# 8 Workforce issues

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| Key points |
| * Resource exploration is currently experiencing skills shortages, especially for geoscientists, mining engineers and drillers. * The presence of skills shortages can be attributed to supply and demand factors: * On the demand side, exploration activity in Australia is historically high and the industry is competing with the resource extraction sector to secure skilled labour. * On the supply side, exploration businesses do not in aggregate train a sufficient number of trade apprentices to meet industry requirements and the number of undergraduate students in geoscience has been volatile in recent years. * In recent years the peak of the skills shortfall has moderated, as employment growth in resource exploration and extraction has eased. * Continuing with the implementation of the National Resources Sector Employment Taskforce (2010) recommendations will help to foster a culture of training and workforce planning within the exploration industry. |

This chapter discusses a range of workforce issues that participants in this inquiry have raised that may act as a barrier to exploration. These issues include the impact of skills shortages, workplace health and safety (WH&S) regulations and workplace relations policies.

Many of these issues relate to regulatory regimes that are the subject of ongoing COAG intergovernmental review and implementation processes, such as WH&S reform, or have been the subject of recent reviews, such as workplace relations regulations. The Commission notes that, unlike in inquiries where workforce issues loom large, the exploration sector is only a small window through which to view these issues.

## 8.1 Skills shortages

Skills shortages can impact on the ability of explorers to undertake exploration activity in a timely and efficient manner. This section examines the evidence of these shortages and the extent they are faced by resource exploration companies.

A workable definition of what constitutes a skills shortage is when:

… employers are unable to fill or have considerable difficulty filling vacancies for an occupation or significant specialised skill needs within that occupation, at current levels of remuneration and conditions of employment, and in reasonably accessible locations. (DEEWR 2012a, p. 4)

In submissions to this inquiry, participants have drawn the Commission’s attention to the difficultly of recruiting skilled staff given current market conditions. For example, the South Australian Chamber of Mines and Energy (SACOME) said:

… the human capital side of the resources industry is struggling. There simply are not enough trained people to meet the needs of resources companies in South Australia — and it would appear this problem is a national one. (sub. 9, p. 9)

Similarly, the Minerals Council of Australia (MCA) commented:

Despite less buoyant industry conditions, the minerals sector continues to experience notable skills gaps, most apparent for professional, skilled trades and skilled operator categories. On current trends, Australia will not be able to supply sufficient technicians, geologists, mining engineers or other related skills to meet immediate industry needs. (sub. 27, p. 34)

The Australian Petroleum Production and Exploration Association (APPEA sub. 22) said geologists, geophysicists, specialised engineers and managers, experienced drillers, environmental scientists, hydrographic surveyors and occupational, health and safety advisors are in short supply. The Australian Mines and Metal Association (AMMA sub. 32) listed, among others, shortages of professional engineers, mining engineers and liquid natural gas professionals.

These views are broadly consistent with reports by the National Resources Sector Employment Taskforce (NRSET 2010a), the Australian Workforce and Productivity Agency (AWPA 2012), Kinetic Group (2012) and Michael Page International (2011) which identify skills shortages in the mining sector and outline what occupations are in shortage.

A number of occupations that are critical to resource exploration are on the Australian Government’s Skill Shortage List for 2012 (DEEWR 2012a). These include:

* mining engineers
* petroleum engineers
* geologists
* geophysicists
* production managers (with a specialisation in mining)
* metal machinists (first class).

Fitters have also been assessed as being in short supply in Western Australia, Queensland and New South Wales. For many of the above occupations the shortages have persisted for an extended period of time (table 8.1).

Table 8.1 Some occupational shortages have been persistent

Number of years assessed as being in shortage (selected occupations)

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| --- | --- | --- |
|  | Number of years in shortage in last 10 years (to 2012) | Number of years in shortage to last 5 years (to 2012) |
| Geologist | 7 | 4 |
| Geophysicist | 1 | 1 |
| Mining Engineer | 8 | 5 |
| Petroleum Engineer | 6 | 4 |
| Production Manager (mining) | 5 | 4 |
| Fitter | 7 | 2 |
| Metal Machinist (first class) | 9 | 4 |
| Driller | 2 | 1 |

*Source*: DEEWR 2013a.

The Department of Education, Employment and Workplace Relations (DEEWR) has collected data on online vacancies since 2006. It shows a significant reduction in online vacancies in occupations critical to resource exploration after September 2008 (related to the global financial crisis), However this was short‑lived and was followed by a second peak in 2011‑12 (figure 8.1). The more recent decline suggests that while skills shortages are persisting in the industry, their severity may be waning. The overall volatility is a reminder of the ‘boom and bust’ nature of resource exploration and extraction.

Skills shortages are often accompanied by above average growth in wages as employers offer higher remuneration to attract or retain employees whose skills are in short supply. Evidence of this occurring in resource exploration is mixed. While growth in average hourly earnings for exploration and other mining support services did outstrip that of the wider economy between 2004 and 2006, the rate of growth subsequently slowed between 2006 and 2012. Over the period 2004 to 2012, wage growth in the exploration sector has been on a par with wage growth across all industries (table 8.2).

Figure 8.1 Online vacancies are cyclical

Monthly online vacancy data from March 2006 to March 2013

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| Figure 8.1 Online vacancies are cyclical. This graph shows online vacancies for 1) Mining Engineers 2) Geologists and geopysicists 3) Metal fitters and machinists 4) Drillers, Miners and Short firers  5) Other construction and mining labuorers.   Most of these occupations show peaks in vacancies around July 2008 and March 2012. |

*Data source*: DEEWR 2013b.

This pattern of wage movements is broadly consistent with the findings of the National Resources Sector Employment Taskforce Report (NRSET 2010a) into Australia’s wider mining workforce (i.e. resource extraction), which suggested that although skills shortages do exist, they are ‘yet to add significantly to wage pressures in the mining workforce, as they did in previous economic cycles.’(p. 38)

Table 8.2 Industry earnings are growing at the same rate as the wider economy

Average total hourly cash earnings for full time, non‑managerial employees 2004‑2012

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2004 | 2006 | 2008 | 2010 | 2012 |
| Average total hourly cash earnings ($) |  |  |  |  |  |
| Exploration and other support services | 30.00 | 36.00 | 39.70 | 41.70 | 44.60 |
| All mining | 33.70 | 37.50 | 45.30 | 49.00 | 52.30 |
| All industries | 23.20 | 26.30 | 30.10 | 32.20 | 34.70 |
|  |  |  |  |  |  |
| Average total hourly cash earnings (index) |  |  |  |  |  |
| Exploration and other support services | 100 | 120 | 132 | 139 | 149 |
| All mining | 100 | 111 | 134 | 145 | 155 |
| All industries | 100 | 113 | 130 | 139 | 150 |

Source: ABS 2013a.

#### Factors contributing to this shortage

##### Demand side factors

The current skills shortage in resource exploration is in part demand driven. In line with the sizable growth in resource exploration expenditure, the number of people working in the sector has grown strongly amidst the wider mining boom — it now employs twice as many workers as it did ten years ago (figure 8.2). The growth of the exploration workforce spiked in 2008, prior to the global financial crisis, then subsequently fell back and has now resumed growth at decadal trend rates.

Figure 8.2 Employment in resource exploration peaked in 2008

Annual employment in industry

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*Data source*: ABS 2013b.

The resource exploration workforce requires similar skill sets to the far larger resource extraction workforce. Higher average wages for resource extraction employees compared to those engaged in exploration would place competitive pressure on explorers when recruiting and retaining sufficiently skilled workers in exploration.

##### Supply side factors

While strong demand for skills has been an important driver of the current shortage of skillsets required for exploration, a number of supply side issues are also contributing to these shortages.

A likely reason for the current shortages in geoscience occupations is that commencements in geoscience courses at Australian universities have been volatile in recent years (figure 8.3). The number of new students in these courses at Australian universities were at their lowest point in 2005, which was when demand for employment in the exploration sector started to pick up. Commencements have since rebounded and in 2009 (the latest year for which data is available) there were more than 700 new students in geoscience courses (an increase of 75 per cent). This signals that the supply of geoscientists can be expected to increase as these students complete their studies.

Figure 8.3 Student commencements in geoscience courses

2002 – 2009a

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a 2009 is the latest year for which data is publically available.

Sources: NRSET (2010b); Skills Australia (2011).

Compared to geoscience, university commencements in engineering and related fields has been less volatile, growing by 38 per cent between 2005 and 2011 (figure 8.4).

Figure 8.4 Student commencements in engineering and related fields

2003–2011

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*Data source*: DIISRTE (2013).

The training of sufficient number of professionals is not the only relevant factor in meeting needs for professionals. The other factor is whether the graduates are being provided with the correct skills. SACOME noted that the quality of geoscience graduates presented an issue for some explorers:

The quality of technical degrees (especially geology) in universities was keenly disputed by some companies, who complained geologists did not have sufficient in‑depth knowledge of geology to be useful. Geology is now just one component of a more general Earth Science degree. In addition, the courses do not contain enough field study: geology graduates are not adequately ‘work‑hardy’ and have insufficient field experience in remote locations. (sub. 9, p. 11)

Shortages also seem more pronounced in roles that require more extensive experience and higher level qualifications than possessed by graduates (DEEWR 2012b). These characteristics make it difficult to develop timely responses to particular skills shortages as even if new graduates were attracted to the industry, they may not have the necessary experience demanded by employers.

There also appear to be shortages in apprenticeship based training placements for key skilled trades occupations employed by resource explorers. According to the NRSET:

Although some companies have a strong commitment to apprentice training, the resources sector as a whole does not train enough apprentices. There is a reluctance by many employers to hire young people. Companies prefer to attract mature workers in their mid twenties and older with life and work experience. (NRSET 2010a, p. 3)

Karmel and Mlotkowski (2010) found that the exploration industry employs a disproportionately low level of trade apprentices compared to trade workers. In December 2009, the resource exploration industry employed about 0.1 per cent of all (economy–wide) trade apprentices but employed 0.3 per cent of all trade workers. As such, Karmel and Mlotkowski estimated the exploration industry would need to increase its employment of trade apprentices by 150 per cent if it were to employ the same proportion of trade apprentices as it does trade workers in the economy.

SACOME identified issues with apprenticeship training but suggested the problem was the result of inadequate access to trainers, rather than the industry failing to provide sufficient training places:

Providing more training to unskilled or new‑to‑resources workers is not a viable short‑term solution because there are not enough trainers to meet current needs, let alone the growing future requirements of the industry. First of all, trainers must be found or created. (sub 9, p. 9)

One major cause of the problem is that with current mining sector wages, trainers can make a lot more money actually doing their trade, rather than training others to do it. (sub 9, p. 10)

In the Commission’s view, lack of appropriate apprenticeship opportunities for drillers, fitters and machinists is likely to be an important explanation for why exploration companies are experiencing difficulty in recruiting these occupations. Indeed the concerns raised by SACOME regarding the ‘work hardiness’ of new graduates from higher education may in part reflect the unwillingness of some resource explorers to provide the ‘on the job’ aspects of training that is required to develop the skills of their workforce.

However, certain aspects of resource exploration work may also discourage new entrants. These include:

* a perception that resource exploration follows pronounced ‘boom and bust’ cycles and that this may make a long term career in resource exploration difficult
* large amounts of time are spent working in rural or remote locations away from family or large population centres
* a perception of long working hours — ABS (2012) data suggests that average full time hours for resource exploration are above the average for most other industries.

#### Short term options to address the shortage

There are two approaches to increase the supply of skilled workers to resource exploration in the short term. The first involves encouraging workers from other sectors in Australia to enter resource exploration and the second is to promote skilled migration in occupations that are subject to current shortages.

The first approach is likely to have limited impact. More than half of all mining engineers and geologists and geophysicists already work in resource exploration and extraction (table 8.3). Furthermore, most of those who work within the professional, scientific and technical services industry provide work indirectly for the mining sector through contact and consulting work (AWPA 2012). The vast majority of drillers, miners and shot firers also already work in the resources sector.

Table 8.3 Industry employment breakdown for selected occupations

Per cent of workers in occupation

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| --- | --- | --- | --- | --- |
| Industry | Mining engineers | Geologists and geophysicists | Drillers, miners and shot firers | Metal fitters and machinists |
| Mining | 58 | 56 | 82 | 17 |
| Professional, scientific and technical services | 25 | 31 | 1 | 2 |
| Public administration and safety | ‑ | 6 | ‑ | 2 |
| All other industries | 17 | 7 | 17 | 79 |
| Total | 100 | 100 | 100 | 100 |

Source: 2011 Census of Population and Housing.

A second option is to recruit workers from other countries. Submissions to this inquiry emphasised the current importance of skilled migration to the resource sector. For example, APPEA stated:

The oil and gas sector is undergoing a period of rapid expansion, and it is critical that there is efficient access to appropriate levels of temporary skilled migration to ensure the projects proceed on time and budget and that labour productivity is maximised. (sub 22, p. 22)

AMMA echoed the importance of skilled migration to resource exploration:

… skilled migration plays a small but particularly important role in meeting Australia’s complex skills challenges. It constitutes a flexible contingency option for resource employers, and an essential means to supplement the local workforce, particularly when local workers are unwilling to relocate to regional and remote areas. Skilled migration also facilitates access to highly specialised skills that may not exist locally (sub. 32, pp. 7–8).

Also confirming this view, SACOME have said:

SACOME would contend … that employer sponsored migration is needed and an effective way to address skills shortages (sub 9, p. 13)

The Temporary Business (Long Stay) visas — commonly known as subclass 457 — is the primary vehicle for allowing foreign workers to fill temporary skills shortages. In 2010‑11, there were 3650 mining industry workers who entered Australia on 457 visas, representing just under 8 per cent of sponsored 457 visas issued (DIAC 2012a).

Employers have used subclass 457 visas to fill particular occupational shortages. Between 2005‑06 and 2010‑11 over 2000 mining engineers and 3000 geologists and geophysicists have entered Australia under employer sponsored subclass 457 visas (figure 8.5). The annual intake peaked in 2007‑08, the year before the onset of the global financial crisis. It is not possible to determine how many of these visa recipients proceeded to work in resources exploration. Nonetheless, the entry of workers with these specific skills into the workforce would have moderated the severity of skills shortages generally and reduced the difficulty resource explorers find in attracting appropriately skilled workers.

Figure 8.5 Entrants under employer sponsored subclass 457 visas

Selected occupations

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*Data source*: AWPA (2012).

Skilled workers can also enter Australia permanently under the ‘Skill Stream’ of Australia’s *Migration Program*. The majority of migrants who enter Australia under the *Migration Program* do so as employer sponsored migrants or as ‘general skilled migrants’. General skilled migration consists of skilled migrants entering Australia independently, with sponsorship of a family member, or with sponsorship from a State or Territory. Nearly 114 000 people entered under the Skills Stream program in 2010‑11. No sectoral breakdown of employment under this stream is available (DIAC 2012a).

The Commission, through its issues paper and consultations, sought comment from all stakeholders regarding the effectiveness of current employer sponsored, skilled migration processes, and received little feedback on how current arrangements could be improved. That said, in consultations, participants to this inquiry have suggested that the omission of geologists and geophysicists from the Skilled Occupations List (SOL)[[1]](#footnote-1) restricts the extent that skilled migration can moderate the effect of shortages in these occupations.

The SOL determines what occupations are eligible for permanent independent and family sponsored skilled migration into Australia (DIAC 2012b). The Department of Immigration and Citizenship administers the SOL, with the list updated annually to keep abreast of the changing skills needs of the economy. The Department gives considerable weight to advice from the Australian Workplace and Productivity Agency (AWPA) as to what occupations should be included on the SOL. The criteria the Agency uses to assess whether an occupation should be listed on the SOL is shown in box 8.1.

The Commission notes that AWPA encourages consultation and input from stakeholders as part of its assessment as to whether occupations are listed on the SOL. The Commission has not been presented with evidence that the criteria and process used to identify occupations that should be placed on the SOL is inadequate.

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| Box 8.1 Assessing occupations for the Skilled Occupations List |
| AWPA assesses specialised occupations for listing in the SOL against five criteria. An occupation *is not* listed on the SOL if it meets one or more of the following:   1. If the evidence shows it is an occupation likely to be in surplus in the medium‑to‑long term (based on a combination of data including the size and age of the current workforce, expected employment growth rates, labour force turnover, and trends in enrolments and completions). 2. If there are other more appropriate and specific migration options (e.g. temporary skilled migration or employer sponsored or state migration). 3. If the job requires the person to be an Australian citizen. 4. If the course of study required to undertake the occupation can, and usually is, completed without a long lead in time and is not sufficiently skilled. 5. If it is a niche occupation (i.e. with very few employers or employment opportunities as these are more appropriately addressed through Employer Nominated or Regional sponsored skilled migration). |
| Source: Skills Australia (2012). |
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#### Longer term options

The recent study by the NRSET (2010a) modelled the future skills needs of Australia’s resource sector to 2015. It found that the sector could face skills shortages across a number of key occupations, some of which have relevance to resource exploration. That study outlined 31 recommendations ‘for governments, the resources sector and stakeholders to address critical skill needs and plan for future growth’ (NRSET, 2010 p. iii) within the resources sector. One recommendation was for annual reporting on the extent of the shortages.

The most recent of these annual reports, completed by AWPA in 2012, found that while skills shortages were currently prevalent, it was uncertain whether they would persist:

At present Production Managers, Mining Engineers, Geologists and Geophysicists are in shortage nationally. We expect that new supply will increase to meet demand across all industries. The question is whether this new supply will adequately meet the specific needs of the resources sector.

The challenge for the resources industry is the attraction and retention of skills given the potential competition for critical skills from other industries based in metropolitan areas. (AWPA 2012, p. 50)

The NRSET recommendations spanned a number of themes including workforce planning, training, participation and migration, and were all accepted by the Australian Government. A subset of these recommendations — namely those with the potential to have the greatest impact on the skill needs of resource exploration — are listed in box 8.2.

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| Box 8.2 Selected recommendations from the NRSET Report |
| Recommendation 1.3  ‘That Skills Australia report annually through the Ministerial Council for Tertiary Education and Employment to the Ministerial Council for Mineral and Petroleum Resources and the Ministerial Council on Energy on the status of skills shortages in the resources sector.’  Recommendation 1.4  ‘That resources and construction companies place a very high priority on training as a means of addressing their current and future skills needs and consider adopting a training culture similar to their approach to safety.’  Recommendation 2.1  ‘That the resources sector significantly increase the number of apprentices it employs. The sector currently employs considerably fewer apprentices than would be expected given its share of trade employment.’  Recommendation 2.2  ‘That the Australian Government work with industry, unions, training providers, state and territory governments, skills councils, state skills bodies and industry associations to trial alternative apprenticeship models with a view to increasing the number of trade‑qualified people in occupations and locations where a shortage is expected.’  Recommendation 3.1  ‘That universities with a teaching profile that delivers professionals to the resources and construction sectors formalise and strengthen their ties with each other and industry, and articulate their role and strategic intentions in their mission statements.’  Recommendation 6.3  ‘That the Australian Government work with education authorities to ensure future rounds of Trades Training Centre funding take into account the anticipated strong demand for skills in the resources and construction sectors. Schools with strong links to the resources and constructions sectors could be targeted as they should have the greatest capacity to graduate year 12 students into these sectors.’  Recommendation 6.5  ‘That the Australian and state and territory governments continue to work together on strategies to urgently increase senior schools students’ participation, attainment and engagement in mathematics and science, noting these subjects open the door to careers in the resources and construction sector.’ |
| Source: NRSET (2010a). |
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These recommendations formed the basis of the National Resource Sector Workforce Strategy (NRSWS), to be overseen by a steering committee consisting of Australian government departments, state and territory governments, industry associations, unions and training providers. The steering committee has developed an implementation plan, with the latest update on the strategy — released in July 2012 — indicating that to date, fourteen of the thirty‑one recommendations have been actioned[[2]](#footnote-2) (NRSWS Steering Committee 2012).

The Commission considers that the implementation of the NRSET recommendations will assist with moderating the effects of skills shortages in resource exploration, particularly over the longer term. The value of continuing the work of the NRSWS has also been identified in submissions to this inquiry (including that by the MCA) and in the Australian Government’s Energy White Paper (DRET 2012c).

## 8.2 Workplace health and safety

The state and territory governments are responsible for the onshore workplace health and safety (WH&S) regulations that apply to resource exploration. These regulations are set out in sector specific safety legislation or general WH&S legislation or a combination of the two. The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) is responsible for WH&S regulations for offshore exploration.

The MCA (sub. 27) endorsed current movements towards harmonised WH&S regulation for the resources sector, and recommended that governments reinvigorate attempts to develop uniform regimes across jurisdictions. APPEA (sub. 22) stated that some jurisdictions have started to implement the model (harmonised) WH&S reforms, and the interaction of these regulations with existing state–based requirements is causing confusion.

The reforms to sectoral WH&S requirements are associated with attempts to harmonise all WH&S requirements on an economy‑wide scale. As resource exploration represents a small part of the broader resources sector, the Commission will not be examining this issue further as part of this inquiry.

## 8.3 Workplace relations

Australia’s current workplace relations system — the Fair Work system — commenced operation in July 2009 and took full effect from January 2010. A small number of submissions to this inquiry raised matters relating to the current workplace relations regulatory framework as it applies to resource exploration. The issues covered spanned themes linked to bargaining, flexibility, union rights of entry and greenfield agreements.

#### Bargaining

The MCA (sub. 27) proposed that: good faith bargaining rules be amended so that the confidentiality of commercial operations is respected; legislative protection from legal actions for ‘fanciful claims’ be removed; and that bargaining representatives be appointed explicitly by employees, and not by default. AMMA proposed a wide suite of reforms to the bargaining arrangements, including that the default bargaining representative status for employee organisations be removed (sub. 32, attachment 3).

The MCA also suggested that arbitration should be available if agreed to by both parties, with compulsory arbitration only used where it is in the national interest. AMMA also have expressed misgivings about the use of compulsory arbitration. Both the MCA and AMMA also suggest changes to the circumstances under which protected action can be pursued during a bargaining process.

#### Flexibility

Both the MCA and AMMA argued that the current industrial relations environment is not conducive to individual flexibility. The MCA (sub. 27) suggested that agreements should be prohibited from restricting Individual Flexibility Agreements (IFAs). This concern is shared by AMMA, who also suggests, among other reforms in this area, it should be possible to make IFAs a condition of employment and be able to run for the nominal term of an enterprise agreement (sub. 32, attachment 3).

#### Union right of entry

AMMA submitted that the Fair Work Act has increased union access to worksites, imposing additional costs and uncertainty on employers. AMMA also suggested that current provisions have allowed a greater number of unions to visit worksites and this is being used by unions to promote membership (sub. 32, attachment 3).

The MCA (sub. 27) also expressed broader dissatisfaction with current right of entry provisions, suggesting that the rules should reflect the interests of the workers and not unions’ claims.

#### Greenfield agreements

Several submissions pointed to inflexibility around the establishment of greenfield agreements within the framework of the *Fair Work Act*. Greenfield agreements are enterprise agreements between one or more employers and one or more unions for a genuinely new enterprise that does not have employees as yet (Fair Work Ombudsman 2013).

Business SA noted the degree of union influence in greenfield agreements and suggested the *Fair Work Act* be amended to:

… allow employers the option of a non‑union greenfield agreement that would be tested against the relevant modern award, minimum standards and a ‘no disadvantage test’. (sub 7 , p. 2)

The MCA also noted that:

… greenfield agreements should not be subject to lengthy tortuous, onerous negotiation process arrangements caused by default representatives of a yet to be appointed workforce. (sub. 27, p. 37)

#### The Commission’s view

The resource exploration workforce only represents a very small proportion (about 0.2 per cent) of employment in the national workforce and also a small proportion (about 8 per cent) of those in the mining sector. It is not possible to estimate what proportion of employees who work in resource exploration are covered by the *Fair Work Act,* given that many workers offer their services on a contract basis.

Accordingly, any examination of workplace relations concerns would need to consider matters well beyond those of resource explorers. In this context, the Commission notes that the Review of the *Fair Work* legislation, commissioned by the Australian Government in 2011‑12, examined Australia’s industrial relations system. The Review’s scope included the issues identified above, and no substantive changes were recommended in these areas. The modern award covering exploration activities — the Mining Industry Award — was also reviewed in 2012.

Any future reviews of the *Fair Work Act* or the Mining Industry Award would represent more appropriate fora for examination of the issues canvassed above.

1. The SOL is different from the Skills Shortage List maintained by the DEEWR. This is because both lists have different purposes — The Skills Shortage List reflects DEEWR research around what occupations are currently in shortage. The SOL looks to identify occupations that will assist in meeting the medium and long term needs of the Australian economy. That said, many occupations on the Skills Shortage List also appear on the SOL. [↑](#footnote-ref-1)
2. ‘Actioned’ is defined in the progress report as ‘recommendations for which implementation activities are now part of normal service delivery arrangements and the implementation of which will continue without direct engagement or directive from the NRSWS.’ [↑](#footnote-ref-2)