

DEMONSTRATION PROJECT

*NSW Board of Vocational Education and Training
Vocational Education and Training Innovation Strategy*

Innovation: "It's in the AIR"

FINAL REPORT

December 2003

CONTENTS

	Page no
EXECUTIVE SUMMARY.....	3
BACKGROUND.....	3
AIMS AND OBJECTIVES.....	4
PROJECT ACTIVITIES.....	5
PROJECT OUTCOMES.....	12
ISSUES AND CHALLENGES.....	13
CONCLUSION.....	15
 APPENDICES	
<u>Appendix 1.....</u>	
Profile of the Defence Industry Innovation Network.....	16
<u>Appendix 2.....</u>	
Defence Industry Innovation Network survey of training needs... 	18
<u>Appendix 3.....</u>	
Future training needs of the avionics and defence support industry.....	19

EXECUTIVE SUMMARY

The NSW Board of Vocational Education and Training (BVET) commissioned the Southern Adult Education College (SAEC) at Nowra to develop and pilot new ways in which vocational education and training (VET) providers could co-operate more closely with their local community to drive economic outcomes.

The project has been successful in many areas. A network of local employers has been established to combine their skills and expertise and when appropriate, to collectively tender for Department of Defence and other contracts. Strong links have been established and others strengthened, between defence support businesses, with increased awareness of each others products and services.

Links were also established between the businesses associated with this industry and local education and training providers in each education jurisdiction. Visits were arranged from and to leading companies locally and within New South Wales, with the aim of stimulating ideas for new products which the companies could work together to produce.

The project has provided training to local companies (small and large) to improve generic management skills, consolidate lower level IT skills, and to assist them in meeting international standards in, for example, quality, compliance and safety.

An innovation consultant worked with the employer network in order to trial new and flexible ways of delivering VET and VET related training.

The outlook for the future, as a result of this project, is very positive. The network is to be sustained in 2004, under the auspices of the Shoalhaven Business and Industry Association (SIBA) as a meeting and networking group. The group will seek funding from the Shoalhaven Area Consultative Committee during 2004 to enable continued communication between network members, so that they continue to benefit from expert input and advice from others and the possible development of joint projects, as Department of Defence contracts are announced.

The Avalon Air show in 2005 will be a major marketing event for the group in conjunction with Shoalhaven City Council and 'Brand Shoalhaven'.

BACKGROUND

As part of its Innovation Strategy, BVET approved three approaches to develop and pilot innovative ways for VET providers to up-skill the workforce in their local areas.

SAEC at Nowra was commissioned by BVET to trial one of these approaches: *Demonstration project on new approaches and innovative strategies for VET providers as community institutions.*

Both Nowra and the surrounding Shoalhaven area have higher unemployment rates than the State average and a lower percentage of the population is engaged in the labour force than the NSW average. While agricultural activities remain an important part of the area's economy, there has been a decline in the dairy farming sector with deregulation and the tourist industry has been affected by world events and bush fire over the past few years. Much work in the area is casual or part time and this also flows through to manufacturing industries and the defence support industries.

SAEC became aware of the skill and employment needs of the Nowra region through its contacts in the local community, who were looking to benefit from the Department of Defence's outsourcing of activities previously undertaken by that Department's personnel.

This project arose from the identified need for more skilled workers in the defence support industries in the Shoalhaven area. A \$150 million capital program is planned over the next decade to upgrade the HMAS Albatross naval base in Nowra, with much of the work being contracted to local businesses. One of the large Defence contractors, Kaman Aerospace, has begun their \$6.5 million construction program in the new Albatross Aviation Park that has been especially designed for Defence contractors situated on the parameter of the Naval Air Base. Local employers were concerned that there were insufficient skilled people in the Nowra/Shoalhaven area to undertake the work.

AIMS AND OBJECTIVES

The specific purpose of this BVET project was to develop new ways for businesses in the Avionics and Defence Support industries to collaborate in identifying their training needs and to develop flexible and innovative ways of delivering training for both existing workers and job seekers.

The project revolved around three key activities:

- establishing the Defence Industry Innovation Network of local employers, government agencies and training providers involved in the avionics and defence support industry, committed to expanding training opportunities
- developing a skills map as a framework to enable identification of, and planning for, the future skill needs of the growing defence support industry
- utilising the services of an innovation consultant to work with employers to identify preferred modes of training delivery and how flexible ways of training may be developed.

These activities were reflected in the five stage project plan. The five stages were:

- Stage 1** Project Manager to contact relevant employers through the Defence Network, Shoalhaven City Council Quality Network, and Shoalhaven Manufacturers, and to conduct an initial 'cluster' meeting.
- Stage 2** Develop content for innovation workshops, and a survey to determine local employers training needs and preferences. Meet with stakeholders informally. Initiate local media coverage of the project and hold the first workshop with innovation facilitator.
- Stage 3** Continue workshops with innovation facilitator. Distribute survey and analyse results. Begin some of the pilot IT training.
- Stage 4** Continue pilot IT training. Give feedback to cluster meeting and ascertain if clusters want to continue meeting, assist with this if required.
- Stage 5** Document findings of the survey and present findings to industry, training providers and the community.

PROJECT ACTIVITIES

1 Stage 1

1.1 Stakeholders

SAEC contacted and had discussions with stakeholders, including:

- Defence Network - Chairperson and individual members
- Captain Simon Cullen RAN – commander of Naval Air Base
- Naval Aviation Systems Program Office
- HMAS Albatross: Commanding Officer; and Manager of Training Authority Naval Aviation
- Shoalhaven City Council - Office of Economic Development
- Shoalhaven Area Consultative Committee – Executive Officer
- Schools – Careers Advisors - 5 government and 3 non-government high schools
- Shoalhaven Industry and Business Association – Executive Officer
- Innovation Consultant
- Naval Air Defence Support Organisations (NADSO): Air Affairs; Aerospace Training; Global Defence Solutions; Hunter Aerospace; Kaman; PelAir; Partech Systems; and Vibrotech.

Based on these discussions, the Defence Industry Innovation Network (DIIN) was formed, with 42 members, representing eighteen defence support organisations and a few support organisations (Telstra, University of Wollongong, Department of State and Regional Development, Shoalhaven City Council). It built on a number of existing networks in the Shoalhaven area including the Defence Support Network, the Manufacturers' Association (now the Shoalhaven Industry and Business Association), the South Nowra Rotary Club and the Shoalhaven City Council Quality Network. A profile of members is at Appendix 1.

On advice from the Office of Economic Development (Shoalhaven City Council), SAEC arranged to meet with all local high school careers advisers and suggested that they familiarise themselves with the local defence industry by visiting the Naval Air Base and visiting the Aerospace Training facility at the Naval Air Museum. The Council identified a role for SAEC in running workshops for the careers advisers to give them a broad overview of what employment is available locally with the NADSOs and the qualifications necessary to gain employment. It was intended that SAEC would work closely with the local Job Network providers, DIIN members and high school careers advisers through a series of meetings that would clarify the needs of the industry to those advising potential employees.

1.2 Background research

Research was undertaken into DIIN members to

- collect contact details of key personnel
- collect marketing materials provided by each of the organisations
- contact VET providers, schools and further education providers in the local area and nationally who provide training in relevant fields
- visit DIIN organisations.

1.3 Training

Five DIIN members undertook VET training with SAEC, in the following areas:

- OH&S Risk Management and Consultation
- First Aid
- Certificate IV in Assessment and Workplace Training
- Word processing and spreadsheets
- Project Management (introduction).

Initial discussions with DIIN revealed that they needed VET training either immediately or in the near future in the following areas:

- Supervisors training (from Trade to Foreman/Supervisor)
- Frontline Management
- Project Management.

As the project progressed, however, it became apparent that DIIN members were also interested in basic computer training for clerical staff.

Stage 2

2.1 Promotion

- There was an announcement and brief discussion about the project at the Shoalhaven City Council Quality Network Breakfast on 26 February. Forty six people attended, representing 21 local business and industry organisations.
- The project manager met with the Shoalhaven Area Consultative Committee Executive Officer and the Office of Economic Development, Shoalhaven City Council on 28 February.
- In April, the project was launched at the Shoalhaven Industry and Business Association (SIBA) combined dinner with the Nowra Chamber of Commerce. Fifty-three people attended and local media covered the event.
- The project manager and an SAEC staff member visited the Albatross Naval Aviation, a Training Authority and toured HMAS Albatross. The tour included a powerpoint presentation about naval operations.
- A Business to Business Expo was held at the University of Wollongong. The SAEC project shared stall with SIBA and other Defence Support Organisations, including Global Defence Solutions.
- Invitations and information was sent to the local high schools to invite them to find out more about the industry by attending a meeting.
- Promotion continued throughout the project through “word of mouth” contacts at various meetings and “business after hours” functions.

2.2 Survey

A survey of training needs was developed and distributed to DIIN members (refer Appendix 2).

2.3 Stakeholders

Stage 1 discussions with stakeholders continued and plans were made for the DIIN meetings to commence. The stakeholders were assured that the networking, get-togethers and visits would be of benefit to them and that they were not expected to reveal any commercial in confidence matters with organisations that they saw as direct competitors.

Stage 3

3.1 Innovation consultant

The consultant had been unable to commence the project in Stage 2 as planned, due to other commitments. The consultant attended a Shoalhaven City Council Quality Network Breakfast as a guest workshop leader to discuss the project and engage businesses in thinking about their training needs.

Plans were then developed for innovation seminars to assist DIIN members meet business and training needs identified in Stage 1.

3.2 Survey

The surveys were returned and the collation of responses began. While formal feedback from the surveys was limited, informal and verbal feedback at initial DIIN meetings indicated general training needs. Appendix 3 details plans for delivering the required training.

Stage 4

4.1 DIIN meetings

Meetings of the 42-member DIIN were held, with an average of ten attendees at each session. Of the eighteen member organisations, only two were unable to attend any meetings, due to work pressures. All members elected to be kept informed of what was happening with the network via email. The use of brief and to the point electronic mail worked well during the project.

In October, DIIN discussed its continuation and in light of the project experience, redefined its mission and goals. The network agreed to meet monthly following the completion of the project, in order to: maintain the effective communication established during the project; continue working collaboratively on projects; get the defence industry to recognise local capability; and have Small to Medium Enterprises (SME) represented in the best possible way in a large business environment.

The project manager approached the SIBA Executive Officer, Chair and Vice Chair about DIIN aligning itself with that organisation. SIBA agreed to take on the network and to continue its association with SAEC. Many of the smaller DIIN organisations joined the SIBA, a condition of the negotiations.

4.2 Innovation workshops

As planned, meetings were held in July, August, September and October.

July

- Introductory meeting between DIIN members, the innovation consultant and project management team.

August

- The first innovation seminar was launched with Dr Robert Dane CEO of Solar Sailor Holdings, as the guest speaker. Dr Dane designed the first Solar Sailor, a boat powered by fixed sails with solar panels attached. He described and explained in detail, the design steps. This meeting was an inspirational start to the series and covered issues of seeking innovation funding and venture capital, overcoming obstacles to innovation and exporting.
- Shoalhaven City Council Quality Network Breakfast gave a presentation in support of local Industry business development. Greg Pullen, Economic Development Manager, was the speaker. This meeting covered assistance that Council could give to those seeking funding or venture capital or joint projects.
- DIIN visited the 3M Innovation Centre at St Marys. This was an interesting visit with three guest speakers addressing the cost of researching innovations, product development patents and licences and exporting.
- Professor John Norrish from the University of Wollongong, (introduced by Wayne Sonter, NSW Department of State and Regional Development) and Richard Turnbull of Telstra spoke on innovation, inventions and their development and manufacturing.

September

- Air Affairs, a specialist aviation service provider, hosted a DIIN visit. This visit highlighted the potential for closer understanding between the members and resulted in discussions between several businesses in the network regarding future joint activities.

- Geoff Warner, BHP Vice-President, Technology and Russell Menere, Procurement Director at Boeing addressed DIIN members. The speakers then visited Air Affairs and follow-up discussion highlighted the business potential of this means of exposure outside the defence industry. Supply chain issues were discussed as well as methods of stimulating innovation within an organisation, such as the web based portal and the reward system used by BHP.
- A site visit to the DIIN member Partech Systems premises situated on the Naval Air Base demonstrated the impressive growth of several of the SMEs in the defence support industry. Partech Systems has a valuable market niche which appears to be ready to extend but more defence industry interest in their capability is needed. It was a good demonstration site for discussion of the Australian Defence Materiel Organisation's (DMO) local industry support possibilities.
- An excellent discussion was presented by Raytheon Australia (defence electronics business) on the tenders that are regularly put out by the Department of Defence. In an effort to assist members in tendering for the Defence projects, the innovation consultant obtained information on the Department of Defence's general directions and their future plans for upgrading equipment. For example, if helicopters were to be upgraded, the contractors would need to be knowledgeable about new ranges of helicopters, in order to tender.
- The project manager reported on discussions with Milton Lay of the Shoalhaven Area Consultative Committee on the possibility of acquiring some seed funding to work on new projects with DIIN.

October

- Global Defence Solutions is an Australian owned and registered company based in Nowra that provides specialist equipment, systems, training and support services to the defence and commercial sectors. The company hosted a visit by the Network.

4.3 Training vouchers

Vouchers were offered to DIIN members to undertake training delivered by the SAEC in either:

- assessment and workplace training
- computers for new employees – shop floor and administration
- project management.

The main appeal of the vouchers for recipients was learning about, and being able to access local training, rather than the value of the voucher itself. Participants had previously had to access courses in Sydney, which meant paying for accommodation and travel and having personnel away for up to two days.

4.4 Collaboration

Four smaller organisations began working together as a result of the project, having realised the benefit of joint projects with the “Primes” (the very large primary defence contractors). The projects included working together on identifying and planning for, skill needs: small and large businesses working together. This group also benefited from the services of the innovation consultant in then articulating their training needs and how best these could be delivered.

4.5 Promotion

The project entertained BVET members in August. The visit permitted industry personnel a first hand opportunity to discuss training needs with the Board. The BVET chairman complimented the project on its use of the skills analysis survey to help identify and address, current and future skill gaps.

4.6 Career Advisors Network

An inaugural meeting between SAEC and the Careers Advisers network was held. The day included a trip to HMAS Albatross and discussions with NADSOs. Careers advisers from five high schools in the Shoalhaven area attended. There was a tour of the Albatross facility, a powerpoint presentation of the training given within the Naval Air Base and a tour of the Aerospace Training Organisation. The Principal of the facility spoke of the traineeships and apprenticeships available and the requirement for those students wanting to attend the facility.

Stage 5

5.1 Survey findings

An analysis of training needs and how they are being addressed is at Appendix 3.

The survey findings revealed that the industry was lacking in skilled electronics tradespersons. Tradespersons with formal trade qualifications including components of electronics were often lacking in the wider electronics knowledge. Their only experience had been to “install a car radio”. Organisations were looking for employees with a “passion for innovation”: “...we are looking for employees who like a challenge and will persist in solving sometimes baffling problems”. The industry is willing to “pay” these employees an above award wage if they show they have the capabilities and can work to assist the organisation to grow and expand.

5.2 Communication

- A final dinner in December had been planned for survey participants and parliamentary representatives. However, this has been rescheduled to January 2004 due to the number of social commitments at the end of the year and not being able to get all of the key personnel together at this time. It is planned to invite the local media to the dinner and have a feature article appear in the Business Monthly section of the South Coast Register.
- The project manager presented an overview of the project to the inner West Cluster of Adult and Community Education as a model of both of innovative delivery of VET and also of best practice in consultation with industry.

PROJECT OUTCOMES

There was a positive response to the project from the avionics and defence support employers. The smaller, more local, organisations were more enthusiastic than the larger organisations and were keen to build up local training facilities. Some of the larger, global organisations do much of their work in house currently or are organising training to comply with the international (ISO 9000) quality management standards and other defence safety and compliance standards. Nonetheless, even the large organisations were keen to be involved in the project as they wanted to access the training they needed as close to home as possible. Their main constraints were that the management was often off-shore and not often interested in staff engaging in small local projects. Many of the employees of the larger organisations have arranged ways to remain involved.

Stages 1 and 2 of the project have shown that the cluster groups of local employers do not require additional specialist vocational training for their employees. This training is readily available, albeit away from the local area. Their immediate needs are for generic skills training, in the form of: management training, consolidating lower level IT skills, and more generalised compliance training.

It is clear that in its interactions with the Shoalhaven DIIN members, SAEC's role was to provide a forum to further investigate and expose the unarticulated training needs of the DIIN organisations. In the future, SAEC will continue its networking with all stakeholders in the area to develop short and long term training goals and plans. This will be done in collaboration with the Air Base, local VET providers and the local community. The project has lead the College into the planned training areas (project management and low end computer) and these are expected to be extended over the next few years as the relationship with the group further develops.

The early phases of the project focused on establishing and maintaining networks between business and the College, surveying training needs and organising the innovation seminars.

The latter stages focused on the seminars proper, visits to organisations, whose business activities pertained to the project objectives and analysing the survey results.

The training vouchers were a moderate success but not as popular as first expected. While free courses were gratefully accepted, money was not the issue. The DIIN group was not drawn to the training because it was free as they do have the financial resources to pay and are willing to do so: they were more interested in timing and the local availability of the training. As this is an emerging industry, it is preferable to have staff employed on tasks other than organising training.

The Introduction to Project Management course was popular and continues to be requested by DIIN members. It is not currently available in the distance learning mode as there is so much classroom theory and background information needed to be learnt prior to using the software.

ISSUES AND CHALLENGES

Stage 1 activities raised a number of issues pertaining to training to address future skill needs, including:

- training needs to be tailored to suit the business
- tradespeople and operations staff who have been promoted to a managerial level need upskilling in generic management skills
- competitive tendering and meeting quality assurance standards have an impact on the skill needs of organisations. This was an issue in the beginning. DIIN members were often guarded about what they would discuss in front of other defence support organisations. The matter was raised and discussed at one of the first meetings. The project team and the innovation consultant continued to revisit the issue and check if any additional safeguards were needed. Over time the members became more relaxed and could see the benefit of working together. While initially, members concentrated on the “competitive”, the visit to the 3M Innovation Centre broke down a great number of barriers and after that time the participation in the meetings and the enthusiasm for the continuation of the group increased.

An issue that was raised towards the end of the project and is being explored, is DIIN working with a Group Training Company to meet the necessary skills gaps. While the smaller Defence Support organisations do not have the capacity to take on full time employees at this stage, they have indicated that they may within the next two years. Whatever each organisation decides is dependent on them winning Defence Department and other commercial contracts.

Employers also expressed the desire to have apprentices and trainees get the widest possible experience in their training particularly in generic skills, such as using tools and working on a variety of equipment. It was felt that institution based training tended to be too specific in terms of skills and that the ability to

experience working in a number of companies would broaden the skills of apprentices and trainees and make them more employable.

While there have been many successes there have also been some challenges associated with the project. It was consistently difficult to get involvement from the Department of Defence and its supply arm - Naval Aviation Systems Program Office (NASPO). They seemed to have been wary of appearing to favour one contractor over another, through information that may have been supplied to the project. Many of the businesses were disappointed at the lack of communication from those agencies.

Participation at DIIN meeting was another challenge for the project. Work pressures were cited as one reason. Another was initial mistrust among member organisations because of the enormous competition between companies to win Defence Department contracts. However, during the course of the project, members became more relaxed and came to understand the benefits of cooperating on projects and generally sharing expertise.

The majority of DIIN members now attend the Quality Breakfasts organised by the Office of Economic Development, Shoalhaven City Council. These breakfasts were setup by the Council in the late 1990s to assist manufacturing and other organisations deal with the introduction of the Quality ISO 9000 and associated requirements. They are very popular and attract on average 40 to 50 participants each quarter.

After evaluating the network, the project recommended its continuation under the auspices of the Shoalhaven Business and Industry Association. This would allow the communication to continue and possible joint projects to develop, especially as Department of Defence tenders are announced. Additional guest speakers would be sourced from within the network and even from different industries as there is much to be learned from the experience of others. Funding assistance through the Shoalhaven Area Consultative Committee is being sought to assist with network activities.

CONCLUSION

The project has successfully demonstrated that a community VET provider can drive economic and social development within its local community. The project responded to an identified skills need in a growth industry in the Nowra region, an area characterised by high unemployment and a declining rural sector. As Defence Support is an emerging industry, the forming of a network for sharing ideas and collaboration was seen as being of great assistance to the members and their staff.

The project afforded effective communication between local employers, training providers, industries and local government organisations. Both current and future skill needs of the avionics and defence support industry were identified, and employment potential within the industry was promoted to school leavers.

The innovation consultant engaged by the project was the catalyst that stimulated discussion amongst members of DIIN on how to identify and address training needs and how to achieve a long-term skilled workforce for the industry. The network came to understand that, to be competitive, members need to pool their skills and expertise in their working practices to further the industry's local growth. The networking theme "Innovation" was well received because the workshops did not immediately focus on the individual businesses in the network. The theme helped stimulate ideas, promote discussion and expose the innovative nature of the organisations involved. This in turn led members of the group to find common ground and build relationships.

Appendix 1

Profile of the Defence Industry Innovation Network

Organisation	Profile	No of staff involved in the BVET project
Innov8	Innovation consultancy firm located in the Shoalhaven area.	1
Air Affairs Australia	Provider to Defence and Industry aligned organisations that support target training world wide. The company has won many awards for its innovation and manufacturing of aerial towed targets and reeling machines and radar and acoustic scoring systems.	3
Aerospace Training Services	An RTO providing aircraft maintenance training from apprenticeship level to aircraft specific types courses.	3
Boeing	Boeing Australia is working on the Kalkara Operations Project at Jervis Bay.	2
CSC (Computer Sciences Corporation)	Kaman aerospace has awarded CSC a contract worth more than \$50 million to integrate a range of simulation, software development for the Royal Australian Navy's new Intermediate Helicopter Program.	2
Global Defence Solutions	An Australian owned and registered company based in Nowra providing specialist equipment, systems, training and support services to Defence and the Commercial sector. Involved with Navy, Army, Air Force and civilian projects including procurement, engineering, logistics management, training and specialist consultancy work.	3
Hunter Aerospace	Australian division is a key defence systems supplier to the Department of Defence, providing engineering and maintenance services to the aviation industry.	4
Kaman Aerospace International Support Centre	A purpose built facility at the Shoalhaven Aviation Park developed by Scientific Management Associates to support the Royal Australian Navy's new Super Seasprite helicopter.	3
NASPO (Naval Aviation Systems Program Office)	Part of Rotary Wing Aviation Branch, Aerospace Systems Division, Defence Materiel Organisation within the Department of Defence.	4
Partech Systems	Provides service to the Defence Forces and Defence Contractors. Repairs and maintains avionics equipment. Tests equipment maintenance and support, Digital and Analogue circuit design. Provides engineering support.	3
Pel-Air Aviation*	Supplier to the aerospace industry. Supports airlines and airforces world wide. Provides aircraft charter, air medical evacuations, executive charter, aircraft maintenance and spare parts.	1
Ratheon Australia	A diversified company that provides integrated solutions for Sea, Land, Air and Office environments. A major player in defence electronics and systems integration.	1

Organisation	Profile	No of staff involved in the BVET project
Shoalhaven City Council, Office of Economic Development	The Office of Economic Development has been a driving force in attracting defence industries to the Shoalhaven and has provided land adjacent to the Air Base for development of the industries.	4
Scientific Management Associates (SMA)*	An international company with offices in the USA, UK and Australia, providing project support services to defence and industry world wide.	1
SRD	NSW Department of State and Regional Development	1
Telstra	Telecommunications organisation invited to be involved because the defence contractors are needing high speed technology and fast internet services that are not yet available in the industrial areas in the Shoalhaven.	3
Tenix Defence	An Aerospace and Engineering organisation managed from Melbourne, who is currently working with the Australian Defence Force on a project at HMAS Albatross.	3
Vibrotech Aviation*	Provides specialist engineering, technical services and spares procurement to a number of Australian and Asian regional companies. Aviation organisations and operators of both helicopters and fixed wing aircraft. Also represents several international companies.	1
Total		43

* Kept informed but did not attend meetings

Defence Industry Innovation Network survey of training needs

Name of Organisation
Street Address
Postal Address
Phone
Fax
Web Page
Contact Name
Position
Email
Brief Description of organisation
What training is currently undertaken:
In-house
Outside trainer brought in-house
Staff attend face-to-face classes at an organisation
Online
Distance
Traineeships flexible work-based
Traineeships off the job
Apprenticeships
What style of training do majority of staff prefer?
What are the barriers to training for your organisation?
Any other issues?

Future training needs of the avionics and defence support Industry

Skill area	Details	Timeframe
Software applications	MS Suite – Word, Excel, Access, Power point	Ongoing with staff changes. Staff prefer to join in college scheduled courses
Email and internet	Basic Internet and Outlook,	Ongoing with staff changes. Some one to one, on site training requested. Other staff joining scheduled college classes
Frontline management	Supervisor Training on the shop floor	Once or twice a year depending on staff changes and timing. Next course scheduled for mid February 2004
Project management	Introduction to MS Project and basic theory prior to using software More advanced training as skills develop	Ongoing: Next training in January 2004. Negotiations to use of DIIN organisation staff used as a college trainer for more advanced training.
Technical training	Electronics	Negotiations continuing on the possibility of traineeship training, in addition to apprenticeship training.
Traineeships	Business Office Administration IT traineeships	Staff changes and existing worker traineeships in Administration / IT positions
Apprenticeships	Need apprentices with Electronics experience	Tending to take staff who have experience, keen interest. However without formal qualifications and train them internally to their standards and requirements.

Note: SAEC was mindful not to duplicate other networks and training that is currently available in the area. The project promoted the networks already in place and suggested training from other training providers, as required.