Logan Jobs Ecosystem Mapping Project

Part 1 - Market Research Report
February 2017

City of
Choice

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Contents

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1.
Introduction

Background

Logan: City of Choice is a unique cross-government and cross-sector partnership that is delivering positive change for the City of Logan. It is an initiative of Logan City Council and supported by its partners in the Queensland Government, Australian Government and the broader community. A key area of focus for the *Logan: City of Choice Leadership Team* is looking at how to strengthen the local labour market.

As part of its work, the *Logan: City of Choice Leadership Team* is seeking to better understand how the local 'Logan Jobs Ecosystem' operates. That is – how employers find their staff, and how job seekers and new employees found their roles.

To build this understanding, Ingersoll Consulting was engaged to conduct a series of interviews with employers, employees and other stakeholders who make up this ecosystem.

Interviews targeted six industries projecting strong labour market growth - retail, construction, transport and logistics, health care and social assistance, education and training and manufacturing. Interviews provide an insight into the experiences of employers in hiring employees and techniques they use to find those employees. It also offers a view on the experiences of recently hired employees on their job search.

Information obtained through this research will be used to inform a range of local projects and activities targeted at improving the connections between employers and job seekers. It will also support future workforce planning needs in the region more broadly.

This report contains information on the findings of the market research component of this project. It provides analysis of the findings of employee and employer interviews. The Market Research report will be supplemented by a further final report, providing a mapping of the local Jobs Ecosystem. Recommendations on opportunities to connect job seekers and employers in the local region will then be provided.

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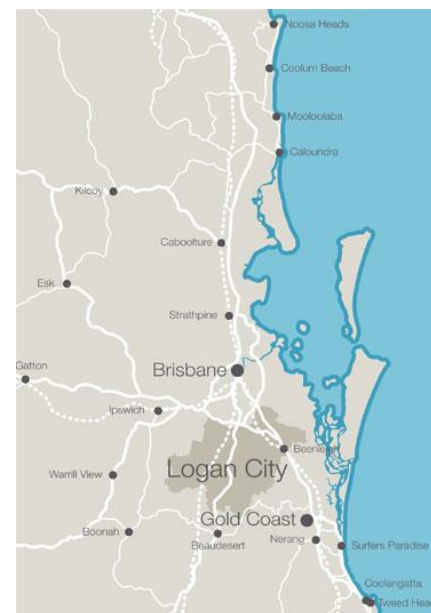
Methodology

To complete this research project, Ingersoll Consulting conducted interviews with employers, and employees within the Logan City Council boundary. Interview subjects were compiled at random by Ingersoll Consulting based on publicly available information.

Employers were required to:

- Be based within the Logan City Council boundary;
- Be engaged in one of the six identified industries for the project; and
- Have recently (within the past 12 months) employed staff within their organisation.

Employees were required to:

- Be engaged by an employer in the Logan City Council boundary;
- Work with employers in one of the six identified industries; and
- Been employed within the last 12 months.

Interviews were conducted via phone between 24 November 2016 and 30 January 2017 in accordance with an agreed interview script. A small number of online surveys were also completed at the request of employer and employees. 101 interviews were conducted in total. Results reflect information as presented by interviewees.

Information was then collated by Ingersoll Consulting's team. This market research report provides details of the primary research phase of the project.

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Employer Sample

A total of **51** employers were interviewed as part of this project spread across the six growth industries for the region.

	Small <20	Medium 21 - 100	Large 100+	Total
Retail	6	1	1	8
Transport and Logistics	3	5	1	9
Education and Training	4	2	1	7
Construction	5	1	4	10
Health Care and Social Assistance	7	3	1	11
Manufacturing	2	3	1	6
Total	27	15	9	51

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Employee Sample

A total of 50 employees were interviewed as part of this project spread across the six growth industries for the region.

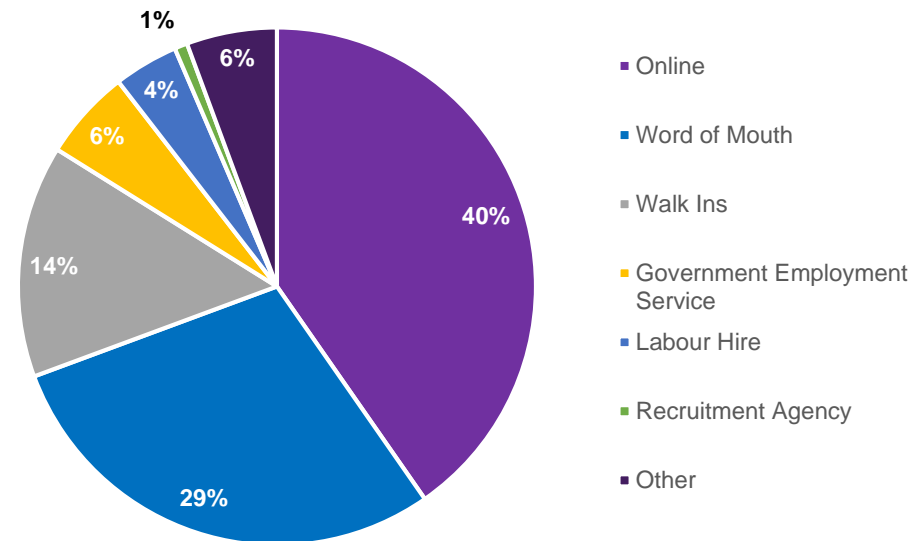|	Total
Retail	11
Transport and Logistics	8
Education and Training	8
Construction	8
Health Care and Social Assistance	6
Manufacturing	9
Total	50

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2.
Summary of Findings

Overall Recruitment Methods

All Interviews

- Online recruitment was the most prevalent way in which employees and employers connected across the full sample group, representing 40 percent of all connections.
- This was followed by Word of Mouth at 29 percent of all positions filled in the sample.
- Direct Walk Ins to employers was the third most popular method used across interviewees at 14 percent of roles being filled in this manner.
- Government Employment Services and placement through volunteer pools or industry groups. represented 6 percent of positions, with Labour Hire at 4 percent.
- Recruitment agencies filled very few roles at only 1 percent of vacancies filled this way.

Recruitment Methods (All Interviews)

Legend:
- Online — 40%
- Word of Mouth — 29%
- Walk Ins — 14%
- Government Employment Service — 6%
- Labour Hire — 4%
- Recruitment Agency — 1%
- Other — 6%

Note – employers sometimes indicated using multiple methods to recruit for vacancies – therefore overall methods of recruitment may exceed 51 employers

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Overall Recruitment Methods

All Interviews – Industry Spread

- There was some variation to the spread of recruitment methods used across the full sample of industries.
- Online recruitment was the most prevalent again across all industries, followed again by Word of Mouth.
- Methods then varied across industries.
- Construction used the most varied range of methods to recruit staff to roles.
- Transport and Logistics favoured Online and Word of Mouth almost equally.
- Transport and Logistics and Education and Training were the only sectors who did not identify the use of Government Employment Services in this sample.
- Retail positions had the highest proportion of roles filled through Walk In applicants across the sample.

Recruitment Methods by Industry (All Interviews)

Legend:
- Online
- Word of Mouth
- Walk Ins
- Government Employment Service
- Labour Hire
- Recruitment Agency

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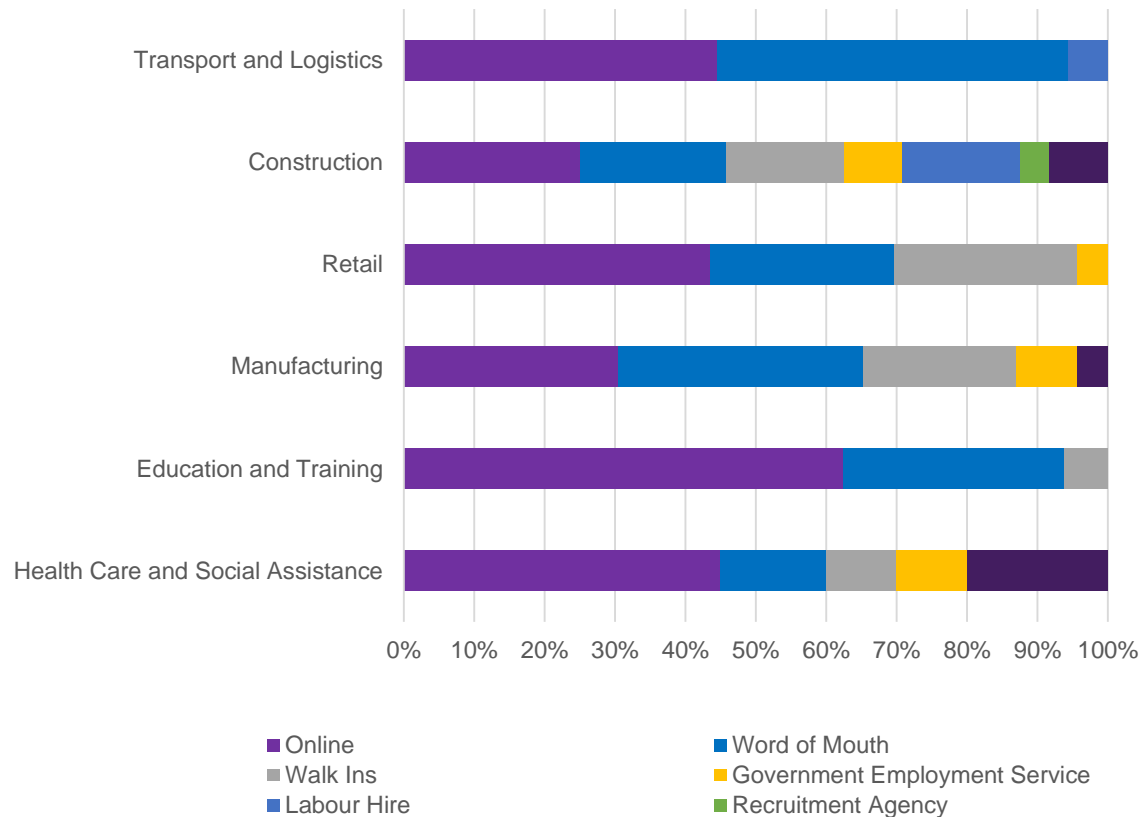
Summary of Findings - Employers

Successful Applicants

There was a high degree of consistency across industries and employers with regards to the five key factors which contributed to recently hired staff being selected.

They were:

1. Recent work experience, ideally within the industry;
2. Qualifications in the industry;
3. Reliability and enthusiasm for a role;
4. Confidence and presentation; and
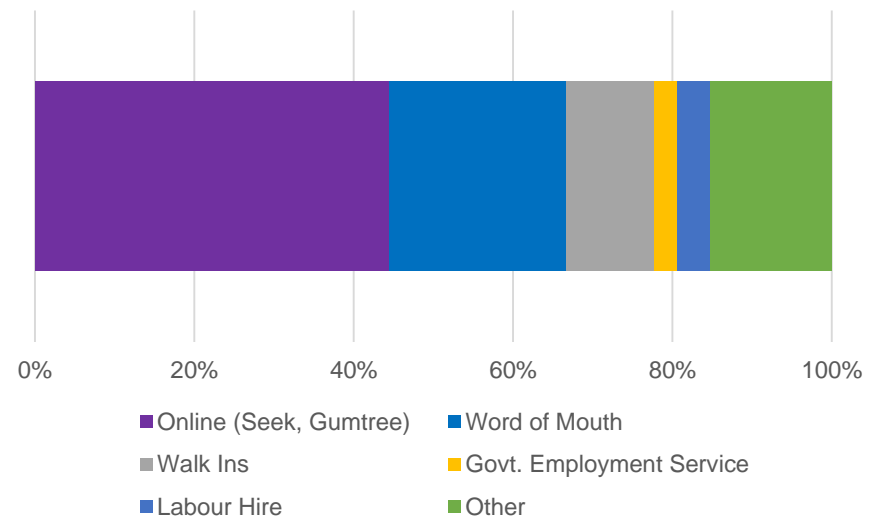5. Transport to work.

Recruitment Experience

- The recruitment market for job seekers is highly competitive.
- Employers received more applications than roles available across all business sizes, at approximately 13 applications per vacancy advertised. The highest number was over 200 applications for a vacancy in the construction industry, down to one-to-one ratio for some Word of Mouth vacancies.
- Employers averaged 3 weeks to hire a new staff member.
- Estimated turnover across the sample is an average of 16 percent per annum, which represents approximately 439 positions available each year.
- All employers were broadly satisfied with their current recruitment practices.

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Summary of Findings - Employers

Recruitment Methods

- Online was the most prevalent format used for recruitment staff, with over 43 percent of vacancies considered in this survey advertised this way. Online recruitment was seen as a method to obtain a significant number of applications quickly, which could then be shortlisted.
- Online was followed closely by Word of Mouth and Walk-Ins.
- There was limited use of Government Employment Services across industries and employer sizes.
- Labour hire and recruitment companies also featured in small numbers.
- 'Other' forms of recruitment included thorough industry bodies and volunteer pools.
- It should be noted, employers often utilised a number of methods to advertise their positions.
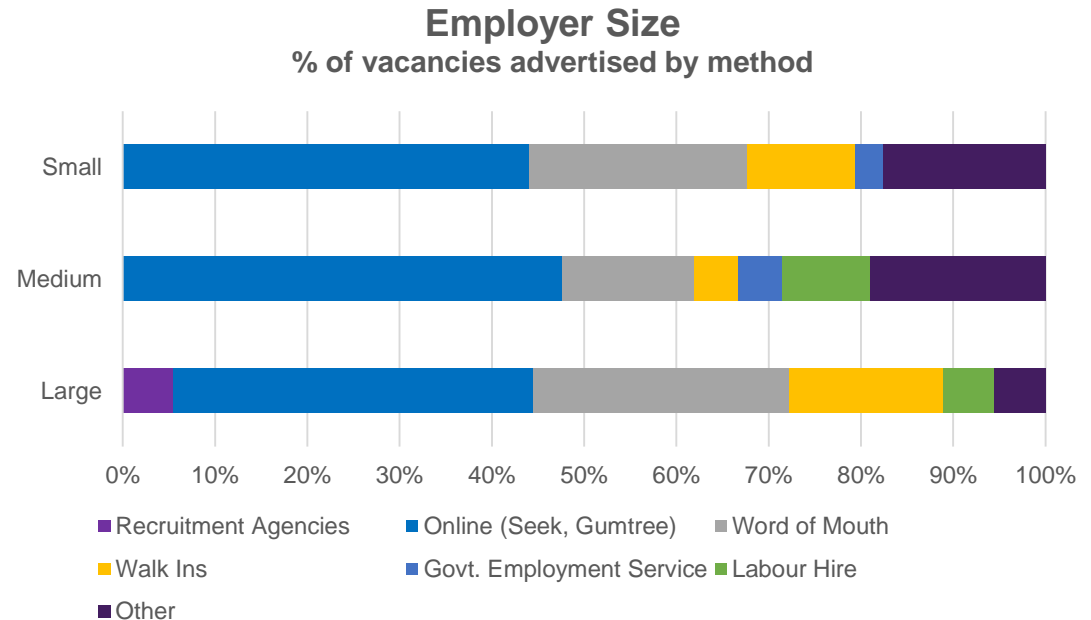
Recruitment Methods - All Employers
% of vacancies advertised by method

Legend:
- Online (Seek, Gumtree)
- Word of Mouth
- Walk Ins
- Govt. Employment Service
- Labour Hire
- Other

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Summary of Findings - Employers

Employer Size

- Online was favoured across all employer sizes.
- This is followed closely by Word of Mouth and Walk ins
- There was limited use of Government Employment service providers across employer sizes, though where it did feature it was with small and medium sized employers.

Employer Size
% of vacancies advertised by method

Legend:
- Recruitment Agencies
- Online (Seek, Gumtree)
- Word of Mouth
- Walk Ins
- Govt. Employment Service
- Labour Hire
- Other

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Summary of Findings - Employers

Recruiting Locally

- Forty seven percent of employers surveyed said they would like to recruit locally. Reasons give for this included:

  - Reliability;
  - Supporting the local community; and
  - More likely to stay with the employer.

- The balance were happy to recruit locally, however did not indicate a preference for doing so.
- In doing so however, all employers indicated that local employment was not a priority factor in employment decisions, rather 'fit for the role' in terms of skills and experience was.
- The majority of employers indicated that transportation was a barrier in terms of recruiting locally.

Use of Services

- Over 52 percent of the employers interviewed were aware of services available to employers
- Services identified by employers included support for Registered Training Organisations, jobactive services, State Government Projects, and school based traineeships.
- The majority of these employers had used services in the past, but only 2 positions identified in this survey had been filled using these services.
- Health Care and Social Assistance, followed by Transport and Logistics indicated the strongest use of services in the past.

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Summary of Findings - Employees

Recruitment Methods

- Word of Mouth was the predominant method in which newly hired staff found their work – 47 percent of the individuals interviewed.
- Online recruitment was also strong within the group surveyed with 28 percent of individuals finding work through seek.com.au

Job Search

- The majority of staff who participated in this survey were employed prior to finding work, or had only experienced limited periods of unemployment
- Applicants had submitted on average 35 applications each (over one per week) for roles six months prior to finding work.

Use of Support Services

- Employees identified a range of supports used in their job search including interview support, assistance from family and friends and resume support.
- There was limited reference to use of Government Employment Services and interviewees were unable to identify if supports from Registered Training Organisations were useful.

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Summary of Findings - Employees

What contributed to getting roles

Employees interviewed identified the following as having contributed to their success in finding work:

- Attempting multiple forms of job search (e.g. online, and Walk-Ins);
- Resume support;
- Support from personal networks, predominantly family and friends;
- Experience gained through both recent employment, and volunteering;
- Leveraging off connections and networks;
- Support through interview practice;
- Access to resources (e.g. computers and internet) through government services including Employment Services and local libraries;
- Qualifications – particularly related to the industry;
- Reliability, attitude and personal presentation;
- Appropriate certificates and qualifications;
- Flexibility in work hours; and
- A good 'connection' with the individual interviewing or making the employment decision.

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3.
Employer Findings

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Overview: Construction

The construction industry comprises 9.1 percent[1] of the Logan City's workforce. It is anticipated to grow by 1,100[2] positions in next five years.

Ten employers were interviewed as part of this project:

- 5 small size enterprises;
- 1 medium size business; and
- 4 large businesses.

Roles being recruited for across these employers included:

- Administration Support
- Labourers
- Carpenters
- Cabinet Makers

1. *ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.*
2. *Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].*

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Construction - Recruitment Methods

Employers in the construction industry utilised a variety of methods to recruit to positions.

- Online recruitment is the most utilised method for recruiting, specifically www.seek.com.au, and Gumtree with four of the ten of employers identifying it in their recent recruitments.
- Word of mouth recruitment also featured prominently with this group at 40 percent of employers using it.
- 40 percent used a single method for recruitment
- The remaining employers used multiple methods to seek staff.
- No organisations identified using specific Government Employment Services for their recent recruitments, though four noted having used their services in the past.
- 'Other' forms of support included utilising out-of-trade apprentices, and a community driven employment model in Yarrabilba.
- While Labour Hire was identified by 2 employers as being used to fill recent vacancies, a further 2 employers noted they have used it in the past to fill staff shortages, or for recruiting to higher skilled staff.
- Word of Mouth recruitment is also likely to be higher than noted in recent recruitment information, with most employers indicating they use it within their organisations to fill vacancies from time to time.

Recruitment Methods
No. of employers

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Construction - Size of Employer

- There was some variation in the methods used by employers based on their size.
- Larger employers utilised the most varied methods to recruit in this industry.
- Both large and small employers utilised online recruitment more frequently than medium sized employers contacted (noting the sample was 1 employer so is unlikely to be representative).
- Word of mouth and walk-ins were most prominent with smaller organisations.

Recruitment Methods by Employer Size
No. of employers

Legend: Small, Medium, Large

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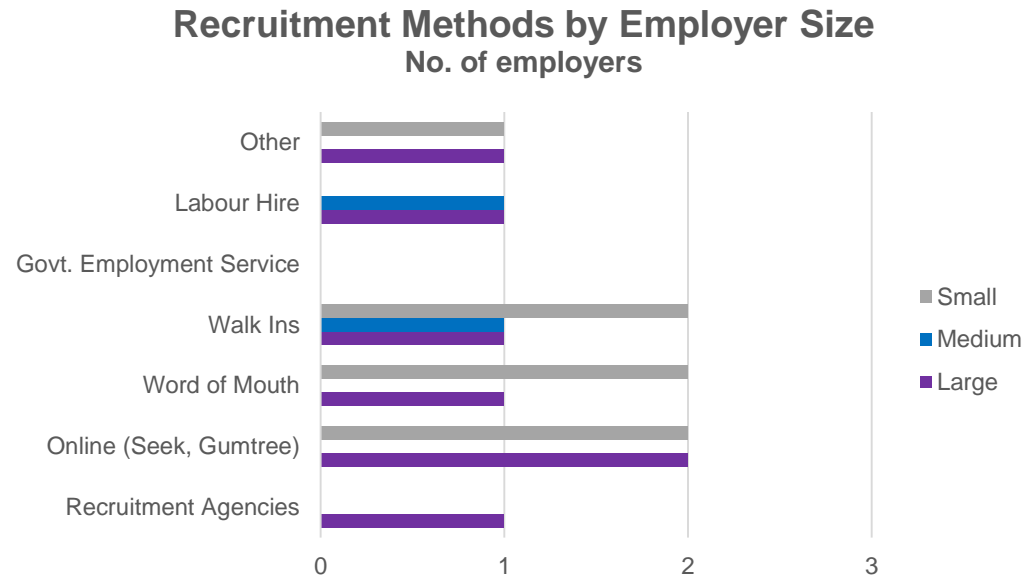
Construction - Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Relevant qualifications;
- Experience working in the sector;
- A 'good attitude' as evidenced by attending work on time, team work;
- Drivers licence to support both attending work, and travel between locations when necessary;
- Trade based skills;
- Good presentation; and
- Physically fit and able to undertake tasks of a manual nature.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- A lack of relevant qualifications;
- No relevant industry experience, or a lack of work history;
- Were unable to demonstrate enthusiasm for the role; and
- Could not provide transport/did not have a licence.

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Construction -Recruitment Experience

Size and Turnover

- An estimated 793 people were employed across the employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 9 and 29 percent, or an average 18 percent average across the total group.
- At this rate, 139 jobs are potentially created each year through turnover.

Number of applicants

- On average employers received 20 applicants for each vacancy.
- Employers considered that approximately 50 percent of applications received would be suitable for roles advertised – though this dropped when looking only at skilled roles (e.g. trades based positions).
- The number of suitable applicants exceeded vacancies across all employer sizes.

Time taken to recruit

- Employers indicated that it took between 1 and 8 weeks to recruit to a position.
- On average employers took 3.8 weeks to fill a role.

Satisfaction with employees

- All employers in this industry indicated they were happy with the employees selected through their method

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Construction - Use of available services

- 50 percent were aware of, or had used support services such as Registered Training Organisations and jobactive providers in the past to recruit for roles.
- One employer specifically noted the value of Work for the Dole in preparing a previous staff member.
- Organisations were interested in knowing more about available services such as Government Employment Service and other supports, but noted they were time poor, and to date were comfortable with the approaches they were using.
- Only one organisation identified supports such as out of trade registers, and Group Training support in meeting skilled vacancy requirements.

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Overview: Health Care and Social Assistance

The Health Care and Social Assistance industry comprises 12.5 percent[1] of the Logan City's workforce. It is anticipated to grow by 1,400[2] positions in next five years.

Eleven employers were interviewed as part of this project:

- 7 small size enterprises;
- 3 medium size businesses; and
- 1 large business.

Roles being recruited for across these employers included:

- Nurses
- Social workers
- Carers
- Administration staff
- Support staff including cleaners and kitchen staff.

1. *ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.*
2. *Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].*

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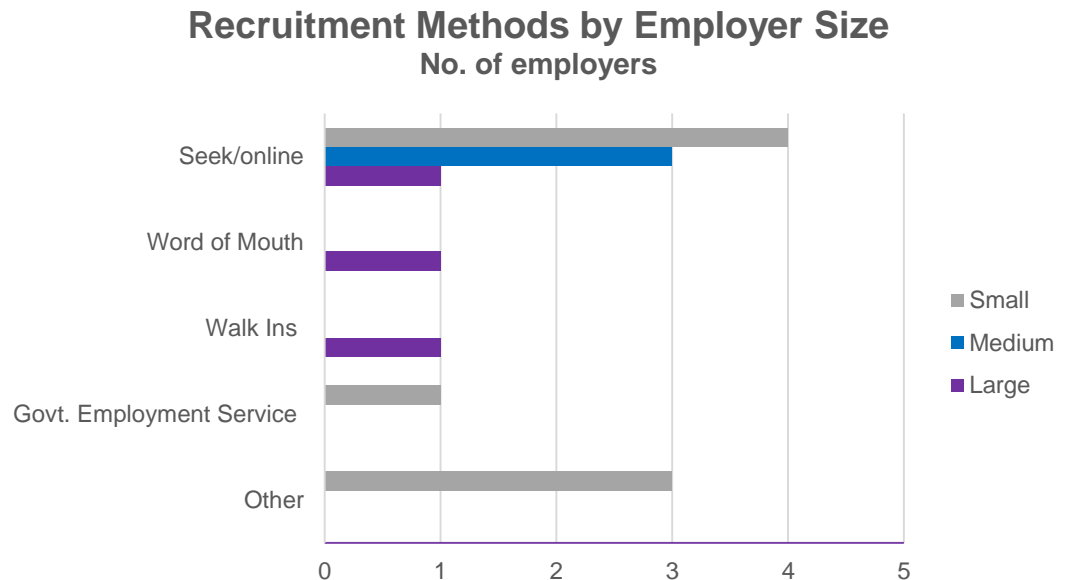# Health Care and Social Assistance - Recruitment Methods

Employers utilised a range of methods to recruit for vacancies as considered in this survey.

- Online recruitment was the most utilised method for recruiting across this sample with 66 percent of employers utilising it. Seek.com.au was the most referenced site by this sample.
- This group also recruited using its industry group (QCOSS).
- An employer in this industry also hired through their pool of volunteers. Other employers also noted using this as a recruitment method, though not for recent vacancies.
- There was an equal spread of other methods (Walk In, Word of Mouth and Government Employment Services) used across the sample.

Recruitment Methods
No. of employers

Method	No. of employers
Recruitment Agency	0
Labour Hire	0
Word of Mouth	1
Walk Ins	1
Govt. Employment Service	1
Other	3
Seek/Online	8

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Health Care and Social Assistance - Size of Business

- All organisations sizes utilised online methods, with it being most prevalent in small organisations.
- Smaller organisations showed a greater variety of recruitment methods as compared to large and medium sized employers contacted.
- Large organisations were the only to identify Word of Mouth or Walk Ins as a way of engaging staff.

Recruitment Methods by Employer Size
No. of employers

Legend: Small, Medium, Large

Categories: Seek/online, Word of Mouth, Walk Ins, Govt. Employment Service, Other

X-axis: 0, 1, 2, 3, 4, 5

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Health Care and Social Assistance – Recruitment Experience

Size and Turnover

- An estimated 347 people were employed across the Health Care and Social Assistance employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 10 and 33 percent, or an average 19 percent average across the total group.
- At this rate, 49 jobs are potentially created each year through turnover for this sample.

Number of applicants

- On average employers received 18 applicants for each vacancy.
- Of the applications received, approximately 25 percent were considered to meet the requirements of the roles.

Time taken to recruit

- Employers indicated that it took between 1 and 6 weeks to recruit to a position.
- On average employers took 3 weeks to find staff.
- The ability to recruit quickly was enhanced by employers being able to draw from within their volunteer pools in some instances. This rapidly reduced the time taken to recruit.

Satisfaction with employees

- 74 percent of employers in this industry indicated they were happy with the employees selected through their methods. Those who were not noted issues including lack of qualifications and work history as reasons for their concern.

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Health Care and Social Assistance - Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Experience working in the sector was valued across roles.
- Relevant qualifications in health or administration related fields.
- High levels of interpersonal skills noting a considerable proportion of work was dealing with people.
- Punctual, professional and an interest in working with people.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- No relevant qualifications
- A lack of recent work history
- Inability to evidence transferrable skills for the sector.
- Did not demonstrate an enthusiasm or knowledge of the industry and its challenges.
- Poor interpersonal skills.

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Health Care and Social Assistance - Use of available services

- 80 percent were aware of support services available to employers such as Government Employment Services
- All employers who were aware of these services had used them in the past to recruit for roles.

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Overview: Manufacturing

The manufacturing industry comprises 11.6 percent[1] of the Logan City's workforce. While it is anticipated to decline by 600[2] positions in next five years, it will remain one of the regions top employing sectors.

Six employers were interviewed as part of this project:

- 2 small size businesses;
- 3 medium size businesses; and
- 1 large business.

Roles being recruited for across these employers included:

- General hands
- Fitters
- Administration staff
- Factory staff and
- Labourers

1. *ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.*
2. *Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].*

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Manufacturing - Recruitment Methods

- Online recruitment was the most utilised method for recruiting across this sample with 66 percent of employers engaged using this to source employees.
- Word of mouth was the second most prevalent method used across the sample.
- One employer utilised Government Employment Services for a recent vacancy.
- Labour Hire and private recruitment agencies were not identified in this sample, however employers did note using them for other recruitment processes in the past.

Recruitment Methods
No. of employers

Method	Count
Recruitment Agency	0
Labour Hire	0
Word of Mouth	2
Walk Ins	1
Govt. Employment Service	1
Other	1
Seek/Online	4

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Manufacturing - Size of Business

- There was some variation in the way in which employers recruited based on their size.
- Word of mouth was most commonly used by smaller employers, combined with online recruitment.
- Medium to larger employers also used multiple methods to recruit for the roles considered in this sample including advertising in the Courier Mail.
- One medium sized employer utilised a Government Employment Service provider as part of their recent recruitment activity.

Recruitment Methods by Employer Size
No. of employers
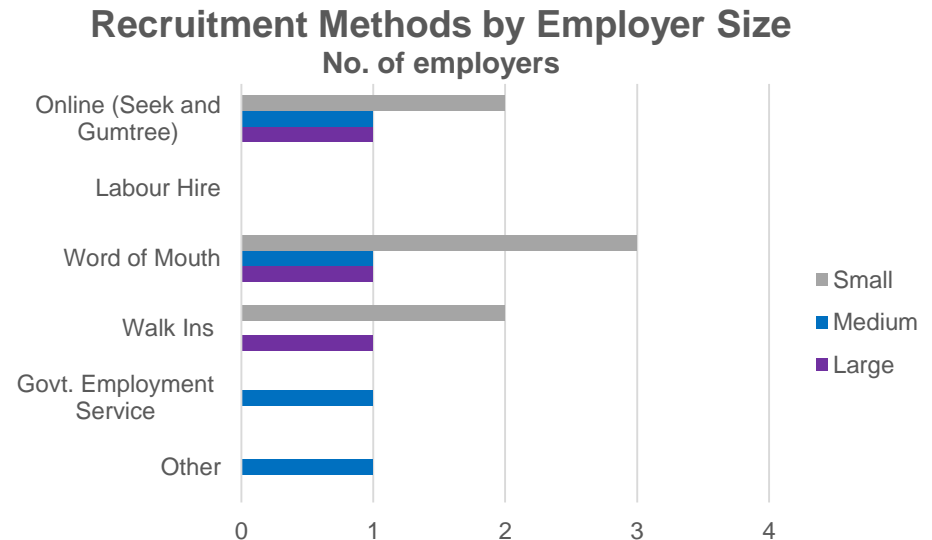
Manufacturing - Recruitment Experience

Size and Turnover

- An estimated 343 people were employed across the manufacturing employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 12 and 30 percent, or an average 23 percent across the total group.
- At this rate, 78 jobs are potentially created each year through turnover for this sample.

Number of applicants

- On average employers received 6 applicants for each vacancy.
- Of the applications received, approximately 18 percent were considered to meet the requirements of the roles

Time taken to recruit

- Employers indicated that it took between 1 and 4 weeks to recruit to a position.
- On average employers took 2.3 weeks to find staff.

Satisfaction with employees

- Two thirds of employers in this industry indicated they were happy with the employees selected through their methods.

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Manufacturing - Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Appropriate qualifications and tickets – forklift tickets or trade based qualifications were considered favourably.
- For lower skilled roles, reliability and a good work attitude were valued.
- Recent work experience of any kind was considered favourable.
- Access to transport and a licence was a requirement of many roles.
- Physical fitness was an advantage for a number of positions.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- A lack of relevant qualifications
- No relevant industry experience, or a lack of work history
- Could not provide transport/did not have a licence
- Could not provide strong references

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Manufacturing - Use of available services

- Half the employers surveyed in this industry had utilised services including jobactive and RTOs in the past.
- Two had also used traineeships for various roles in the past.
- Three of the sample noted that they did not believe jobactive services had provided them with strong candidates in the past, in particular noting gaps in the understanding of the specific roles

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Overview: Retail

The retail industry comprises 15.7 percent[1] of the Logan City's workforce. It is anticipated to grow by 1,900[2] positions in next five years.

Eight employers were interviewed as part of this project:

- 6 small size businesses;
- 1 medium size business; and
- 1 large business.

Roles being recruited for across these employers included:

- Service staff/Sales staff
- Managers
- Stock filling staff

1. *ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.*
2. *Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].*

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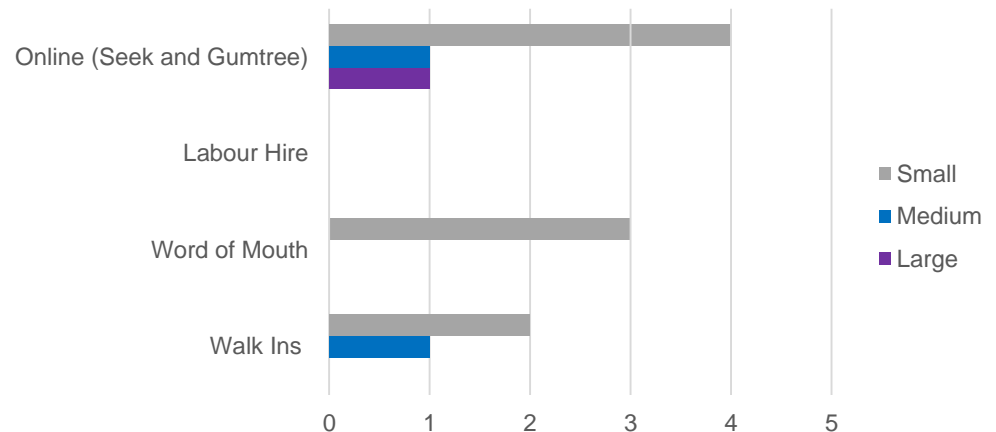
Retail - Recruitment Methods

- Three main methods were used to recruit across this sample.
- Online recruitment the most prevalent, with this industry utilising gumtree.com.au as well as seek.com.au for recruitment.
- Walk-ins also featured, with employers noting that the ability to speak with strangers confidently considered a positive in recruitment.
- Word of Mouth also featured for this group.
- Labour Hire, Recruitment Agencies and Government Employment Services were not utilised by the sample.

Recruitment Methods
No. of employers

Retail - Size of Employer

- Small employers were most flexible in the methods utilised, using all three recruitment methods.
- They were the only employers who identified using Word of Mouth and walk-ins as recruitment strategies.
- They were also most likely from the sample to use online recruitment in seeking their staff.
- The large employer surveyed said recruitment process was managed centrally, with little flexibility for other approaches locally.

Recruitment Methods by Employer Size
No. of employers

Retail - Recruitment Experience

Size and Turnover

- An estimated 228 people were employed across the retail employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 8 and 40 percent, or an average 11 percent across the total group.
- At this rate, 24 jobs are potentially created each year through turnover.

Number of applicants

- On average employers received 14 applicants for each vacancy.
- Employers considered that approximately 48 percent of applications received would be suitable for roles advertised.
- The number of suitable applicants exceeded vacancies across all employer sizes.

Time taken to recruit

- Employers indicated that it took between 1 and 6 weeks to recruit to a position.
- On average employers took 2.5 weeks to fill.

Satisfaction with employees

- The majority of employers in this industry indicated they were happy with the employees selected through their method

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Retail - Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Customer service skills;
- Reliability;
- Presentation and communications skills;
- Transport;
- Experience in retail; and
- Flexibility in the hours available.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- Lack of experience in the sector;
- Lack of recent work history;
- Personal presentation/appearance not considered suitable to customer facing roles;
- Lack of experience; and
- Transport or an ability to get to work.

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Retail - Use of available services

- Two employers were aware of information available in terms of supporting employers to find staff.
- One employer had previous experience in using an employment service provider, however indicated they were not satisfied with the candidates put forward and would not utilise the service in future.

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Overview: Transport and Logistics

The transport and logistics industry comprises 4.5 percent [1] of the Logan City's workforce. It is anticipated to grow by 1,000 [2] positions in next five years.

Eight employers were interviewed as part of this project:

- 6 small size enterprises;
- 1 medium size business; and
- 1 large business.

Roles being recruited for across these employers included:

- Truck drivers
- Bus drivers
- Administration staff
- Forklift operators

1. *ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.*
2. *Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].*

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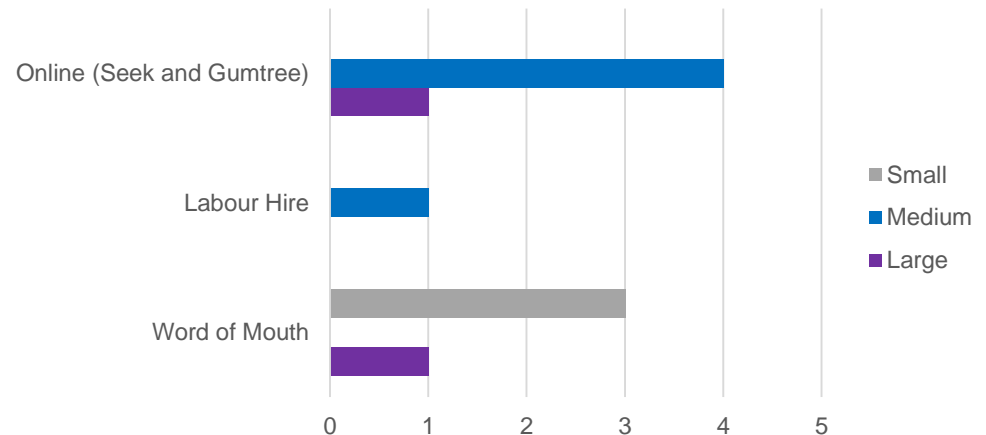
Transport and Logistics – Recruitment Methods

- Online recruitment was the most prevalent method identified for recent recruitments with 50 percent of employers using it.
- Word of Mouth was also very strong within this group, with many employers noting they would seek staff based on recommendations from other employers. This included where business closed, or staff were made redundant.
- One employer noted the use of Labour Hire for a vacancy.
- None of the employers surveyed utilised Government Employment Services for roles in scope for this survey, however three had done so previously.

Recruitment Methods
No. of employers
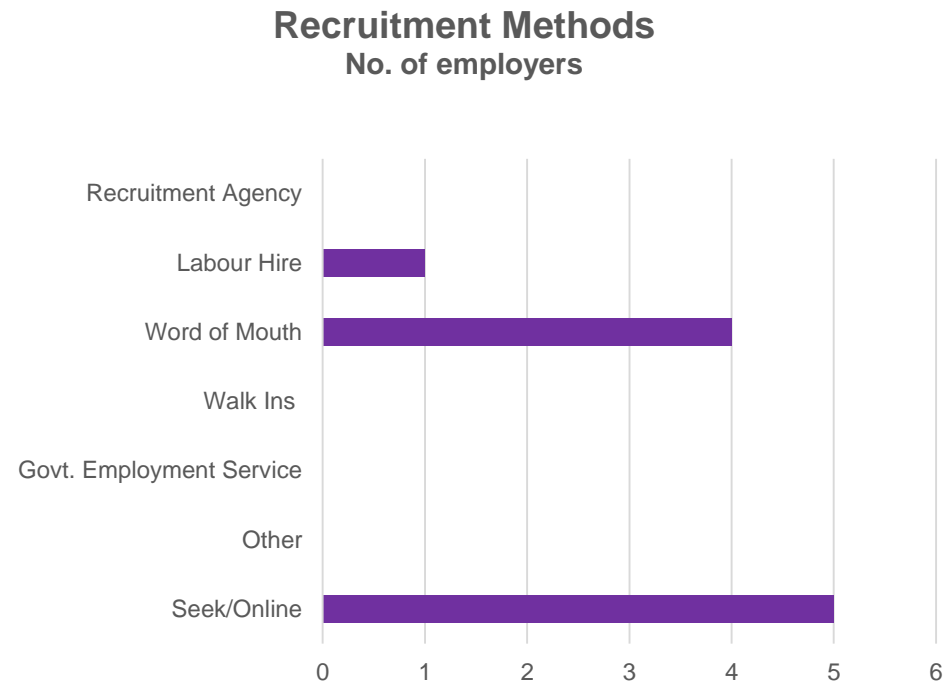
Transport and Logistics – Size of Employer

- Online recruitment featured across medium sized employers, and one large employer. This included the use of Gumtree.
- Word of Mouth was used by small and large employers in the transport and logistics employers. Employers noted they would regularly seek the advice of existing staff and networks for upcoming roles, or would re-hire staff used previously.
- Labour hire was identified by a medium sized employer as being used for vacancies considered in this process, and for roles more broadly.

Recruitment Methods by Employer Size
No. of employers

Legend: Small, Medium, Large

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Transport and Logistics – Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Position relevant qualifications (including warehousing, administration);
- Posses relevant licences, including heavy vehicle licences;
- Reliability;
- Good references; and
- A positive attitude and strong communication skills.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- Did not hold relevant licences (e.g. heavy vehicle licence);
- Lack of suitable qualifications (e.g. warehousing);
- Lack of experience in the industry; and
- Lack of recent work experience.

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Transport and Logistics – Recruitment Experience

Size and Turnover

- An estimated 558 people were employed across the transport and logistics employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 4 and 50 percent, or an average 11 percent across the total group.
- At this rate, 62 jobs are potentially created each year through turnover.

Number of applicants

- On average employers received 20 applicants for each vacancy.
- Employers considered that approximately 50.5 percent of applications received would be suitable for roles advertised.
- The number of suitable applicants exceeded vacancies across all employer sizes.

Time taken to recruit

- Employers indicated that it took between 1 and 8 weeks to recruit to a position.
- On average employers took 2.5 weeks to fill a vacancy.

Satisfaction with employees

- The majority of employers in this industry indicated they were happy with the employees selected through their method, though one employer noted that getting quality drivers was hard.

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Transport and Logistics – Use of available services

- 55 percent of employers contacted were aware of and have used available services including government employment services and labour hire in the past. All indicated they would consider using the services again.
- One employer noted interest in using chool based programmes to source staff.

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Overview: Education and Training

The education and training industry comprises 10 percent [1] of the Logan City's workforce. It is anticipated to grow by 1700 [2] positions in next five years.

Seven employers were interviewed as part of this project:

- 4 small size enterprises;
- 2 medium size businesses; and
- 1 large business.

Roles being recruited for across these employers included:

- Trainers/Educators
- Business Development/Sales staff
- Administration staff
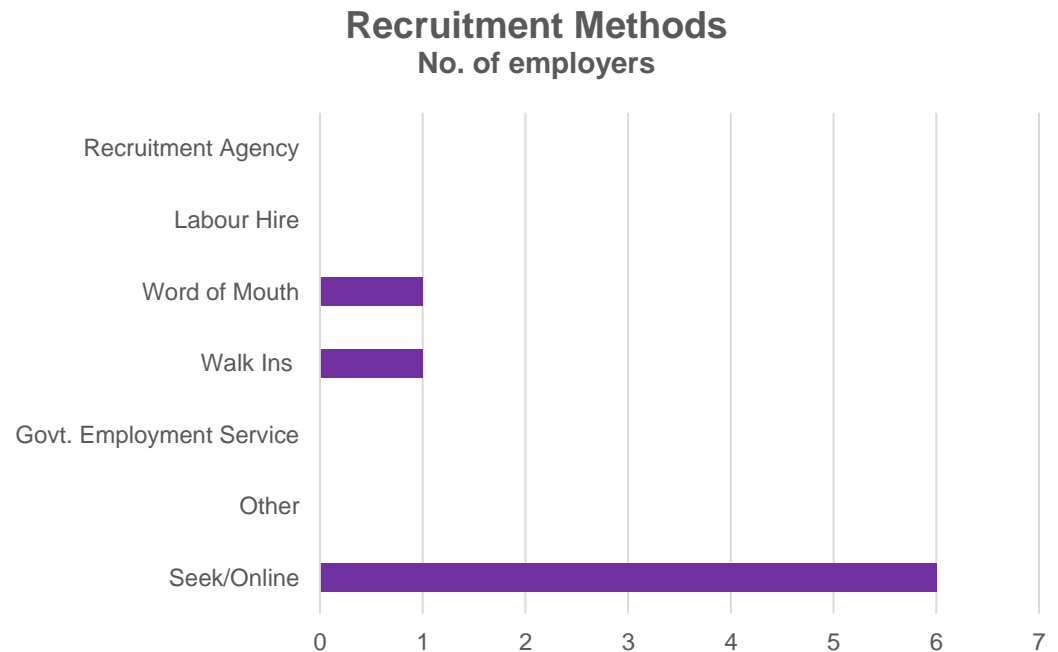- Early Childhood Educators

1. ABS 2011 Census Data – as sourced from "Employment By Industry | Logan City | Economy.Id". Economy.id.com.au. N.p., 2017. Web. 13 Dec. 2016.
2. Industry Projections – five years to 2020 – as sourced from "Lmip.gov.au. (2017). Available at: http://lmip.gov.au/default.aspx?LMIP/EmploymentProjections [Accessed 13 Dec. 2016].

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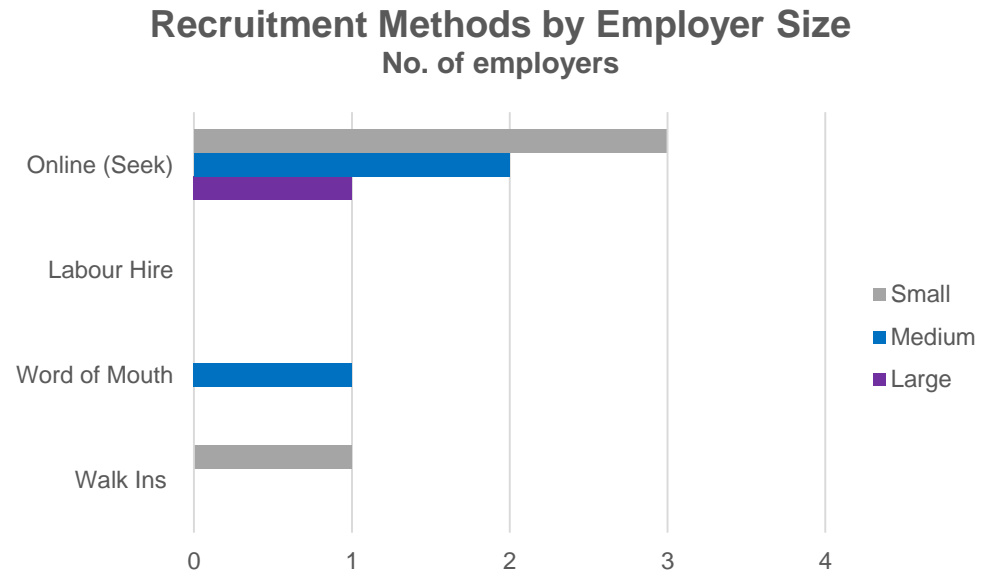
Education and Training – Recruitment Methods

Of organisations surveyed:

- Education and training employers almost solely used online recruitment for roles with 85 percent of companies surveyed utilising it.
- Word of mouth was utilised where an employer used contacts to file a role directly.
- A walk-in resulted in an individual gaining work where the role had no specific training requirements.

Recruitment Methods
No. of employers

Bar chart showing number of employers by recruitment method:
- Recruitment Agency: 0
- Labour Hire: 0
- Word of Mouth: 1
- Walk Ins: 1
- Govt. Employment Service: 0
- Other: 0
- Seek/Online: 6

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Education and Training – Size of Employer

- There is limited variation across the size of employers in this industry.
- As noted, online recruitment was prevalent, with all employer sizes utilising it for recruitment. Small employers featured most strongly in this regard.
- Word of mouth featured with one medium sized employer only.
- A small employer also identified a walk-in with regards to the survey group.

Recruitment Methods by Employer Size
No. of employers

Legend: Small, Medium, Large

Categories: Online (Seek), Labour Hire, Word of Mouth, Walk Ins
Axis: 0, 1, 2, 3, 4

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Education and Training – Reasons for Recruiting

Successful Candidates

Where candidates were successful in obtaining a role, the following reasons were identified:

- Appropriate Certificate Level qualifications (usually minimum Certificate III);
- Strong technical knowledge of the education sector;
- Administration and office based experience;
- An interest in the industry, and a desire to work with clients;
- Recent work experience (with industry based experience most valued);
- Business development skills;
- Strong interpersonal skills; and
- Transport.

Unsuccessful Candidates

Where candidates were not successful, the following reasons were identified:

- Presentation and communication skills not considered appropriate to the role;
- A lack of industry experience, or recent work experience;
- No qualifications, or study underway to obtain qualifications;
- No enthusiasm demonstrated for positions; and
- Lack of transport or licence.

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Education and Training - Recruitment Experience

Size and Turnover

- An estimated 405 people were employed across the education and training employers interviewed as part of this project.
- Employers interviewed estimated staff turnover rates of between 5 and 27 percent, or an average of 21 percent across the total group.
- At this rate, 87 jobs are potentially created each year through turnover.

Number of applicants

- On average employers received 27 applicants for each vacancy.
- Employers considered that approximately 20 percent of applications received would be suitable for roles advertised.
- The number of suitable applicants exceeded vacancies across all employer sizes.

Time taken to recruit

- Employers indicated that it took between 1 and 8 weeks to recruit to a position.
- On average vacancies took 2.7 weeks to fill.

Satisfaction with employees

- The majority of employers in this industry indicated they were happy with the employees selected through their method.

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Education and Training –
Use of available services

- All employers in this group identified an awareness of available support.
- The majority noted they had used supports such as Government Employment services in the past, or traineeship programmes.
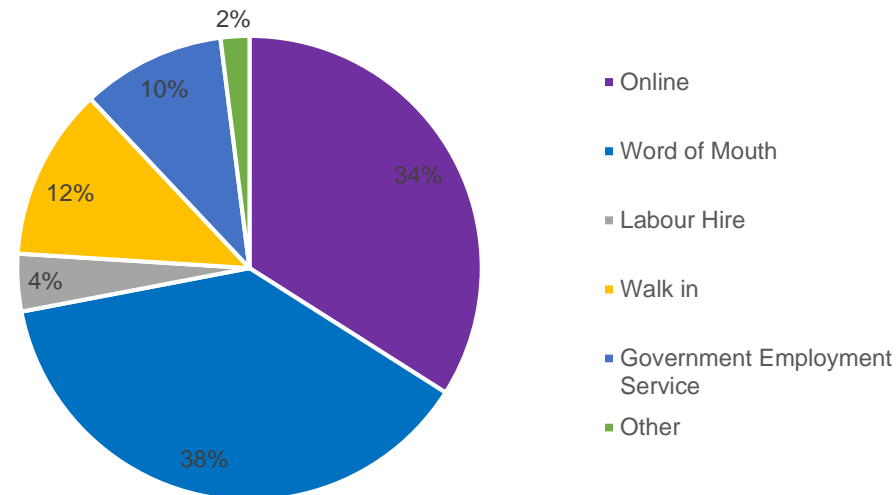- Three had also used labour hire for recruitment in the past.

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4.
Employee Findings

Recruitment Experience

Recruitment Methods

- Candidates interviewed as part of this project identified five key ways in which they obtained work within the Logan City Council region:

  1. Word of Mouth
  2. Online
  3. Government Employment Services
  4. Labour Hire
  5. Walk ins

- Word of Mouth was the predominate method in which newly hired staff found their work – 38 percent of the individuals interviewed.
- Online recruitment was also strong within the group surveyed with 34 percent of individuals finding work through seek.com.au
- Applicants had submitted on average 38 applications for positions in the six months prior to finding work.

Employee Recruitment - Methods Used
% of vacancy method used

Legend:
- Online
- Word of Mouth
- Labour Hire
- Walk in
- Government Employment Service
- Other

Pie chart values: 2%, 10%, 12%, 4%, 38%, 34%
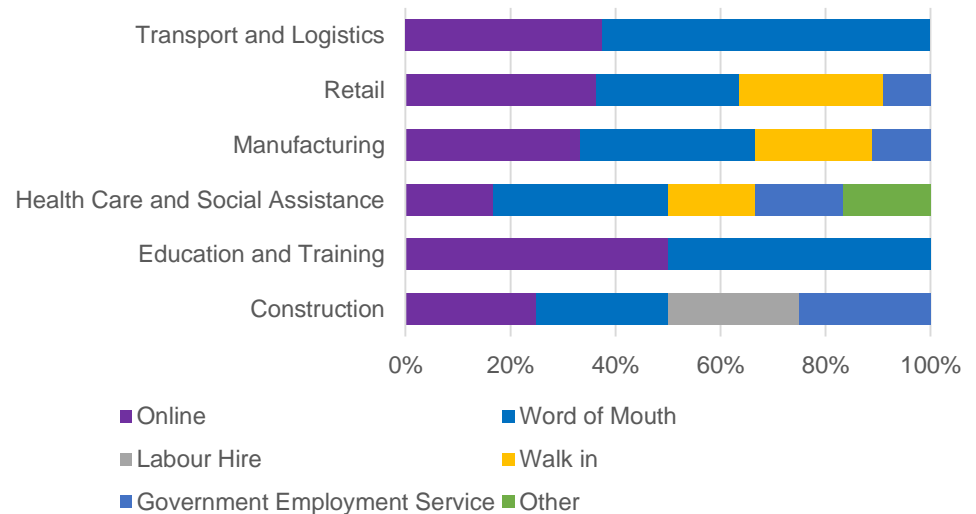
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Recruitment Experience

Industry Breakdown

- The majority of Transport and Logistics positions were all filled via word of mouth, with three positions being filled through online advertising.
- Half the roles in Employment and Training sector were also filled via word of mouth
- Retail, Construction, Manufacturing and Health Care and Social Assistance roles were filled through more varied methods.
- Manufacturing, Retail, Health Care and Social Assistance and Construction roles were filled through government employment services.

Employee Recruitment - By Industry
% of vacancy method used

Legend:
- Online (purple)
- Word of Mouth (blue)
- Labour Hire (grey)
- Walk in (yellow)
- Government Employment Service (light blue)
- Other (green)

Recruitment Experience

Duration of Job Search

- The majority of employees surveyed to date had recent work histories.
- 66 percent of those surveyed had been looking for less than four months before moving into their current roles.
- Within that, 45 percent of those surveyed left another role to move into their current position. This included for entry level and low skilled roles .

Use of support services

Employees interviewed noted use of the following support services in finding work:

- Resume support including drafting and updating;
- Support from family and friends;
- Volunteering, including Work for the Dole
- Interview practice;
- Access to resources (e.g. computers and internet) through employment service providers and local libraries
- Training (though those interviewed were not able to identify a direct link between the support from their RTO and their job)

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Recruitment Experience

What contributed to getting roles

Employees interviewed identified the following as having contributed to their success in finding work:

- Attempting multiple forms of job search (e.g. online, and Walk Ins);
- Resume support;
- Support from personal networks, predominantly family and friends;
- Experience gained through both recent employment, and volunteering;
- Leveraging off connections and networks;
- Support through interview practice;
- Access to resources (e.g. computers and internet) through government services including Employment Services and local libraries;
- Qualifications – particularly related to the industry;
- Reliability, attitude and personal presentation;
- Appropriate certificates and qualifications;
- Flexibility in work hours; and
- Good 'connection' with the individual interviewing or making the employment decision.

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5.
Next Steps:
Mapping the Job Ecosystem

City of Choice

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Mapping the Jobs Ecosystem

This market research report forms the basis of information that will be used to further map the Logan Job Ecosystem. Part 2 - Mapping the Job Ecosystem – Observations and Recommendations (February 2017).

Acknowledgement

Ingersoll Consulting wishes to acknowledge the valuable time and participation of business and employees who gave their time to participate in interviews as part of this research.

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