THE WESTRAIL MIDLAND WORKSHOPS:
THE RETRAINING MODEL
Peter Rudling

BACKGROUND

The recent introduction of TAFE consultancy services in Western Australia has meant that many consultants, most of whom have a teaching background, have limited experience in the management of large scale consultancy projects.

Accordingly, the Westrail retraining strategy is presented as a case study of generic value to the TAFE system. The processes identified consider not only the retraining needs of Westrail staff, but also the implication of award restructuring on work practice.

Significantly, the model has been designed not only to assist with Westrail's retraining needs, but may also be applied to other organisations. This model provides a guide, or at least an approach TAFE may pursue when dealing with similar work practice issues.

The Midland Workshops have been the production centre of the State-run Western Australian railway system since 1904. Over recent years the workshops have been under close government scrutiny, while the unit's economic viability has been assessed. Specifically, an analysis of production costs indicates a substantial burden on taxpayers' funds.

The workshops result from a work unit which has historically operated within a protected framework. The products and services provided by the workshops have been intended predominantly for internal use.

Westrail management currently view the long term viability of the unit as dependant upon the development of external markets outside the traditional production focus. Significantly, the current hierarchical structure within the workshops is not perceived as compatible with the future operational focus.

An initial analysis by Westrail of the organisational structure of the workshops highlighted within traditional job areas a staffing surplus of 215 staff from a total staffing complement of 1200 employees. Consultation with unions achieved consensus on the need to rationalise this structure by removing staff from those areas determined as being surplus to operational needs.

A general order covering public service employees prohibits enforced redundancy. Accordingly, Westrail in consultation with the State Government presented a three option package to facilitate this staff movement. The package contained retraining, redevelopment and voluntary severance components. The unions accepted the offer on the proviso of an acceptable retraining
strategy being developed prior to any offers being activated.

The diminishing demand for products and services within specific work areas contrasts with a noticeable growth of demand within other workshop sections. Hence, the primary objective of the retraining model is to facilitate the movement of staff to suit production demand in accordance with business objectives. It is recognised that, for these structural changes to be effective and acceptable to all process stakeholders, staff mobility required by rationalisation must generate enhanced career opportunities, job security and work satisfaction.

TAFE's brief was to develop a retraining model that would allow modification to the workshop's organisational structure, the expected outcome of this structural change being a more productive and market-focussed work unit.

Consequently, the detailed retraining strategy described here prescribes an analysis of existing staff skills in conjunction with their preferred job option, as well as the skills required in projected demand job areas. This analysis will highlight skill matches and deficiencies between an individual's current competencies and the skills and knowledge required in identified demand job areas. This matching process has been created as a precursor to the determination of training programs to facilitate appropriate new job placement.

The effectiveness of the retraining effort will also hinge on the selection of appropriate training providers, resources and modes of delivery. In addition, a support structure for staff undergoing retraining will be necessary to reduce obstacles to effective skill acquisition.

While this model was developed in response to an immediate problem identified within the workshops, the strategy is congruent with, and will provide a base for, the award restructuring process currently being undertaken in the workshops.

Skills obtained through the retraining program will provide affected staff with the same opportunities as those currently located in demand jobs. Subsequent movement within an expanded career structure arising from progress within award restructuring will be available to all employees.

The following Westrail case study is intended to highlight recent TAFE practice when dealing with award restructuring and retraining issues as they affect employers, unions and governments in the 1990s. Specifically, this case study highlights a systematic strategy used in identifying the processes required for effective retraining.

**OBJECTIVES**

To facilitate a realignment of the workshop's market focus a shift in the overall skill base of the unit will be necessary. The removal of prohibitive and outdated work practices, is a necessary precursor to improved productivity and operational cost effectiveness.
Rationalisation of the work structure does not automatically infer redundancy of affected personnel. The opportunity for staff to remain with Westrail is provided by means of retraining.

Accordingly, the following objectives were developed by TAFE in consultation with Westrail management and unions, as the guidelines for the development of a retraining model:

1. Devise a retraining strategy as part of the redevelopment of Westrail Midland Workshops in order to:
   - use resources effectively;
   - enhance productivity;
   - develop market competitiveness and performance;
   - provide job security and satisfaction.

2. Establish an effective retraining model to complement the current and future award restructuring processes.

3. Facilitate the matching of employees' existing skills to immediate, short- and long-term Workshops Branch requirements.

4. Identify individuals' retraining requirements and provide access to enhanced career paths.

5. Identify appropriate training providers and modes of delivery.

**SYSTEMATIC DETERMINATION OF RETRAINING NEEDS**

This retraining model has evolved as a fourteen-step process. The critical pathways of this process are identified in Figure 1.
This flow chart provides a simple pictorial representation of the process. A Process Responsibility Profile for the model has been prepared and is shown as Appendix I.

**WESTRAIL MIDLAND WORKSHOPS ORGANISATIONAL STRUCTURE**

To determine the potential job mobility of employees and individual skill relevance to the retraining option, the current workshops hierarchical structure must be examined (Appendix II). This diagram identifies a total organisational picture of job types and families. The positions affected by rationalisation are marked on the hierarchical diagram by asterisk.
Further interpretation of this data shows the number of staff employed within each work area according to age distribution (Appendix III). Further exploration of this data identifies the age profile of affected employees within generic categories (Appendix IV).

Human resource planning can be further assisted by the recognition of vacancies identified to occur in the short term. Accordingly, natural staff attrition anticipated due to retirement is shown as Appendix V.

Interpretation of combinations of this structural data will ultimately assist in identifying work areas subject to staff fluctuation and will highlight some opportunities which may evolve.

**MARKET PROJECTION**

Westrail Midland Workshops proposals have evolved on the basis of a change in operational strategy and market demand for specific products and services. A major objective of the process is to improve Westrail Workshops Branch performance at the same time offering employees career opportunities currently not provided.

It is therefore necessary to project beyond short-term market requirements to determine strategies for the management of resources needed for long-term goals.

A projection by section managers of areas targeted for growth, using a market/product analysis, will identify job areas for expansion. A consideration of both internal and external markets will ultimately disclose the types of skills necessary for development.

While the major focus will obviously be on targeted demand areas, a number of current positions may show stability versus growth in the long term. These positions should also be analysed, as potential vacancies due to natural attrition may be identified, thereby creating a number of opportunities for relocation of positions.

Market forecasting will enable retraining resources to be focused in areas where it is possible to predict that job growth or stability will occur.

Once market analysis has been undertaken by all section managers, the next phase of the process would be to provide the data to the General Manager for validation. It is essential that market forecasts are congruent with Westrail Midland Workshops overall development plans. This data may then be used by TAFE to undertake a skills analysis profile of demand jobs.

Market projection is a vital process in the overall Retraining strategy. A failure to apply thorough and valid business practice to market analysis could ultimately result in the demise of the Workshops. Arguably, the current need to rationalise is a consequence of the workshops losing market focus over time. The identification of long-term growth areas will ensure the need for
rationalisation in the future is eliminated.

**JOB PROFILE (SKILLS ANALYSIS)**

Once job areas have been identified as possessing growth potential or where vacancies are anticipated as a result of natural attrition, extensive skill profiles for each classification must be obtained. A skills analysis will systematically break a job down and identify all skills required in the performance of that job. Westrail's SKILLBASE software skill-matching system already provides valuable data in this area.

SKILLBASE is a Westrail-developed software package which has the capacity to keep an inventory of a job's skill requirements. However, the system is broad in its skill listing and currently does not break skills to 'micro-level' detail.

Preliminary skills analysis work have already been performed on non-trades classifications. Initial analysis of the system has shown that this data requires further development. Skills analysis for professional, clerical, supervisory and trade classifications are yet to occur. SKILLBASE will also describe the physical requirements of each classification. An example of the skills analysis process is shown on Figure 2.

![Diagram of Job Breakdown](attachment:job_breakdown.png)

**FIGURE 2**

**JOB BREAKDOWN**

The development of this process has occurred taking into account an agreement between Westrail and unions for work area analysis to be the forerunner of work redesign, skills audit and training needs analysis, and to be
undertaken by actual working parties during 1991. However, for the purpose of immediate implementation of retraining, there may be a need to expedite data analysis in several areas prior to the activation of these working parties. While immediate redevelopment directs the current retraining agenda, this model is flexible and will have application within the award restructuring environment.

The current number of job classifications by generic categories comprises:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>Non-trade</td>
<td>16</td>
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<tr>
<td>Trade</td>
<td>27</td>
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<tr>
<td>Supervisory</td>
<td>9</td>
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<tr>
<td>Clerical</td>
<td>24</td>
</tr>
<tr>
<td>Professional</td>
<td>9</td>
</tr>
</tbody>
</table>

**FIGURE 3**
IDENTIFICATION OF THE RANGE OF ANALYSES THAT MAY BE REQUIRED

**EMPLOYEE PROFILE (SKILLS AUDIT)**

The SKILLBASE system already possesses the capacity to generate a list of employee active and latent skills. For the purpose of this paper the term active refers to skills directly related to the current job function and therefore regularly used. Latent skills refer to any other skills possessed which are not job-related, but may ultimately have use within other work areas.

A skills audit of employees in non-trades classifications was conducted by Westrall over 12 months ago. Analysis of this data highlights a need for further information. Skills auditing is yet to occur within the other generic job categories.

It is important that this research incorporates not only employee skills which are potentially job-related, but also considers the skills that may be required to assist individuals in retraining. Some of these skills, for example, may include literacy, English in the workplace and preparation for returning to study.

**CROSS-REFERENCING OF DATA**

Once job and employee skills data are available, cross-referencing of information will be required.
The SKILLBASE system also has a capacity to cross-reference job skills, employee skills and preferred job option against a field of three other job vacancy areas. In order to incorporate the ability to deal with retraining and anticipated job redesign within award restructuring, the system requires expansion to cross-reference up to a field of 10 job classifications.
This expansion will therefore require not only software development but will also involve the development of files for demand jobs and people requiring retraining. The creation of these files in combination with system expansion will expedite analysis.

The further development of SKILLBASE will also benefit Westrail on a corporate basis. Therefore an opportunity may exist for sharing this cost of development across branches. Indeed, considerable interest is being shown by other government and private agencies: the package therefore may have external market potential. TAFE is currently assisting Westrail in the identification of technical specifications necessary for system expansion.

DATA ANALYSIS

Comprehensive collation and careful analysis of data are essential to the effective matching of people to classifications. Undertaking this process will ensure greater acceptance by affected individuals. The analysis of skill data by SKILLBASE (in its current form) will identify the mix expressed as a percentage of currently help employee skills and job skill deficiencies.

An aggregation of all employee skill deficiencies will provide the basis for the identification of the individual's training needs. Accordingly, the training needs of all employees will then be articulated into an appropriate training response.

RETRAINING

The identification of training needs raises questions of identification of potential providers and the appropriate modes of program delivery.

Westrail

Westrail has extensive training facilities on site at Midland Workshops, at other branches and at the corporate level. Hence, Westrail is able to offer on-the-job training which may be required as a consequence of the current retraining agenda.

TAFE

At a national level, TAFE is the major post-secondary training provider and consequently has a large internal infrastructure of both resources and expertise to assist Westrail's training effort. A potential response to training needs may be met by TAFE in the areas of:

- Adult apprenticeships
- Award (college resource funded) programs
- Self supporting programs (fee-for-service)
- Adult literacy etc.
Additional providers

In addition, Westrail has on occasion used the services of external consultants for the delivery of specialised programs. A breakdown of Westrail Midland Workshops’ current training schedule for the financial year 1990/1991 is provided in Appendix VI. Additional providers and sources of training packages, including open learning programs, should be investigated further.

Training resource directory

To ensure that the Westrail Midland Workshops budget for retraining is used to maximum benefit, a directory of providers indicating location, approximate costs, course type and program content will need to be generated.

It is possible that the directory developed may be inadequate in its coverage and skill-deficiency areas may not be met by current providers. Hence, a priority must be to identify providers with a capacity to develop and deliver programs as required. It is envisaged that this service would be primarily available through Westrail Training and Development Division or TAFE fee-for-service (Customised Training Agency).

Preparation for retraining

Given the additional training load predicted, an evaluation of internal Westrail capacity to respond to retraining requirements will be required. Accordingly, an analysis of both current staff and facilities capacity will be necessary.

Accreditation

The establishment of the State Employment and Skills Development Authority (SESDA), together with the development of national common core modules, may lead Westrail to investigate the question of accreditation.

Role of supervisory staff

It is realistic to expect that workshops supervisory staff will have a significant role in the training and reinforcement of training, on the job. Retrained staff will require frequent opportunities to utilise new skills on a regular basis. Skill reinforcement could take place on site at Midland Workshops, or throughout other Westrail branches or government departments.

Current data identifies 77 workshops employees who have undertaken training within Westrail to conduct on-the-job training. Twenty five employees from this group have received additional training and are able to provide group instruction.
Westrail will need to determine the value of these skills and make decisions relating to the utilisation of these staff within the retraining program.

Counselling

A counselling and information service will be necessary to assist staff to overcome any potential barriers to retraining. Accordingly, the provision of a counsellor/information services officer is recommended (Appendix VII).

Other branches

In addition, employees may be offered retraining for redeployment to other Westrail branches or other government departments. Hence, this option should also be considered when evaluating employee career opportunities.

Management of retraining

In order that each critical element of the model operates smoothly and relevant and quality skills acquisition occurs, a formal monitoring and evaluation structure must be put into place. Accordingly, the creation of a position for a TAFE-appointed retraining officer is recommended for a 12-month period. Suggested responsibilities for this position are outlined in Appendix VIII.

CASE STUDY SUMMARY

Redevelopment will generate changes to the job classifications within the Workshops' hierarchical structure in the short term. The retraining model outlined has been developed to facilitate this structural change to benefit both Westrail and those employees affected.

It should be noted that the process described in this document could have broader application across other enterprises or industries contemplating a retraining process.

Consultation and open participative processes are prescribed as mechanisms necessary for the acceptance and implementation of this model.

The critical elements contained within the process will require action by various process stakeholders. To ensure the model operates as intended, a Process Timing Schedule as shown in Appendix IX is recommended.

The experience gained in developing this process has been of enormous benefit to the TAFE system. Skills gained have not only been in the area of process development, but also in the industrial negotiation required to gain the model's approval by unions.

The resolution of the Workshops' operational difficulties by retraining, redevelopment and voluntary severance, have been endorsed by all stakeholders. The approval of the retraining component required preliminary
approval by State Cabinet and Caucus; its presentation to government was well received and subsequently was provided with financial support for implementation.

The process is currently at the skills audit and skills analysis stage. It is envisaged that training needs identification should be possible by October of this year.

This case study has been documented to highlight a process which has required a range of TAFE skills in order to satisfy all stakeholders expectations. Significantly, the model while developed for Westrail consumption, could be applied within other public or private sector environments.
## APPENDIX 1

### PROCESS RESPONSIBILITY PROFILE

<table>
<thead>
<tr>
<th>CRITICAL ELEMENT</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Acceptance of training proposals by all parties.</td>
<td>Industrial Relations Officer and Project Working Group (PWG).</td>
</tr>
<tr>
<td>2. Identify specific job types and titles.</td>
<td>Manager Production Services.</td>
</tr>
<tr>
<td>3. Identify age profile of affected work areas.</td>
<td>Staff Section and Retraining Officer (RTO).</td>
</tr>
<tr>
<td>4. Identify specific people for re-training option.</td>
<td>Section Managers.</td>
</tr>
<tr>
<td>5. Project job potential by growth, stability, or decline expectancy.</td>
<td>Section Managers and PWG.</td>
</tr>
<tr>
<td>8A. Access and cross reference job related skills employee skills and preferred job option.</td>
<td>RDO &amp; I&amp;D Section - Skillbase.</td>
</tr>
<tr>
<td>8B. Access/undertake skills profiles of employees willing to be retrained.</td>
<td>Training Committee (Unions/Management/RTO).</td>
</tr>
<tr>
<td>8C. Identify employees preferred options for available jobs (growth or stable).</td>
<td>Training Committee (Unions/Management/RTO).</td>
</tr>
<tr>
<td>9. Analyse skill profile of person vs job option in % of skills possessed.</td>
<td>RTO &amp; T&amp;D Section - Skillbase.</td>
</tr>
<tr>
<td>10. Aggregate possessed/required core and specialist skills.</td>
<td>RTO &amp; T&amp;D Section - Skillbase.</td>
</tr>
<tr>
<td>11. Select appropriate training provider and mode of delivery.</td>
<td>Senior Management, PWG and RTO.</td>
</tr>
<tr>
<td>12. Analyse training costs.</td>
<td>Section Managers, Accounts Section and RTO.</td>
</tr>
<tr>
<td>14. Monitor and evaluate success of re-training.</td>
<td>Section Managers, PWG and RTO.</td>
</tr>
</tbody>
</table>
APPENDIX 2
ORGANISATIONAL STRUCTURE

BOILER / BLACKSMITH
- S/F Foreman Fabrication (1)
- A/F Foreman (2)
- Assistant Foreman (7)
- Office Attendants (3)
- Inspectors (5)
- Blacksmith VC Ht. Treat (1)
- Blacksmith Oil Furnace (20)
- Turners (2)
- Welder (1)
- Workshop Attendant (34)
- Machine Operator (6)
- Mechanical Lifter (10)
- Fume Anchor (1)
- Boilermakers (55)
- Boilermaker in Charge MOT (1)
- Tool Shop Supervisor (1)
- Plate Edge Planer (1)
- Storespersons (2)

COPPER SHOP
- Senior Foreman Sheet & Moulding Fabrication (1)
- Assistant Foreman Copper (1)
- Sheet Mashester (5)
- Coppermiths (12)
- Workshop Attendants (3)
- Foreman Office Attendant (1)
- Moulders (10)
- Patternmakers (2)
- Shovel Inspector Hrail (1)
- Steel Smelter (1)
- Welder (1)
- Plant & Machine Attendant (2)

FOUNDRY
- S/F Foundry (1)
- A/F Foreman (1)
- Machine Operator (1)
- Mechanical Lifter (2)
- Mobile Plant Operator (2)
- Mobile Plant Supervisor (2)
- Shop Inspector (4)
- Toolmaker (3)
- Turners (30)
- Machine Operators (7)
- Mechanical Lifter (7)
- Foreman Office Attendant (3)
- Storespersons (2)
- Workshop Attendant (10)
- Filter in Charge (1)

MACHINE
- S/F Machine (1)
- S/F Tool Room (1)
- Assistant Foreman (2)
- Foreman Workshop (1)
- Mechanical Lifter (5)
- Shop Inspector (4)
- Toolmaker (3)
- Machine Operators (7)
- Mechanical Lifters (7)
- Foreman Office Attendant (3)
- Storespersons (2)
- Workshop Attendant (10)
- Filter in Charge (1)

MANAGER ROLLINGSTOCK
- SCHEDULING & MATERIALS ENGINEER (1)
- SCHEDULERS (4)
- ADMINISTRATION ASSISTANT GENERAL (1)
- SENIOR INSPECTOR

DIESEL
- S/F Diesel (1)
- A/F Diesel (2)
- Assistant Foreman (7)
- Office Attendants (3)
- Shop Inspector (2)
- Workshop Attendant (34)
- Working L.H. Filter (1)
- Filters (22)
- Filter Injection Room (4)
- Plant and Machine Att. (1)
- Mechanical Lifter (3)
- Workshop Attendants (7)
- coworker Anchor Oil Furnace (3)
- Boiler Makers (16)
- Mobile Plant Operator (2)
- Boiler Work Attendant (2)
- L.H. Lifter (1)
- L.H. Wood Machinist (1)
- Car & Wagon Builder V.C (1)
- Carpenter (1)

ROLLINGSTOCK
- S/F Rollingstock (1)
- Production Foreman (1)
- Assistant Foreman (7)
- Working Leading Hand (1)
- Filters (43)
- Wood Machinist (7)
- Workshop Attendant (16)
- Car & Wagon Builders (24)
- Machine Operators (7)
- Saw Doctor (2)
- Office Attendants (3)
- Inspector Shop (5)
- Mechanical Lifter (17)
- Storeroom (4)
- Blacksmith Oil Furnace (3)
- Boiler Makers (16)
- Mobile Plant Operator (2)
- Rollingstock Wash Attendant (2)
- L.H. Lifter (1)
- L.H. Wood Machinist (1)
- Car & Wagon Builder VC (1)
- Carpenter (1)

FITTING
- S/F Fitting (1)
- Foreman Schedule Repair (1)
- Assistant Foreman (5)
- Inspectors (6)
- Filters (37)
- Boilermakers (4)
- C&W Builders (6)
- Painters (7)
- Mechanical Lifters (7)
- Storespersons (2)
- W/A Attendants (16)
- Office Attendant (2)
- L.H. C&W Builders (1)
- Machine Operator (1)

ELECTRICAL
- S/F Electrician (1)
- Foreman Electric (1)
- Foreman Trailing (1)
- Assistant Foreman (7)
- Electrical Filters (32)
- Electrical Platers (4)
- Inspector (2)
- Filters (6)
- Trade Supervisor (1)
- Electrical Technician (1)
- Instrument Maker (3)
- Watch & Clock Repairer (1)
- L.H. Mach. Filter (1)
- Electrical Installers (1)
- Electronic Trademaster (3)
- Plant Machine Attendant (3)
- Storesperson (3)
- Turner (1)
- Office Attendants (3)
- Welder (1)
- W.L.H. Electrical (1)
- Electrical Lifter (5)

PAINT
- S/F Painter (1)
- Assistant Foreman (3)
- Painters (16)
- Working Leading Hand (1)
- Marking Out Trimmer (1)
- Trimmer (6)
- Machine Operator (9)
- Car & Wagon Builders (6)
- Carpenters (1)
- Workshop Attendants (2)
- Office Attendants (1)
- Painters Signwriter (1)
- Painter's Asst. Painting Wagons (1)

MANAGER HEAVY ENGINEERING
- SCHEDULING & MATERIALS ENGINEER (1)
- SCHEDULERS (4)
- ADMINISTRATION ASSISTANT GENERAL (1)
- SENIOR INSPECTOR

MANAGER COMMERCIAL

Personnel Officer
- Admin. Off
- Timekeeper (2)

Payroll Control
- Emp. Off
- Rel. Clerk (3)

Accounting Officer
- Admin. Assist.

typing Supervisor
- Gen. Officer
- P.T. Clerks (6)

Registery Officer
- Admin. Assis.
- Gen. Clerk

Admin. Contracts

84
NUMBER OF EMPLOYEES WITHIN AGE GROUPS

AGE PROFILE ANALYSIS

NON-TRADES

TRADES PERSON

SUPERVISORY

CLERICAL

PROFESSIONAL

AGE DISTRIBUTION KEY:

GENERIC CATEGORIES
AGE PROFILE OF EMPLOYEES WITHIN

APPENDIX 3
Age Profile of Employees within Affected Generic Categories

Number of Employees within Age Groups:
- Non- Trades: 283
- Trades Person: 102
- Supervisory: 80
- Clerical: 44
- Professional: 10

Age Distribution Key:
- 21 - 30
- 31 - 40
- 41 - 50
- 51 - 60
- 61 - 65

Number of Rationalised Places within Classification:
- Non- Trades: 122
- Trades Person: 57
- Supervisory: 20
- Clerical: 13
- Professional: 2
APPENDIX 5

NUMBER OF EMPLOYEES CLOSE TO RETIREMENT AGE CURRENTLY IN AFFECTED CLASSIFICATIONS

61 - 65 Age Profile x Classification (Affected Positions)

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>NUMBER</th>
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<td>Car and Wagon Builder</td>
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<td>Moulder</td>
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<td>Saw Doctor</td>
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<td>Workshop Attendant</td>
<td>21</td>
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<tr>
<td>Mechanical Lifter</td>
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<td>Mobile Plant Operator</td>
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<td>Plant Machine Attendant</td>
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<td>Office Assistant</td>
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<td>Storeperson</td>
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<td>Gatekeeper</td>
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<td>Admin. Officer Relief</td>
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<td><strong>TOTAL</strong></td>
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(15 are over 64 years of age)
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<tr>
<th>Title of Programme/Course</th>
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<th>Westrail Corporate Training</th>
<th>TAFE Centres</th>
<th>Drake</th>
<th>Westrail Occupational Health and Safety Sect.</th>
<th>DOSH &amp; W</th>
<th>SECWA</th>
<th>St. Johns Amb.</th>
<th>Secondments to Other Organisation</th>
<th>Duration</th>
<th>Occurrences</th>
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<td>Electrification Awareness 1</td>
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APPENDIX 7

PARTIAL JOB DESCRIPTION
COUNSELLOR/INFORMATION SERVICES OFFICER
WORKSHOPS BRANCH MIDLAND

Contract (3 months) $10 000

Responsible to Retraining Officer

Key Responsibilities

Provide information, counsel, and co-ordinate additional services which assist employees wishing to retrain.

Brief Summary of Duties

1. Provides regular counselling and support to all retrainees.
2. Provides information on Retraining options.
3. Initiates any support services.
4. Provides staff development to Training and Development staff involved with retrainees.
5. Identifies to Retraining Officer needs of retrainees which are not being met within the Retraining programme.
6. Provides reports to Retraining Officer as necessary.
APPENDIX 8

PARTIAL JOB DESCRIPTION (DRAFT)
Retraining officer WORKSHOPS BRANCH - MIDLAND
Contract: (12 months) Level 5

Responsible to Section Managers, General Manager

Key Responsibilities

To implement the Retraining strategy, work in consultation with the Project Working Group and with Section Managers to ensure the efficient transition of employees requiring Retraining.

Brief Summary of Duties

1. To implement the Retraining Strategy.
2. To monitor, and in consultation with the Project Working Group, co-ordinate each critical element outlined in the Retraining model.
3. Co-ordinate the delivery of Retraining programs.
4. Investigate and encourage the use of alternative learning and delivery strategies.
5. Set up and administer a trainee monitoring system which follows the progress of individual retrainees.
6. Assure the quality of entered Skillbase data.
7. Responsible for financial management of services/delivery.
8. Investigate the most efficient use of Westrail facilities and resources for Retraining purposes.
9. Evaluate and provide a report to Management (at the end of 12 months) on the effectiveness of the Retraining program.
10. Develop data bases of training products, services and providers.
11. Assist with the planning of structures and processes which facilitate efficient future implementation of the Retraining Model.
12. Liaise with and monitor Counsellor/Information Services Officer.
**TIMING SCHEDULE**

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**WEEKS**

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- All critical elements subject to thorough consultation with the workforce.