

# Logan Jobs Ecosystem Mapping Project

Logan Together – Overview  
July 2017

*City of  
Choice*

 **Ingersoll**  
Consulting

# Our Session Today

- About the Project
- Summary of Findings
- Observations on the Labour Market
- Findings of the Research
- The Logan Jobs EcoSystem

# 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.



# 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.

# 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

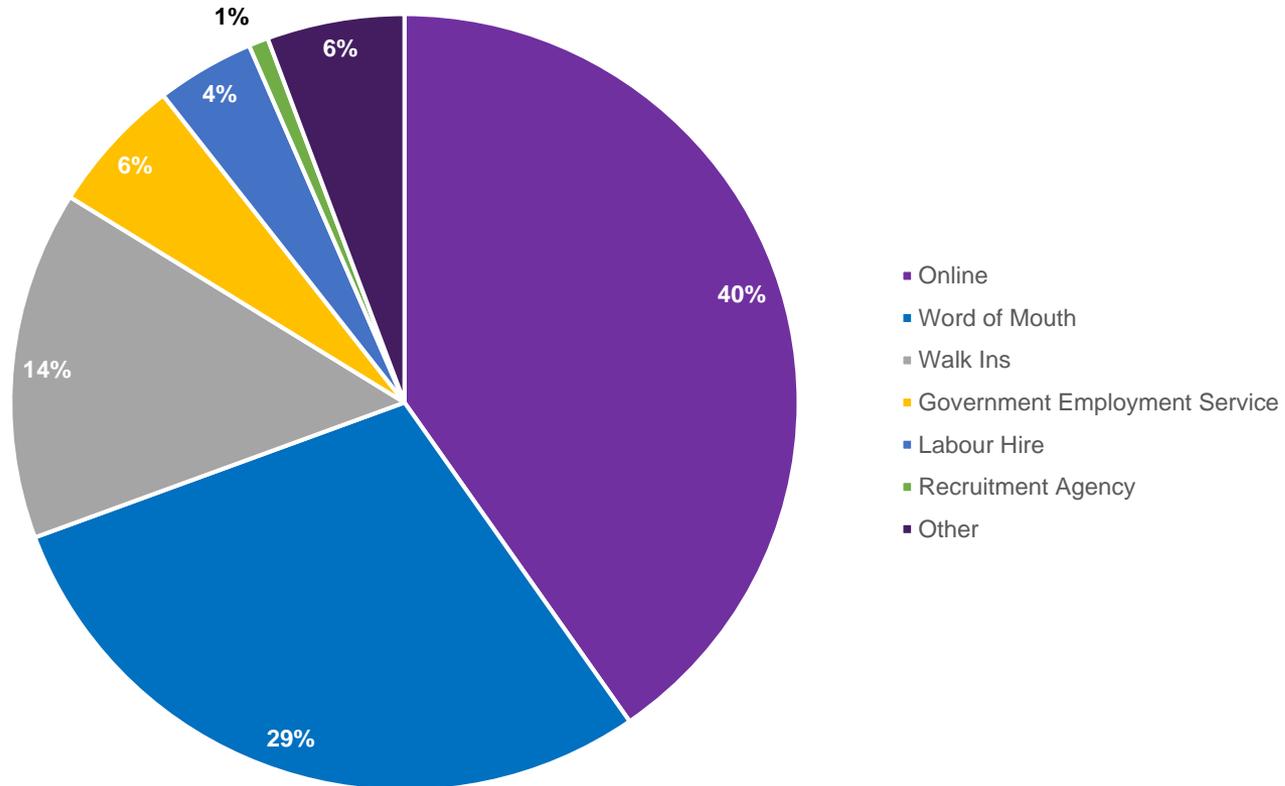
# Employee Sample

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

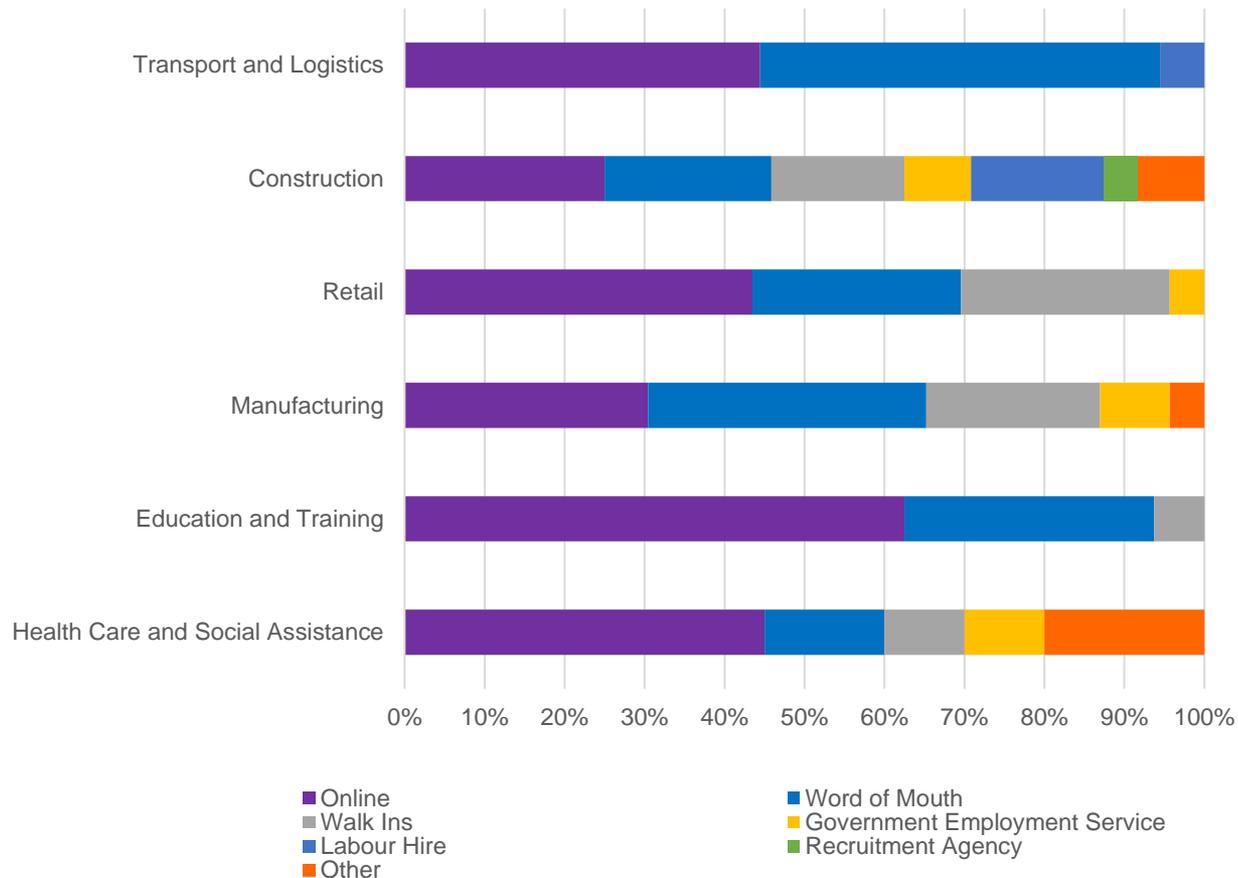
# Overall Recruitment Methods

Recruitment Methods (All Interviews)



# Overall Recruitment Methods

## Recruitment Methods by Industry (All Interviews)



# 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

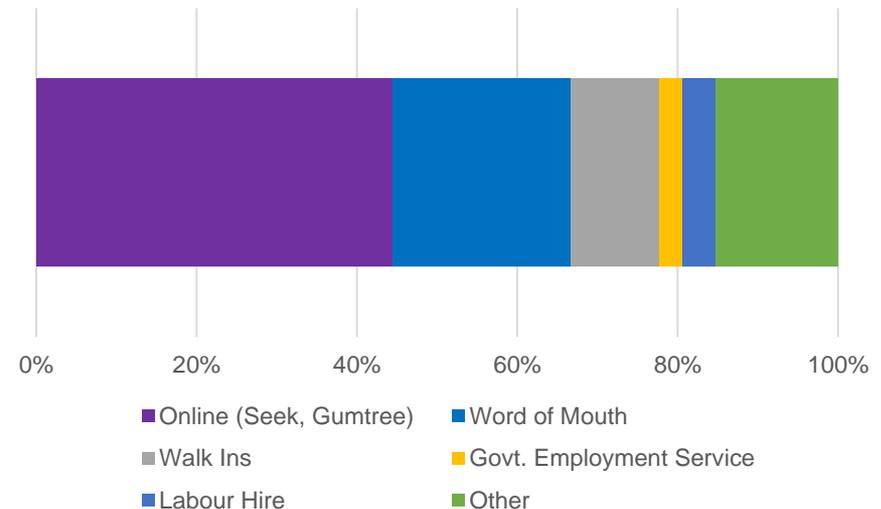
- The recruitment market for job seekers is highly competitive.
- Employers received more applications than roles available across all business sizes, at approximately 13 applications per vacancy advertised. The highest number was over 200 applications for a vacancy in the construction industry, down 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.

# 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.

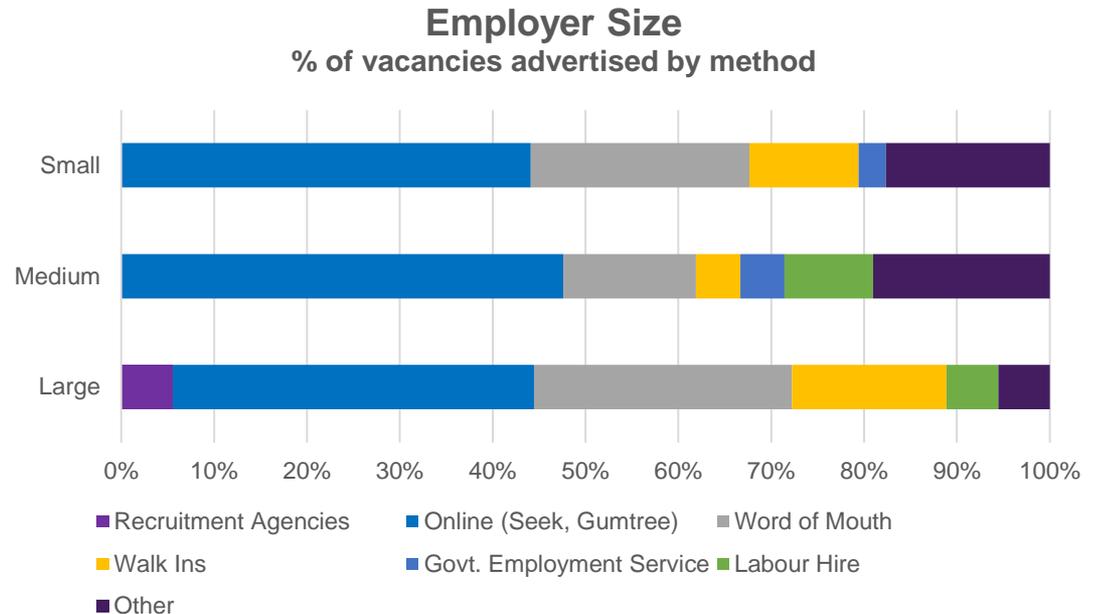
**Recruitment Methods - All Employers**  
% of vacancies advertised by method



# 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.



# 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.

# 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.

# 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.

# Observations on the Market Research

## Observation 1

Demand is being met

## Observation 2

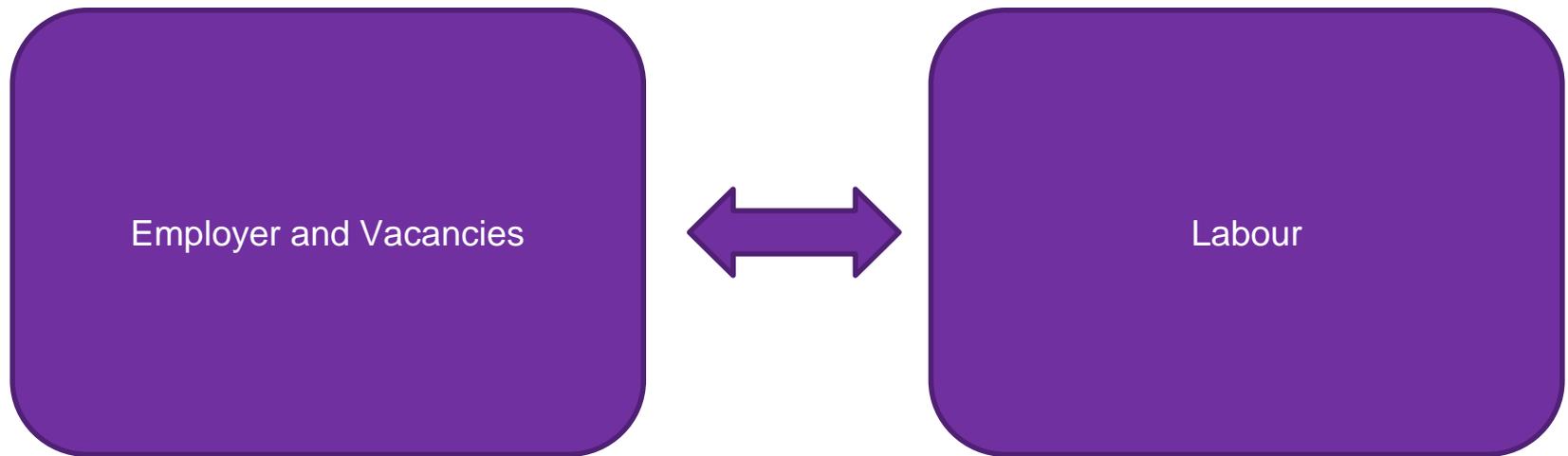
Supply is being met by those already in the workforce, and includes a significant proportion of people from outside the Local Government Area

## Observation 3

Strategies are needed to increase the proportion of supply met by individuals within the Logan City Council boundary, particularly those individuals who are long term unemployed

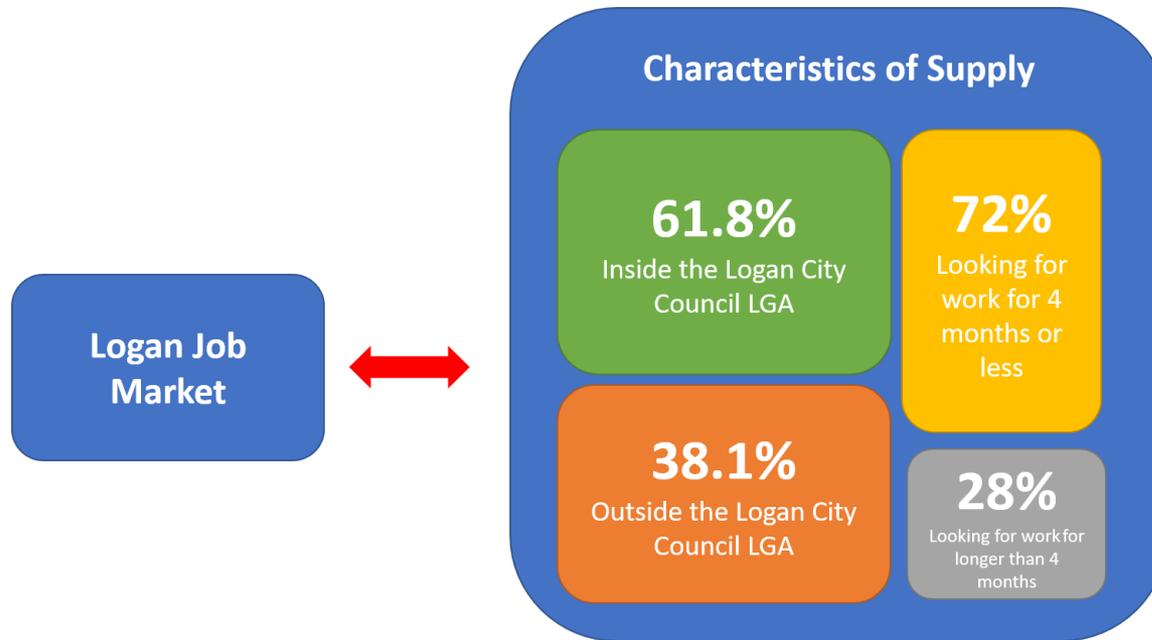
# Observations on the Market Research

## Observation 1 – Demand is being met



# Observations on Market Research

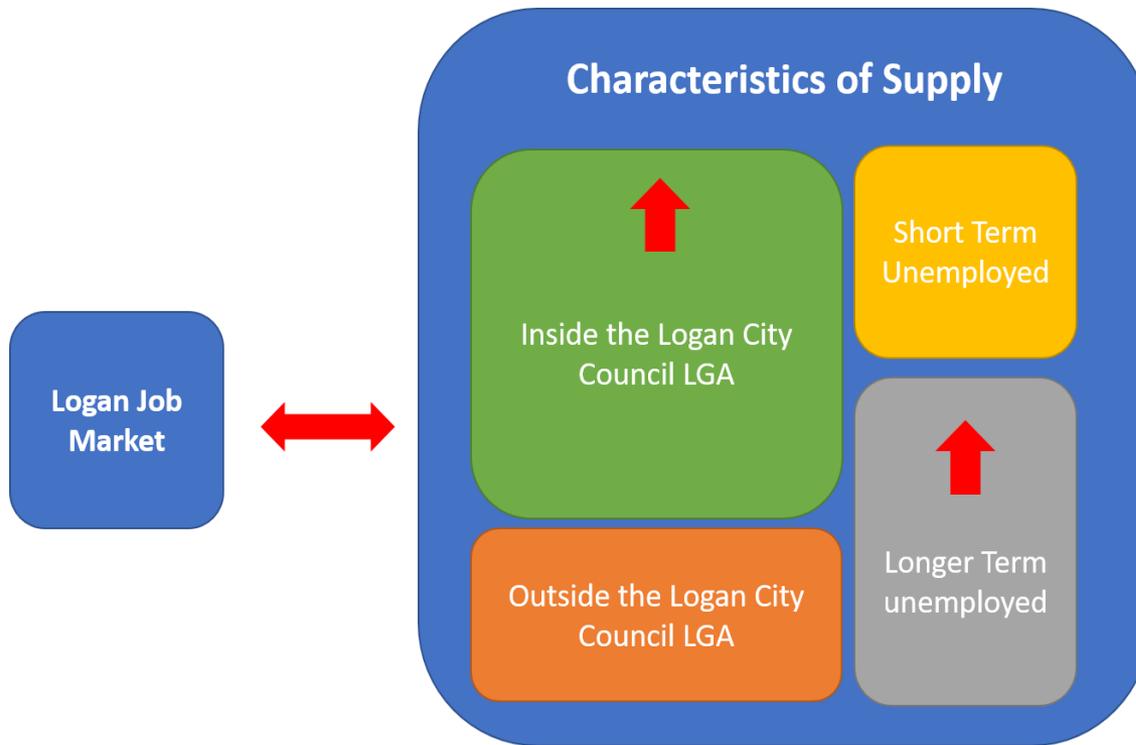
Observation 2 – Supply is being met by those already in the workforce, and includes a significant proportion of people from outside the Local Government Area



ABS 2011 Census Data – as sourced from  
"Journey To Work | Logan City | Economy.Id".  
Economy.id.com.au. N.p., 2017. Web. 16 Feb  
2017

# Observations on the Market Research

Observation 3 - Strategies are needed to increase the proportion of supply met by individuals within the Logan City Council boundary, particularly those individuals who are long term unemployed



# EcoSystem Findings

1. Employers and Employees are connecting directly
2. The Labour Market is Highly Competitive
3. Employers are not actively seeking to change their recruitment methods
4. 'Best Candidate for the Role' informs employers decision to recruit
5. Local Employment is welcomed but not a priority
6. Employers are not recruiting from the Long Term Unemployed Job Seeker pool
7. A driver's licence and access to transport is critical
8. Previous Experience and Qualifications sets applicants apart
9. Relationships are critical across the Ecosystem

# Mapping the Ecosystem

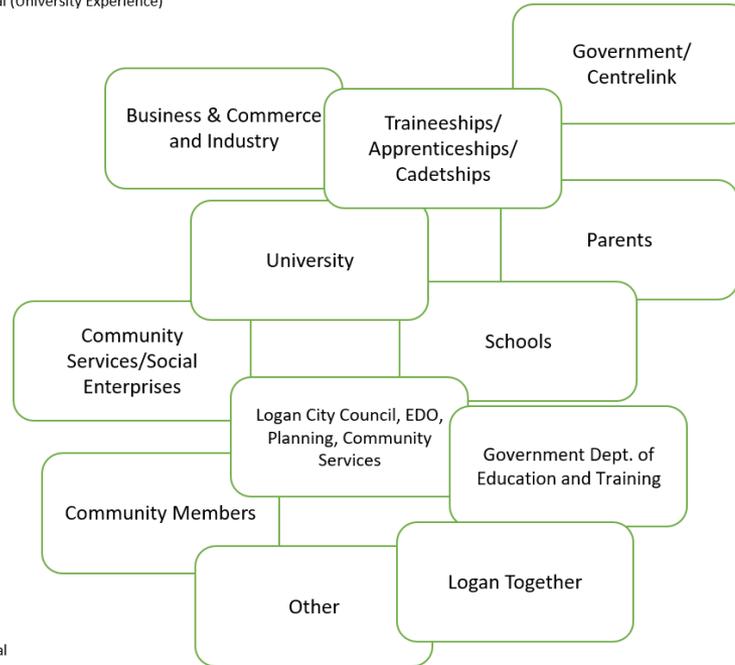
## Job Demand



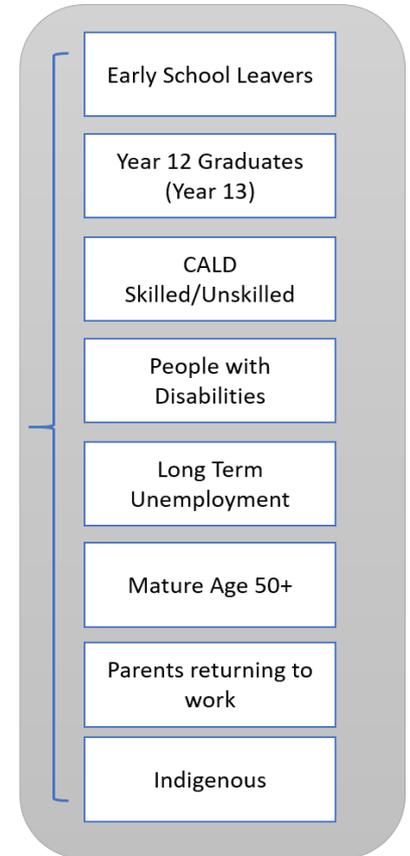
Entry Level  
Skilled/Experienced (VET Cert III/IV)  
Professional (University Experience)

Entry Level  
Skilled  
Professional

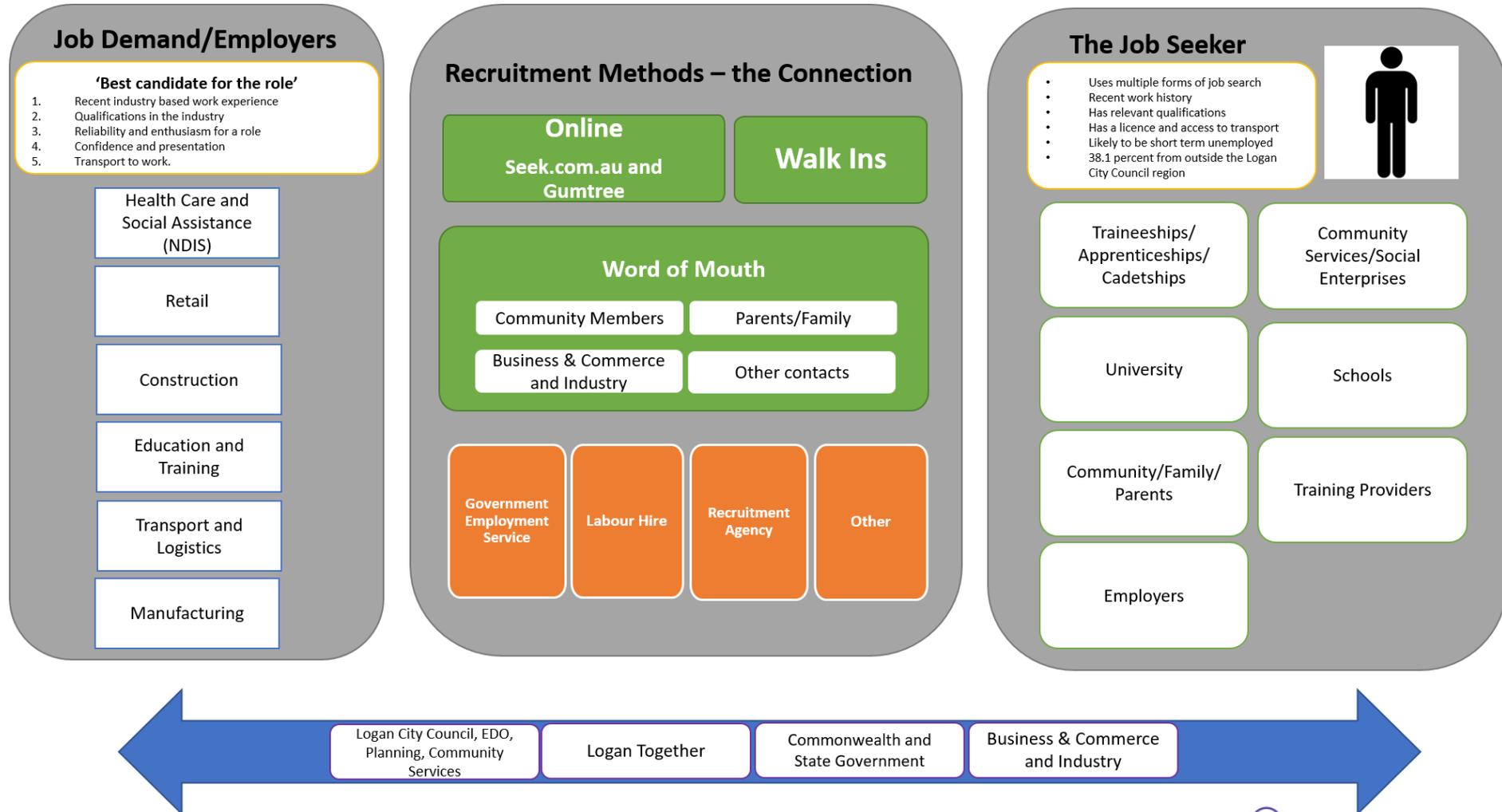
## Training and Development Personnel Support



## Job Seekers



# Mapping the Ecosystem: The Logan Job Ecosystem



# Discussion

- How does this sit with your experience in Logan?
- What are the opportunities to respond to these issues?
- Questions?