



Kangaroo Island Business &

Workforce Profile Report

Adelaide Hills, Kangaroo Island & Fleurieu



Author: Wendy Perry, Workforce BluePrint

Date published: 21 January 2011

SouthAustraliaWorks
linking people, skills and jobs



Executive Summary

Identifying current skills needs of employers in existing employees and their future workforce, and profiling the workforce for Kangaroo Island (KI), enables better informed decision making and longer term workforce development strategies. Analysing the results provides regional and industry development agencies, local networks, government and funding bodies with insight into strengths vs. sustainability, community assets and common development needs.

This report presents information and data collected from businesses and organisations across Kangaroo Island. This includes numbers employed by industry, age profile, gender, employment status, and skill level; advertised vacancies by month, job type, location, skill level and industry showing the slowdown of recruitment over the winter/low season. Business owners were asked about their workforce issues and challenges, the skills needs for their employees and themselves and this report aggregates the results with the most common development needs identified.

A Kangaroo Island Skills Profile has been designed that includes foundation skills, transferable skills and job specific skills all mapped to units of competency (using Skillsbook) from National Training Packages to make the option of formal recognition and the purchase of training and assessment services easier.

With significant investment in foundation skills through past programs there needs to be a balance between development in transferable skills and job specific skills, such as those required for business owners and managers.

Validation meetings were undertaken with a small sample of businesses in early January 2010 to confirm the data analysis, discuss the KI skills profile and to dig a bit deeper to understand what is really causing businesses problems and what solutions could work.

Thirteen recommendations are made based upon the results and trends to be considered for implementation by local people with an action plan. The main theme of the recommendations is the need for skills recognition (stock take) for people in the KI workforce and job seekers against the opportunities for work and skill development on the island. These pictures of the foundation, transferable and job specific skills required on the island have been formulated into the Kangaroo Island Skills Profile. The potential of a centralised register of people and their skills could assist with the difficulty that both employers and employees have in managing the high season demand and then the equal drop off in work. Possible funding could support skills recognition, skills development and business management programs based upon the KI Skills Profile. A pool of local, trained mentors would assist KI by utilising knowledge and skilled resources and the dissemination of information on training and workforce development initiatives.

The next step is to publish the report, present the information to all stakeholders including the network (next meeting 10.2.11) and businesses in the survey, follow through with the recommendations, keep the recommendations as a standing item for the local network with projects and funding built from it.

Into the future, Regional Development Australia Adelaide Hills Fleurieu and Kangaroo Island should support a move towards a workforce plan for the island or region and for each of the organisations by helping them assess the health of their business, provide support, information, education and mentoring. Working with the businesses on immediate human resource management issues, strategic planning and mentoring will help to engage them in the practicalities of improving their businesses and introduce the need for workforce planning.



Recommendations

As a result of the data analysis from the survey, meetings with businesses on the island and discussion with stakeholders the following recommendations are made:

1. Identification of target market segments for the various services provided by Regional Development Australia (career development and counselling, skills recognition (RPL), workforce development and business assessments) with a client engagement and marketing strategy
2. Validation of the Kangaroo Island Skills Profile, use for RDA support services and projects (with formal accreditation as an option only)
3. Skills recognition (RPL) for job seekers and existing employees against the KI Skills Profile
4. Skills recognition (RPL) for business owners against the KI Skills Profile
5. Development of a Business Owners and Management Program against the KI Skills Profile with an innovative approach to delivery. This may include short burst workshops, structured network meetings and mentoring incorporating good practices from programs such as those facilitated by the Department of Trade and Economic Development, Business Enterprise Centres, Regional Development Boards and Enterprise Connect.
6. Investigation of funding options, such as the Enterprise Connect WIIN program, Regional Development Infrastructure Fund, Social Enterprise Development Fund, Critical Skills Investment Fund to support skills recognition and skills development.
7. Identification of a pool of KI based mentors with specific skills that match identified development needs plus the KI skills profile. For example, businesses and organisations or community members may have a specific area of expertise such as mental health, exporting, client privacy, computerised accounting or working with young people that other people or businesses need too. Maximising and using the knowledge base on the island for specific expertise and mentoring is a cost effective way to support skills development.
8. Exploration of the possibility of a central registry of potential employees, their skills against the KI skills profile and opportunities to job share.
9. Facilitation of business events and workforce development activities that are inclusive, linking in other groups such as the Community Forum, Progress Associations and schools, and provide a mix of information, education and structured networking on regular dates and at times/locations that are convenient to businesses and organisations
10. Development of a Foundation Skills program (using KI Skills Profile) with a methodology of short, pick and mix opportunities
11. Design of a Transferable Skills program (using KI Skills Profile) that provides an opportunity to also try out competencies from various Job Specific areas
12. Maintenance by RDA of an up to date database of contacts for businesses, network and community stakeholders on KI and provides regular updates and information on all training and workforce development initiatives
13. Workforce development activities are undertaken between May - August with RPL/assessment only services sought from relevant Registered Training Organisation partners



Project Objective

To identify the current skills needs of employers in existing employees and their future workforce. The project profiled the current workforce in terms of age, gender, basis and industry of employment. The information gathered will allow the network to make better informed decisions and develop long term training projects.

Project Background

The project was developed in response to the network's need to be fully informed about impending skills needs on Kangaroo Island (KI) and likely workforce changes. The network requested this information to inform its planning of training projects in an effort to pre-empt and alleviate skills shortage issues early rather than responding to urgent and immediate needs. The project collected data from businesses registered from the KIDB (now RDA DIMS database), confirming contact details of business owners, make up of business ownership, willingness to be involved in further planning, current workforce profile and employment status, skills needs, plans to employ, likely skills needs and owner training needs as well as general comments.

Project Methodology and Outputs

Information from the 2005 survey was reviewed by Regional Development Australia (RDA) KI and a survey tool was designed to capture data required from the project brief. Over November – December 2010, 107 businesses were interviewed over the phone with data captured in excel spreadsheets and comments in word documents. This sample represents approximately 25% of all businesses and organisations on the island with the project brief originally outlining that 200 businesses would be contacted by RDA KI.

The raw data, feedback and comments were provided to external contractor, Workforce BluePrint for analysis. This report was written by Wendy Perry from Workforce BluePrint with assistance provided by our associates in areas such as data analysis. Workforce BluePrint used the following methodology:

- Review of existing data and project documents, clarification of any issues with RDA
- Analysis of data using SPSS producing a KI workforce and business profile - week of 20.12.10
- Skills mapping of development needs using Skillsbook™ - week of 3.1.11
- Identification of themes in the data and validation of workforce and skills analysis with RDA and business owners across KI – meetings with RDA and businesses on 10.1.11 in Kingscote
- Development of a draft report and feedback by RDA – 11.1.11
- Presentation of final report – 14.1.11, feedback and incorporation 21.1.11

The timeframe for the report development was from 20 December 2010 to 21 January 2011.

This report includes summary tables from the analysis of the raw data collected by RDA and commentary on trends and significant issues or opportunities.



Analysis of statistical data of businesses on Kangaroo Island

(From statistical data of businesses spreadsheet titled employment and skill level worksheet)

Data from 107 businesses on KI, the majority of businesses are in the following industries: Personal services (21%), followed by Agriculture (14%), Accommodation (13%), Retail (13%), Café & restaurants (12%), and Recreation (10%).

Table 1: Employed persons by industry

	Industry	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accommodation	14	13.1	13.1	13.1
	Agriculture	15	14.0	14.0	27.1
	Building	1	.9	.9	28.0
	Café restaurant	13	12.1	12.1	40.2
	Government	8	7.5	7.5	47.7
	Health	1	.9	.9	48.6
	Personal Services	22	20.6	20.6	69.2
	Recreation	11	10.3	10.3	79.4
	Retail	14	13.1	13.1	92.5
	Transport	8	7.5	7.5	100.0
	Total	107	100.0	100.0	

Data on employment by skill level and gender was variable, although males tended to be employed in Cafés and restaurants, Building, Government, Personal Services, Recreation and Transport, where as females more likely to be employed in Cafes and restaurants, Government and Health). There were no significant differences in professional males and females by industry, or casual or contract staff by industry, but the samples are small.

Table 2: Average number of staff employed by age and industry

Industry	15 - 24 years	25 - 39 years	40+ years	All staff
Accommodation	.43	.93	2.14	3.50
Agriculture	1.00	1.73	3.00	5.73
Building	1.00	2.00	.00	3.00
Café restaurant	5.00	6.15	4.54	15.69
Government	2.13	6.50	19.87	28.50
Health	1.00	29.00	7.00	37.00
Personal Services	.77	1.00	2.64	4.41
Recreation	2.00	3.45	5.55	11.00
Retail	3.50	2.07	4.43	10.00
Transport	1.75	1.75	4.25	7.75
Total	1.93	2.85	4.81	9.60

* calculated as the sum of males and females in each age group, missing values assumed zero

The average number of staff employed by all businesses was 10 (9.6), but this ranged from 0 to 119, and the most popular number of staff was 2. The health sector employed the highest number of staff, and on average, the building industry the least (average 3 staff). Transport and government industries were dominated by older employees.

Table 3: Average number of staff employed by gender and industry

Industry	Males	Females	All staff
Accommodation	1.21	2.29	3.50
Agriculture	3.07	2.67	5.73
Building	3.00	.00	3.00
Café restaurant	4.00	11.69	15.69
Government	8.63	19.88	28.50
Health	8.00	29.00	37.00
Personal Services	1.59	2.82	4.41
Recreation	6.36	4.64	11.00
Retail	4.14	5.86	10.00
Transport	4.50	3.25	7.75
Total	3.68	5.92	9.60

* calculated as the sum of males and females in each age group, missing values assumed zero

By gender, most industries employed more females than males, with the exception of the Agriculture, Building, Recreation and Transport industries.

Table 4: Average number of staff employed by skill level and industry

Industry	Apprentice trainees	Casual staff	Contract staff	Entry level skill staff	Semi-skilled staff	Skilled staff	Prof. staff	Part-time staff	Full-time staff	All staff
Accommodation	.07	1.71	.50	1.79	1.50	.14	.43	.07	1.64	3.50
Agriculture	.00	2.40	.13	2.87	1.60	1.07	.27	.93	1.67	5.73
Building	1.00	1.00	.00	.00	1.00	2.00	.00	.00	1.00	3.00
Café restaurant	.38	10.08	.00	6.85	7.62	.92	.23	.62	3.15	15.69
Government	.13	6.38	.87	9.50	12.25	3.75	14.50	10.38	28.38	28.50
Health	.00	5.00	4.00	.00	.00	23.00	14.00	21.00	7.00	37.00
Personal Services	.09	1.00	.00	1.91	.82	.73	1.14	1.00	2.50	4.41
Recreation	.18	7.91	.00	6.73	2.45	1.64	1.91	.55	4.18	11.00
Retail	.00	5.21	.00	6.36	2.86	.29	.43	1.07	3.71	10.00
Transport	.38	2.75	.13	3.00	1.63	1.75	1.00	1.50	3.00	7.75
Total	.14	4.22	.20	4.32	3.19	1.28	1.90	1.70	4.68	9.60

* calculated as the sum of males and females in each skill level, missing values assumed zero

Apprentices and trainees were employed in the Accommodation, Building, Café and restaurant, Government, Personal Services, Recreation and Transport industries. The two female apprentices/trainees were employed in Accommodation and Transport.

Cafes and restaurants employed, on average more casual staff than any other industry, where as the Health industry employed on average more contract staff, and more part-time staff than any other industry. Most Government employees were full-time, and the Government employed on average more professional staff than any other industry. Professional staff were employed predominantly in Health and Government. In contrast, lesser skilled staff tended to be employed in Cafes and restaurants, Recreation and Retail, although the Government sector employed its fair share of lower skilled and entry level staff.



Analysis of update of advertised vacancies

(From updated advertised vacancies spreadsheet)

The majority of industries with advertised vacancies in 2009/10 were in Café and restaurants (22%), Accommodation (17%), Government Admin (12%) and Personal services (11%). These coincide with these being the top 5 businesses on the island, with the exception of Agriculture, accounting for 14% of businesses but only 6% of advertised vacancies in 2009/10. The recreation industry also seems to have a lower proportion of advertised vacancies relative to their share of businesses on KI. This suggests that for both of these industries, either they have low levels of turnover, or they recruit through means other than advertised vacancies (such as word-of-mouth). Lyn Dohle from PIRSA contributed the following comments regarding Agriculture:

“Currently the Kangaroo Island agricultural community has a high rate of return of sons and daughters who are being employed on family farms. These younger generations of farmers are highly skilled and many are returning to KI to take up work with post secondary schooling education. Additional farm workers (permanent or seasonal) are often sourced locally and through ‘word of mouth’ and only a limited number of positions are formally advertised.”

Table 5: Advertised vacancies in 2009/10 by industry

Industry	Frequency	Percent	Valid Percent	Cumulative Percent
Valid accommodation	20	17.2	17.2	17.2
agriculture	7	6.0	6.0	23.3
building	1	.9	.9	24.1
café restaurant	26	22.4	22.4	46.6
education	3	2.6	2.6	49.1
emergency	1	.9	.9	50.0
financial services	2	1.7	1.7	51.7
gov admin	14	12.1	12.1	63.8
health	8	6.9	6.9	70.7
mechanical	1	.9	.9	71.6
personal services	13	11.2	11.2	82.8
property services	1	.9	.9	83.6
recreation	4	3.4	3.4	87.1
retail	5	4.3	4.3	91.4
transport	10	8.6	8.6	100.0
Total	116	100.0	100.0	



Job vacancies increase from July to January (with a slight drop in December), and fall away after January into the winter months.

Table 6: Advertised vacancies in 2009/10 by month

	Month	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Jan	15	12.9	12.9	12.9
	Feb	2	1.7	1.7	14.7
	Mar	4	3.4	3.4	18.1
	April	7	6.0	6.0	24.1
	June	4	3.4	3.4	27.6
	Jul	12	10.3	10.3	37.9
	Aug	13	11.2	11.2	49.1
	Sept	16	13.8	13.8	62.9
	Oct	17	14.7	14.7	77.6
	Nov	17	14.7	14.7	92.2
	Dec	9	7.8	7.8	100.0
	Total	116	100.0	100.0	

Wait staff and cleaners are the most advertised vacancies in 2009/10 accounting for 10% each of all vacancies over this time period. There were no statistically significant differences in month advertised by industry, i.e. all industries were equally likely to advertise more in the warmer months.



Table 7: Advertised vacancies in 2009/10 by job type

Job	Frequency	Percent	Valid Percent	Cum. Percent
Valid Admin	7	6.0	6.0	6.0
Asset Officer	1	.9	.9	6.9
Asst Director	1	.9	.9	7.8
Bar Manager	1	.9	.9	8.6
Barperson	2	1.7	1.7	10.3
Booking Consultant	1	.9	.9	11.2
Breakfast cook	1	.9	.9	12.1
Chef	3	2.6	2.6	14.7
Childcare worker	1	.9	.9	15.5
Cleaners	11	9.5	9.5	25.0
Communications Officer	1	.9	.9	25.9
Community Liaison Officer	1	.9	.9	26.7
Contractor	1	.9	.9	27.6
Cook	3	2.6	2.6	30.2
Customer service	4	3.4	3.4	33.6
Data collector	1	.9	.9	34.5
Dietician	2	1.7	1.7	36.2
Direct Care Worker	1	.9	.9	37.1
Disability Support Worker	2	1.7	1.7	38.8
Dishwasher/Kitchen hand	1	.9	.9	39.7
Driver	1	.9	.9	40.5
Education Officer	1	.9	.9	41.4
Egg Collector	1	.9	.9	42.2
Employment consultant	1	.9	.9	43.1
Farm hand	3	2.6	2.6	45.7
Fire Prevention Officer	1	.9	.9	46.6
Food Bev	1	.9	.9	47.4
Hotel Services Asst	1	.9	.9	48.3
House person	6	5.2	5.2	53.4



Interpretation Officer	1	.9	.9	54.3
Kitchen hand	1	.9	.9	55.2
Maintenance	3	2.6	2.6	57.8
Ops Coordinator	1	.9	.9	58.6
Penguin Guide	1	.9	.9	59.5
Pharmacy assistant	1	.9	.9	60.3
Podiatrist	1	.9	.9	61.2
Project admin	1	.9	.9	62.1
Project Officer	3	2.6	2.6	64.7
Property management	1	.9	.9	65.5
Ranger	1	.9	.9	66.4
Receptionist	2	1.7	1.7	68.1
Research	1	.9	.9	69.0
Retail	1	.9	.9	69.8
Sales	6	5.2	5.2	75.0
Security	1	.9	.9	75.9
Speech Path	1	.9	.9	76.7
Staff	1	.9	.9	77.6
Team Leader	1	.9	.9	78.4
Tech	1	.9	.9	79.3
Tour Guide	1	.9	.9	80.2
Tourism Coordinator	1	.9	.9	81.0
Trainee	2	1.7	1.7	82.8
Travel Consultant	3	2.6	2.6	85.3
Truck Driver	2	1.7	1.7	87.1
Tutor	1	.9	.9	87.9
Vet Nurse	1	.9	.9	88.8
Wait staff	11	9.5	9.5	98.3
Workshop Manager	2	1.7	1.7	100.0
Total	116	100.0	100.0	



The majority of vacancies are for employment in the more populated areas of the island, with over half being for employment in Kingscote. There were significant differences in vacancies by location, which is to be expected with more vacancies in Agriculture in the less populated areas, and more vacancies in Retail, Accommodation and Cafes and Restaurants in the more populated areas of the island.

Table 8: Advertised vacancies in 2009/10 by location

	Location	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American River	4	3.4	3.8	3.8
	Brownlow	2	1.7	1.9	5.7
	Chase	3	2.6	2.9	8.6
	Kingscote	64	55.2	61.0	69.5
	North Coast	3	2.6	2.9	72.4
	Off- Island	4	3.4	3.8	76.2
	Parndana	2	1.7	1.9	78.1
	Penneshaw	13	11.2	12.4	90.5
	Redbanks	1	.9	1.0	91.4
	South-West	1	.9	1.0	92.4
	Stokes	2	1.7	1.9	94.3
	Vivonne	1	.9	1.0	95.2
	West	5	4.3	4.8	100.0
	Total	105	90.5	100.0	
Missing	1	11	9.5		
Total		116	100.0		

The majority of jobs advertised are at base or medium skill level, not at the highest skill level. However, jobs at the higher skill level are more prevalent in Health, Government Administration and Agriculture.



Table 9: Advertised vacancies in 2009/10 by skill level and industry

Industry		Skill level				Total
			base	med	senior	
accommodation	Count	0	17	3	0	20
	% within Industry	.0%	85.0%	15.0%	.0%	100.0%
agriculture	Count	1	4	1	1	7
	% within Industry	14.3%	57.1%	14.3%	14.3%	100.0%
building	Count	0	0	1	0	1
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
café restaurant	Count	1	18	7	0	26
	% within Industry	3.8%	69.2%	26.9%	.0%	100.0%
education	Count	0	0	3	0	3
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
emergency	Count	0	0	1	0	1
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
financial services	Count	0	0	2	0	2
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
gov admin	Count	0	0	12	2	14
	% within Industry	.0%	.0%	85.7%	14.3%	100.0%
health	Count	0	1	2	5	8
	% within Industry	.0%	12.5%	25.0%	62.5%	100.0%
mechanical	Count	0	1	0	0	1
	% within Industry	.0%	100.0%	.0%	.0%	100.0%
personal services	Count	0	5	8	0	13
	% within Industry	.0%	38.5%	61.5%	.0%	100.0%
property services	Count	0	0	1	0	1
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
recreation	Count	0	0	4	0	4
	% within Industry	.0%	.0%	100.0%	.0%	100.0%
retail	Count	0	4	1	0	5
	% within Industry	.0%	80.0%	20.0%	.0%	100.0%



transport	Count	0	2	8	0	10
	% within Industry	0.0%	20.0%	80.0%	0.0%	100.0%
Total	Count	2	52	54	8	116
	% within Industry	1.7%	44.8%	46.6%	6.9%	100.0%

Analysis of comments made in the business survey

The comments made in the business survey suggest that there is a limited pool of people on Kangaroo Island (KI) to draw on for employment. It is expensive to live on KI, and transport costs to and from the island are high for personal transport as well as for freight. This makes it more difficult to attract people to work on the island from the mainland. Internal transport is also limited, especially for young people who have to rely on others for transport due to limited public transport. There is a perception that some local people have a poor work ethic and attitude particularly young people. Much of the employment on offer is of a casual or seasonal nature, which makes it hard for businesses to offer permanent work and adds to workforce turnover.

Development opportunities are limited on the island, and whilst there is support for training provided in a number of foundation skill areas, providing skills recognition and development in transferable skill areas would help address the perceived low level of workforce skills on the island and to raise service standards on the island. Training is preferable in the winter months. It was suggested that a central registry of employees including skill level and mapped against the KI Skills Profile would be useful for businesses to draw from to fill their vacancies.

From meetings with employers in January 2011, a trend to watch is the filling of vacancies and increasing employment of people from the main land rather than local residents. Questions regarding the employment of local people would be useful for future surveys.

Feedback from meetings with businesses on the island on 9 January 2011 also indicated the need for closer relationships between the local school/s and the business community. An understanding of what career options there are on the island, growth areas, foundation, transferable and job specific skills would help teachers to advise and students to make themselves more attractive employees.

Analysis of skills needs for employees and business owners

Feedback from businesses on Kangaroos Island highlighted that the most common development needs are:

- Customer Service (88) – managing customer complaints, dealing with complex customer situations, confidentiality and privacy, questioning and listening, addressing customers needs and demonstrating local knowledge – Island’s natural environment, cultural history, availability of activities,
- Manual Handling (47)
- Occupational Health and Safety (42)
- Office Skills (35)
- People (34)
- Food Handling (28)
- Numeracy (24)
- Retail (23)
- Barista (20)



The gap in customer service skills which is at an Australian Qualification Framework level 4 or higher is highlighted in the results from the TOMM KI survey and reinforces the urgency, priority and need for businesses to commit to workforce development in this area. Perhaps the difference highlighted in this report regarding this type of development is the level required and the depth and breadth of what we mean by 'customer service' as outlined above.

For example the TOMM Kangaroo Island Visitor Exit Survey 2009/2010 (accessed 11.1.11) aims for the following targets for customer service:

Optimal Conditions	Indicator	Acceptable Range
The majority of visitors leave the island highly satisfied with their experience	Proportion of visitors who were satisfied with the level of customer service they received*	80% - 100%

45% of visitors to Kangaroo Island were very satisfied with the customer service received. This result is not within the acceptable range being greater than 80% and a decrease from last survey at 67%.

Intrastate visitors were more likely to be very satisfied with the levels of customer service they received (51%).

In terms of satisfaction with the professionalism of tour operators,

Optimal Conditions	Indicator	Acceptable Range
Tourism operators excel in their business professionalism	Proportion of customers that are highly satisfied with the professionalism of tourism operators	70% - 100%

41% of visitors to Kangaroo Island are highly satisfied with the professionalism of tourism operators. This result is not within the acceptable range being greater than 70%.

Those who came to the Island on a day trip (71%) were more likely to be very satisfied with the professionalism of tourism operators.

Those who visited in summer (37%) and interstate visitors (36%) were less likely to be very satisfied with the professionalism of tourism operators.

With compliments and complaints,

Optimal Conditions	Indicator	Acceptable Range
Tourism operators excel in their business professionalism	The number of compliments and complaints received from visitors	Increase in positive comments and decrease in negative comments

The number of positive comments is the same as in 08 / 2009, at 91%. The number of negative comments has increased from 46% in 2008 / 2009 to 49% in this year's survey. This result is not within the acceptable range with no increase in positive and an increase in negative comments.

Those visiting in spring were more likely to give positive comments (95%).

International visitors were less likely to give negative comments (43%).

Satisfaction with overall experience,

Optimal Conditions	Indicator	Acceptable Range
--------------------	-----------	------------------



Kangaroo Island delivers authentic and credible experiences consistent with its positioning	Proportion of visitors very satisfied with their overall experience on Kangaroo Island	90% - 100%
---	--	------------

77% of visitors to Kangaroo Island were very satisfied with their overall experience on Kangaroo Island. This result is not within the acceptable range being greater than 90%.

Those who came on a day trip to the island (average score 6.8 out of 10) and interstate visitors (8.0) were less likely to indicate they were satisfied with their overall experience on Kangaroo Island.

Those who had visited the Island before (8.5) and intrastate visitors (8.4) were more likely to be satisfied.

The results of the TOMM survey align with the feedback from businesses regarding development need for their employees and themselves. For Business Owners and Managers the most common development needs from this survey are:

- Business (39)
- Communication (38)
- Customer Service (31) – professionalism and image
- Time Management (29) – work life balance and stress management
- Computer (29)
- Internet (29)
- Marketing (19)
- HR Management (19)
- Organisational Skills (17)
- Finance (16)
- Retail (10)

Over 2008-2010 the following programs have been most popular run for businesses on Kangaroo Island (source: RDA):

- On line Marketing
- One-page Business Plan
- Accurate Costing
- Quality Customer Service and Barista Coffee
- Selling Products and Services on the Internet
- Strategic Marketing
- Smart e-skills series

There are development needs across a range of topics all building upon the activities and workshops that have been run in the past. All but one employer surveyed wishes to continue or start receiving information on training initiatives that Regional Development Australia – Kangaroo Island are running.

From the TOMM Residents Survey for 2009-2010 (accessed 14.1.11), the target for the proportion of non-specific tourism businesses that have a proportion of turnover dependent on tourism (Indicator EC1b) and that tourism optimises economic benefits for Kangaroo Island is 45-70% with 65% of residents deriving at least some of their income from tourism.

The proportion of employed residents whose employer has seen improved financial performance in the previous 12 months has increased from 36% to 43% in 09/10. This result is now within the acceptable target range.



A quarter of the residents derive most of their income from agriculture (24%). The next most prevalent income sources are tourism related products and services (19%), and education/health (11%). More than half of Kangaroo Island residents derive their income from a single business activity.

35% of residents on Kangaroo Island who are in agriculture, aquaculture/fishing, tourism services and products aimed at tourists, retail and transport and storage were not at all dependent on tourism – an 8% decrease from the previous year's results. 14% are completely dependent on tourism, with the rest being dependent on tourism to some degree.

Accommodation dominates the nature of business for those involved in tourism. 14% of residents were involved with guided tours. The "other" category includes "looking after vehicles for tourists" and "cleaning holiday houses".

More residents were deriving income from accommodation in 09/10 than in previous years (58%). There was a slight decrease in the incidence of deriving income from guided/ bus tours. Income from local produce has also decreased compared to the previous year.

43% of residents who could comment on the financial performance of the business by which they are employed cited better performance in the previous 12 months, with a further 25% who considered the performance to be the same. This is a big decrease from the optimism of 07/08 when 81% felt the performance had improved, but is higher than the 36% who cited improved performance in 08/09.

A priority must be to recognise KI residents' existing skills, to build upon their foundation skills, give them more options by gaining transferable skills and to delve into job specific skills to significantly increase their skills level and change the view that locals are not highly skilled.

Kangaroo Island Skills Profile

A draft skills profile has been developed mapping the identified skills needs to units of competency from relevant National Training Packages covering the skill areas on the island to support businesses and organisations. The skills profile has a structure of Foundation Skills, Transferable Skills and Job Specific Skills (refer to Appendix A).

Existing employees and job seekers need to develop skills across the foundation and transferable skill areas to enable better utilisation of skills across Kangaroo Island with options of job sharing, applying transferable skills, and addressing underemployment.

Specific competencies have been matched to the development needs identified for business owners and should be used as the basis for the Business Owners and Managers Program. As the skills areas for development originated from a business survey undertaken in 2005 they may not capture all the requirements and for business owners often what is needed is an assessment of their business overall with some independent input possibly using a tool such as the Small Business Health Check.

The purpose of the Kangaroo Island Skills Profile - Development Needs for 2009-2010 is to highlight the most common development (priority) needs for existing employees and business owners, the required skill development across foundation and transferable skill areas and consideration of job specific development in occupational areas. The skills profile could be used for skills recognition (RPL), competency based recruitment, job profiles/descriptions, identifying transferable skills to enable job sharing, and as an ongoing and regular measure of the workforce skills levels across Kangaroo Island. Using the skills profile does not mean that all development needs to be accredited – the profile is providing a framework to match against and work with identifying opportunities for skills recognition, development and growth.



Appendix A – KI Skills Profile; Appendix B – KI Skills Profile Development Needs 2009-2010