

**M** sydney  
METRO

northwest



# Pre-Employment Program

A CASE STUDY



Transport  
for NSW

**TAFE**<sup>NSW</sup>  
Western  
Sydney  
Institute

# About TAFE Western Sydney

WSI provides high quality Vocational Education and Training and innovative Workforce Development Services. More than 130,000 students enrol annually in the Institute's nationally recognised qualifications and customised courses training in programs that range from Statements of Attainment through to Advanced Diplomas, Graduate Certificates and Degree programs.

WSI aims to enhance employment and further study opportunities for individuals and to improve the capability, productivity and sustainability of enterprises. Our 'Customer First' focus extends to training provided at our colleges, in workplaces and on worksites, at community facilities as well as in geographically remote locations through our distance and online education capabilities (OTEN). Customised education and training solutions, underpinned by extensive analysis, research and design, are developed in collaboration with our enterprise, community and educational partners. We work closely with government organisations and private enterprises to build enterprise and community capacity through vocational skills development programs.

Through the **Australian Workforce Development Solutions Unit** (a WSI business Unit), products and services are customised to suit specific industry and employer needs. As part of our commitment to building economic growth, WSI offers enterprises a range of services. These include enterprise health checks; fast tracking employee training through recognition of prior learning; recognising current skills competencies; designing and developing innovative customised training programs mapped against national qualifications or skills sets; delivering training services onsite in the workplace; designing workplace based projects to holistically assess learning progress.

WSI's reach extends well beyond the geography of Western Sydney. Through our distance education/online training arm, known as the Open Training and Education Network (OTEN), we train more than 90,000 students living all over Australia as well as internationally. Our distance education enrolments via OTEN are not restricted by geography and students can learn at their own place in their own time.

A VET leader in sustainability, we model environmental sustainability principles across our organisation and in our courses. We play a critical regional role in developing and delivering training options for new and emerging jobs in green skills, as well as assisting enterprises to adopt practices that reduce waste, energy use and carbon emissions.

## Organisation Details

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## Facts at a glance

- 5000+ staff
- 132,000+ enrolments annually
- 7 colleges in 12 locations
- 90.4% student satisfaction rating\*

\*Source National Centre for Vocational Education Research (NCVER) 2011

*"The proportion of advanced VET Practitioners at WSI is considerably higher than the national level and is to be greatly prized."*

Dr John Mitchell, VET consultant.

# Capability

WSI is uniquely positioned to offer total training solutions to large clients at state, national and international level. As part of the NSW Technical and Further Education Commission (TAFE NSW) - the largest provider of Vocational Education and Training in the Southern Hemisphere - WSI is one of 10 Institutes that together cover all of NSW. Each Institute is a Registered Training Organisation (RTO) which works both independently and cooperatively with our other institutes to deliver vocational and technical education and training to community and corporate clients locally, nationally and internationally.

We are capable of delivering competency based training qualifications nationally and internationally across a range of industry areas, including:

- Service Industry Skills
- Business and Financial Services
- Information Technology and Creative Industries
- Built and Natural Environment
- Employment Preparation, Pathways and Equity
- Health, Recreation and Community Services
- Manufacturing, Engineering, Logistics and Transport

We partner with enterprises and offer consultancy services, which include recognition and gap training, to deliver customised workforce development solutions to improve business capability, productivity and sustainability. We work closely together to source funding to support training wherever possible. We are committed to working collaboratively with enterprises to improve safety for all workers; to help build the capability of their workforce; to improve the literacy of workers; to assist in culture change, to make the enterprise more cost and quality competitive and therefore ensure a sustainable, solid business foundation.



WSI has many long-term partnerships with large employers and consequently we have developed expertise in collaborating with organisations to ensure that training is customised to the needs of workers in a range of diverse industries. For example we have had a strong relationship with Lend Lease for almost ten years and have partnered on a number of infrastructure related activities over that time. Through this long-term relationship we were identified as the prime training provider for Barangaroo – the largest urban redevelopment project in Sydney since the 2000 Olympics. We have also recently been identified as the prime training provider for construction of the Sydney Metro Northwest, the largest civil infrastructure project in Sydney’s west.

As an example of our diverse activity we were the 2013 Winner of the National Training Award for Industry Collaboration for our long term partnership with Racing NSW. In this partnership we use online and distance delivery, workplace based training and remote assessment activities to train and assess Jockeys, Trackwork Riders, Horse Trainers and Stablehands across NSW.

Additional recent accolades include:

- Large Training Provider of the Year (2010 ,2014 NSW Training Awards, 2010 Australian Training Awards),
- The Industry Collaboration Award (2013, 2014 NSW Training Awards and 2013 Australian Training Awards),
- The Social Responsibility Award (2013 Australasian Green Gown Award),
- Australian Tourism Awards (2011 and 2012)
- The Sustainability Excellence Award for TAFE and Smaller Institutions (2012 Australasian Green Gown Award),
- The Skills for Sustainability – Educational Institute Award (2011 Australian Training Awards).

## Focus on quality

WSI is an organisation that supports continuous improvement to consistently deliver high-standard, flexible and innovative products and services. The primary focus for quality in TAFE NSW is to optimise the learning and development experience for its clients.

We are dedicated to delivering an exceptional level of service to our clients and we pride ourselves on providing relevant, practical and current training solutions. Training is compliant with the quality standards prescribed under the Australian Quality Training Framework (AQTF). Nationally accredited training qualifications are issued in accordance with the Australian Qualifications Framework and other non-accredited training programs can be developed to meet employer specific job-skill needs. We are also accredited under Quality Management System ISO 9001:2008 (whole of Institute) and ISO 14001:2004 (specific units).

## Our people – technical expertise

Our trainers are Industry experts and bring experience and commitment to the achievement of positive outcomes for our clients.

WSI training staff hold the required qualifications to be able to deliver nationally accredited training and complies with the Standards of NVR Registered Training Organisations. This includes the requirements for trainers to hold, as a minimum, a Certificate IV in Training and Education (TAE10) as well as relevant vocational qualifications for the training being delivered or assessed.

Our trainers are experienced in workplace delivery and are fully aware of the need to comply with the policies and procedures of the organisations where training is being delivered. WSI has the systems and processes to manage trainer performance and to ensure that course content meets the needs of the client organisation and the national regulator (ASQA). In 2012, WSI Colleges and OTEN were audited by officers from ASQA. WSI and OTEN successfully passed this Audit with highest levels of compliance.

All TAFE NSW staff meet demanding quality standards. Recruitment procedures for trainers ensure that technical expertise, qualifications and work experience requirements are met for each course and subject they will teach. The TAFE NSW network of skilled training practitioners distributed throughout metropolitan and regional centres respond to and address the needs of a diversity of industry, community and individual needs.

## About the Sydney Metro Northwest

The \$8.3 billion Sydney Metro Northwest (formerly known as the North West Rail Link) is the first stage of Sydney Metro - Australia's largest public transport infrastructure project. It will be the first fully automated rapid transit rail system in Australia. The project will deliver eight new railway stations and 4,000 commuter car parking spaces to Sydney's growing North West.

Trains will operate every four minutes in the peak – or at least 15 trains an hour. Customers won't need a timetable – you'll just turn up and go. The Sydney Metro Northwest will deliver, for the first time, a reliable public transport service to a region which has the highest car ownership levels per household in Australia. Over the coming decades, an extra 200,000 people will move into the North West Growth Centre, taking its population above 600,000.

Sydney's new generation of fast, safe and reliable single deck trains will be rolled out on the Sydney Metro Northwest first. They will have the highest levels of customer safety including constant CCTV monitoring and platform screen doors to improve safety on platforms. These screen doors, at the edge of the platform, stop objects falling on to the tracks and make getting on and off the train quicker. This means trains can operate much faster and safer. The project includes construction of twin 15 km tunnels from Bella Vista to Epping – Australia's longest rail tunnels.

This contract was awarded in late June 2013. The Sydney Metro Northwest is expected to open to customers in the first half of 2019.

## Industry Collaboration is Key

The Sydney Metro Northwest Pre-Employment program was developed following TAFE WSI being invited by Transport for NSW (TfNSW) to participate in the Skills for Employment Advisory Group (SEAG) early in 2014. The aim of this group was to bring together key industry stakeholders to discuss the workforce development needs of the project.

A sub-committee formed specifically to address pre-employment issues and requirements of the project and major contractors. TAFE WSI worked closely with Stage 1 and Stage 2 major joint venture contractors to determine the needs and expectations of new entrant candidates. During this research, it became apparent that more often it wasn't the lack of technical skills, but the soft skills such as; communication, team work and motivation that prohibited Job Services candidates from being successful.





## About the Program

The Sydney Metro Northwest Pre-Employment Program is a collaborative program which requires the active participation of all key stakeholders, from the selection of candidates, allowing site visits and conducting post course interviews. The program is targeted towards long term unemployed candidates in the Western Sydney region. Its aim is to equip participants with key technical skills and the ability to communicate and work as part of a highly functioning team.

As identified by industry during the consultation stage, often candidates have the technical know-how but lack the ability to function well in a diverse work force. The program provides the necessary skills and practice to allow participants to understand the importance of effective communication and how they can positively impact and contribute to their team.

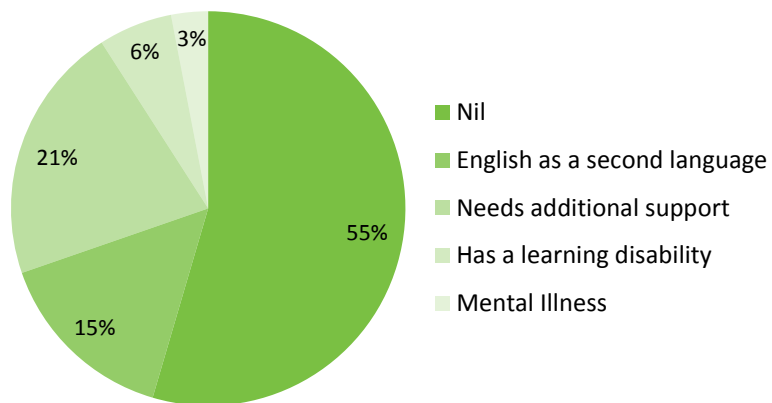
A “team teaching” approach is used, with a language, literacy and numeracy specialist teacher working alongside students for the technical components of the course. A key component of the program’s design is the use of small group assessment activities which requires the participants to work collaboratively in order to successfully complete tasks.



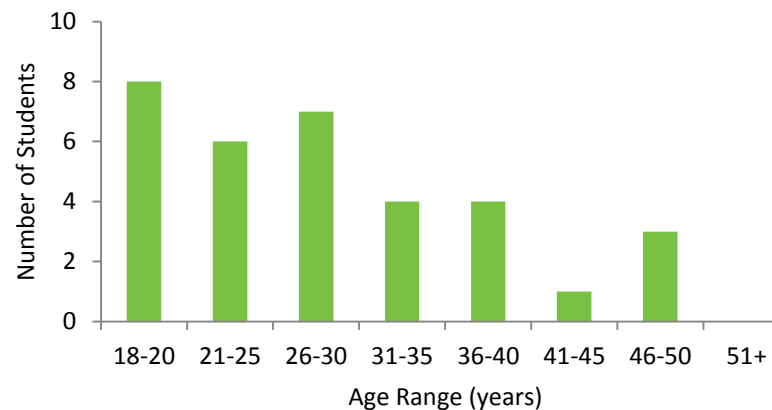
# Participant Demographics

Participant Demographics	Count	%
Male	32	97%
Female	1	3%
Aboriginal/Torres	10	30%
English as a Second Language	5	15%
Living in GWS	32	97%
Range in age	18 - 49	
Average age	28	
<b>Total participants</b>	<b>33</b>	

## Students by LLN needs



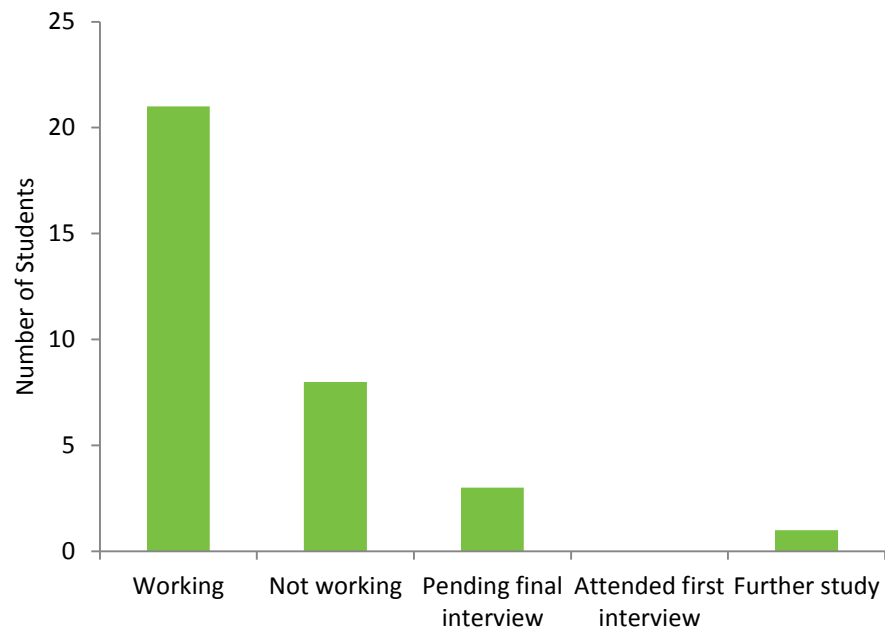
## Students by Age Range



# Successful Outcomes

The program has achieved a 94% successful completion rate. Of those who completed the program, 64% are working. Feedback from employers has been incredibly positive, they have 100% retention rate of successful candidates

## Working Status





## Case Study 1

- 29 year old male
- Unemployed 181 weeks (3.5 years)

Barriers to employment included:

- Reported to suffer severe stress and anxiety
- Felt rejected and inadequate following 2 unsuccessful attempts to enter the Defence Force and not being able to hold down stable long-term employment

He was employed on the 30th of March 2015 and has not missed a day of work. Feedback from his employer is that he is doing really well.

The JSA reports that he:

- is happy in the job and learning quickly
- appears more confident and less anxious, his mood is much improved
- is working 5 days a week plus overtime and is enjoying the extra cash and saving for a motorbike

## Case Study 2

- 26 year old male
- Unemployed 60 weeks

Barriers to employment:

- Limited education, left school in Year 9
- Lacked confidence at interview due to education
- Financial issues, licence suspended due to non-payment of fines
- At risk of homelessness due to limited income

He was employed on the 13th of March 2015 and has not missed a day of work since. The JSA reported that his whole demeanour changed following the course, he was more confident and motivated to work. He was proud of the program and what he had achieved. He is enjoying the job and the feedback from the employer is that he is doing really well.

For further information on how TAFE Western Sydney can help achieve your company's goals, contact  
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