials will represent half of the global workforce and are already well on their way to becoming the majority. With as many as 5 generations working side by side in today's workplace, business leaders are confronted as never before with a growing generational gap, shifting expectations, as well as the constant need to stay on the cutting 'digital' edge.

To help, more and more senior executives are turning to their younger colleagues for insight and guidance. In essence flipping the traditional dynamic as the young staffer has something to teach 'the boss'.

Traditional mentoring as we know it is starting to shift into reverse, turning Gen Y into the must-have mentors for senior leaders who want to stay ahead.

Companies with large numbers of boomers and millennials see it as a way to bridge the generation gap and create a two-way exchange of knowledge.

Reverse mentoring is a process that reverses traditional mentoring by pairing younger staff to mentor senior leaders — a concept that provides the senior leader insights through the empowerment of younger employees who otherwise may not have the opportunity, or confidence, to share.

Millennial mentorship programs represent a formalized, mildly absurdist version of the advice junior workers have been giving their older colleagues for ages. Some executives want the views of young people on catering to new markets and developing new products, while others seek glorified tech support — Snapchat 101, Twitter tutorials and emoji lessons.

These programs are not just a departure from the business world's traditional top-down management style. They are also a sign of just how perplexed some executives are by the young people in their midst.

Companies with large numbers of boomers and millennials see it as a way to bridge the generation gap and create a two-way exchange of knowledge.

Both sides have lots to gain by flipping the traditional mentor-protégé relationship.

"It's all about sharing thoughts, insight, raising questions and getting to understand each other."

Junior staffers have a chance to showcase their leadership skills and get career-boosting access to senior managers. Older employees pick up new skills, hear a fresh perspective from the front line and can demonstrate that they are not so set in their ways that they can't embrace new ideas.

The millennial has become more than just Google searches and texting lingo. Millennials today are a social phenomenon at the forefront of International media.

Society is infatuated with them, but regardless of your opinion on this generation, the fact is that they make up a large chunk of the work force, and they will eventually be in charge of worldwide businesses.

The biggest challenge between generations X and Y, is that X needs to manage Y, and Y needs to adapt to X. And reverse mentoring does exactly that, it's a bridge-builder between our generations.

In 2014, Deloitte completed its third annual Millennial Survey in order to best identify what this generation wants from its workplace: the workplace of the future. Millennials want their work experiences to "foster innovative thinking, develop their skills and make a positive contribution to society."

Of course, companies can't just throw a young employee and a senior executive together and expect things to work out.

Mentors need to be carefully selected. They are usually in their early to mid 20s and have been at the company long enough to understand how it operates yet can bring up new ideas from a fresh perspective. They must also be confident and unintimidated enough to speak to superiors.

Busy executives also must make time for mentoring in order for it to work. They must put themselves in the role of student.

The biggest challenge between generations X and Y, is that X needs to manage Y, and Y needs to adapt to X.

One of the challenges of reverse mentoring is overcoming "face-saving" among senior executives. Often they may actually be open to the possibility of learning from a junior staff member but worry about the message that it might send to their peers.

By flipping the mentoring relationship, Gen Xers, Yers and Boomers are learning to better collaborate and leverage each other's strength. "It's all about dialogue, balance, and trust. Reverse mentoring is a two way street, and done well, it can add unexpected — and often invaluable — perspective for both sides of the mentor-mentee relationship, helping today's leaders drive stronger business impact and giving tomorrow's leaders an early peek at the view from the top. A true win-win.

With technology changing so quickly, it's likely that the need for reverse mentoring will only grow.

And whilst programs for reverse mentoring aren't widespread in the business world just yet, expect to hear more about it as employers increasingly find themselves with a workforce spanning multiple generations.

How Australia's Trade and Industries are Changing



As Australia continues to integrate in the global economy, our industries will continue to restructure. In doing so, there is a role for governments to help facilitate transitions for regions and workers in adapting to these structural changes.

The Department of Industry, Innovation and Science's Office of the Chief Economist recently released the Industry Insights — Globalising Australia report, showing that future growth opportunities will come from Australia's manufacturing industry, as we continue to move towards higher-value processes like research and development, and product design and marketing.

The report shows that as production processes become increasingly interconnected globally, Australian companies should concentrate on exporting these higher value activities and capitalise on new market opportunities to remain competitive.

Releasing the report, Acting Chief Economist David Turvey said it confirmed the importance of supporting industry transition, removing trade barriers, and encouraging innovation to ensuring Australia's place in the global trade environment.

"Australia is an outlier amongst developed nations when it comes to global trade, mainly supplying raw materials with limited participation in the production of final goods," said Turvey.

"This is partly due to geography. Australia is on the periphery of trading blocs, while an economy like Taiwan is in the middle of a manufacturing hub surrounded by

China, Japan and Korea. But it also reflects our competitive advantages and resource endowments," he added.

Turvey said the report shows the Australian economy is adapting to global trade patterns.

Australian manufacturing is restructuring to focus on the high value-add processes like R&D, design and marketing, while lower value-add production activities are offshored to lower wage countries.

In addition, the conventional trade statistics understate the importance of services to Australian exports. The statistics show that products exported across Australia's border are mostly commodities like iron ore or manufacturing products. Yet services make up nearly half of value added in all Australian exports.

The importance of Australia's service sector to our export performance is greater than currently realised. This gives urgency to reforming services industries to ensure that all trade exposed sectors of the economy remain competitive. Australia has an opportunity to capitalise on growing services demand for an enriching and ageing Asia on our global doorstep.

Many Australian manufacturers have already shifted investment toward research and development as well as marketing and in doing so are opening up new domestic and international business opportunities.

Australia's relatively low share of exports of professional and scientific services products is a source of potential growth and continued investment in these activities will help Australia achieve its export potential.

Status Update on Labour Hire Licensing Laws Around Australia

Following various parliamentary inquiries at the Federal and State level into labour hire practices, state-based labour hire licensing schemes were introduced in Victoria, Queensland and South Australia.

The licensing schemes regulate both “providers of labour hire services” and businesses that engage with these providers (which may capture companies outside the traditional labour hire industry).

A state-by-state update on labour hire licensing schemes follows:

Queensland: The Labour Hire Licensing Act 2017 (Qld) commenced operation on 16 April 2018, with all Labour Hire providers in the state having until 15th June 2018 to apply for a licence or to discontinue operating until such done and the licence was approved. The Act establishes a mandatory licensing scheme to protect labour hire workers and support responsible labour hire providers across the state. As of July 25, 2018, a total of 2889 labour hire provider licence applications have been received by the Queensland Government, with 1912 already fully vetted and approved.

South Australia: The Labour Hire Licensing Act 2017(SA) came into operation on 1 March 2018. The initial enforcement of the new laws was pencilled in for September 1 2018, however on June 6th, the State Government extended the initial six-month transition period with the licensing requirements not being enforced

until 1 February 2019, amid reports that the SA scheme is under review by the Government. South Australia Labour Hire Providers have now been advised that they can hold off on applying for the licence until the scheme is properly reviewed.

Victoria: The Labour Hire Licensing Bill 2017 (Vic) passed the lower house on 8 February 2018, with a second reading on 25th May 2018. The legislative council held a third reading on 19th June and passed the amendments proposed. On 20 June 2018, the Victorian Parliament passed legislation implementing labour hire licensing requirements, making Victoria the third state to do so. Victoria’s legislation will commence no later than 1 November 2019, with a six-month transition period from the date of commencement.

Australian Capital Territory: The ACT government is currently conducting a labour hire inquiry into the extent, nature and consequences of insecure work in the ACT. The reporting date for the inquiry is yet to be announced.

New South Wales, Tasmania and the Northern Territory: No inquiries have been conducted to date and there is no current or proposed licensing scheme for these territories. However, the NSW Labour party has recently announced that it also intends to introduce a broad licensing scheme.

Will A National Scheme ever be launched?

The Coalition Government has publicly stated that labour hire licensing is an issue for the states and territories to regulate. However the current Labor Opposition supports the introduction of a compulsory national licensing scheme. The federal Labor Opposition currently has a policy to introduce a national labour hire licensing scheme if it wins the next election. Reform at the national level is also a key component of the ACTU’s current campaign for significant reforms to Australia’s workplace laws.



Do Corporate Wellness Programs Actually Work?



Corporate wellness is one of the buzz words sweeping the business world, but is the cost of investing in health and wellness programs really worth it in the long? Do these programs actually have any proven benefits?

Workplace wellness programs are quickly gaining traction as an essential element for a healthy office culture. It seems that they are not just a fad or a buzz word. In fact workplace wellness programs are quickly becoming the new norm, as employers are recognising that a happy employee is a productive employee, and an employee that is engaged and committed to the business as a whole.

It is important that business leaders are attuned to what is going to improve wellbeing and act on it — not just copy whatever seems to be the trend at the time.

Australian workplace think tank Reventure released its Workplace Wellbeing Report, saying that well-funded wellbeing programs, when implemented effectively, are proving a positive and worthwhile investment for most companies.

“There is definitely a commercial justification, as well as a social case for introducing a wellness program” the report stated.

The report also indicated that a quarter of Australia’s workforce believe the focus on workplace wellbeing is increasing and a staggering 20% of people would be prepared to sacrifice a promotion / pay increase for better workplace wellbeing programs.

Research has shown that a properly managed wellness program provides employees with:

➔ **Improved productivity.** Engaging in workplace wellness activities, like exercising and eating well, increases employee productivity and performance. Fit workers get tired less, have more motivation and are better focused on their tasks.

➔ **Increased satisfaction.** Employees who take part in a workplace wellness program are more satisfied at their jobs than those who didn’t partake.

➔ **Less stress.** Stress is a leading factor in mental illness, which 45% of Australians will experience in their lifetime. A good wellness program provides your employees with an outlet for their stress and can assist in the prevention of more serious mental illness in the future, such as anxiety or depression.

➔ **Sense of accomplishment.** When your employees can see the progress they are making in their wellness program, it gives them a sense of accomplishment. This carries over to their work duties, making them feel more confident about their jobs.

➔ **Increased Morale.** Fun and engaging programs, such as gym memberships, team sports and fitness challenges do wonders for morale.

An effective workplace wellbeing program is not just about the perks, so it is important that business leaders are attuned to what is going to improve wellbeing and act on it — not just copy whatever seems to be the trend at the time.

Wellness programs will always cost money. But if carefully designed and targeted, they can be effective.

With all of their proven benefits, there’s no reason you shouldn’t start looking into corporate wellness for your business today. A healthier workplace means that everyone wins.



Trojan Fishing Charter Balgowan, SA



April 2018, saw Trojan Recruitment Group once again host its legendary annual client fishing charter in the rich waters of the Spencer Gulf off BALGOWAN on Yorke Peninsula, South Australia.

Whilst the weather looked grey and the waters were a little rough, the excitement of the catch was real.

"After a bumper catch at

last year's event, I was ready to catch another trophy fish, and I definitely wasn't disappointed bringing in this 12kg whopper" says Peter Melki, CEO Trojan.

Frank Morgante, General Manager South Australia was pleased with the day and said 'A great time was had by all, with everyone walking away with a selection of Snapper and King George Whiting.' Pictured above: Trojan CEO Peter Melki.

Team Trojan Out and About — NSW



Trojan New South Wales — National Office, Parramatta and Newcastle branches, enjoyed a creative night of wine and art in Sydney in August.

Three hours of art therapy and a nice glass of red, created a great setting for everyone to discover and unleash their inner Picasso, and to relax and unwind at the end of a busy week.

Equipped with a glass of wine in one hand and paintbrush in the

other, our patient instructor Alice, taught us the basic techniques of painting with acrylics on canvas resulting in the masterpieces seen in the picture above. Hosted by Cork & Chroma Studio in Sydney, Trojan NSW employees had the opportunity to socialise, share a drink and do something creative.

Trojan TV Commercial Competition



Each year Trojan Recruitment Group embarks on an internal engagement initiative called "The Trojan Annual Short Film Competition".

This year's competition involved the creation of short 30 second Commercial to demonstrate the Trojan Way — the mantra for which Trojan undertakes its business.

The Trojan Way underpins the behaviors, attitudes & processes

in everything that we do. With the winning team receiving a "team dinner or team building activity" in their capital city.

This year's winner was the Trojan Perth branch, with their film titled "Starting Small, Starting Strong". You can see their entry by visiting our YouTube page at www.youtube.com/TrojanRecruit.

Employee Spotlight



Andy Mackie

Client Development Manager, Brisbane

Years at Trojan? 2 ½ years

What do you like most about your role with Trojan?

The variety involved in the role is what makes it exciting, in the office one day and on the road the next. Getting to know all the different clients, building relationships. The most satisfying thing is knowing you've helped clients to solve some of their issues. I've worked for a couple of different recruitment companies but what makes Trojan different is the team that I get to work with and the culture within the company.

How does your role contribute to Trojan's goals?

My role is to increase business and revenue for Trojan. I like to think I do this by understanding and listening to our clients so we can create the best solutions to their problems. I work with our consultants to put a plan in place to achieve the end result in the most efficient way possible.

What is your greatest challenge?

Every day is a challenge as no day is ever the same. From a business point of view my greatest challenge is trying to bring in new business as the current market is tough. From a personal point of view, attention to detail is a big thing and my greatest challenge is letting go of some things and allowing others to help me.

How do I obtain work life balance?

Obtaining work life balance is tough and no matter how you plan and structure your day there is always something unexpected around the corner that will throw your plans into disarray. I'm quite fortunate and usually able to enjoy work life balance as we have a great team which shares the workload, which is one of the reasons I enjoy working here.



Let's get to work.



Behind every good job, you'll find a team of dedicated and motivated people. Matching the right workers with the right companies is our job, and we're determined to make it happen.

Let's get to work

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