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Research Brief

Issue 8, 2015

How to mobilise the ‘untapped’ labour force for Northern development? Case study of Darwin, Northern Territory

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Research Aim

This research brief discusses results from a pilot project that aims to inform strategies for increasing economic participation in the Northern Territory (NT). It focuses on the engagement and retention of locally resident 'untapped' labour force groups by local small and medium-size enterprises (SMEs): (a) recent migrants and refugees (those who arrived and settled in 2010–15), (b) people with a disability and (c) people who were aged 50 and over at the time of securing employment.

Key Findings

- Many businesses in Darwin already employ people from these groups. Largely, their experience with employing them has been successful, which has resulted from the personal and professional characteristics of the individuals they engaged and certain efforts made by SMEs.
- Between 76% and 93.8% of the surveyed businesses would seek to employ them in the future. Many SMEs already have inclusive employment strategies and retention strategies that together underpin a successful employment relationship.
- The surveyed businesses derive numerous benefits from employing individuals from each of the groups. Benefits common for all groups are good or excellent retention, gaining quality staff with exemplary work ethics and diversification of the workplace.
- A successful relationship is commonly underpinned by appropriate training for the job, open, honest and on-going communication, flexible work arrangements and an on-going fair, supportive and inclusive work environment. Reasonable adjustments to workplace also usually need to be made. Employers require adequate and honest information about any such efforts they may need to make.
- Mature age people seem best able to find employment commensurate with the level of their formal qualifications, followed by people with a disability and recent migrants and refugees. That said, some de-valuation of qualifications and skills seems to occur in each of the groups. This research brief identifies who would most benefit from assistance in securing employment aligned with their formal qualifications and how they could be supported.
- For mature age people and people with a disability Certificate-level qualifications appear to offer the greatest choice of employment options.
- For all groups under review, word of mouth/networks is a key method of recruitment/finding out about employment opportunities.

I. Setting the scene

This research brief discusses results from a pilot project that aims to inform strategies for increasing economic participation in the Northern Territory (NT).¹ It was conducted in 2014 and 2015 in Greater Darwin (thereafter Darwin). The NT is the top performing economy in the nation (Frazer 2015) but its capacity to seize the opportunities with which it is presented is constrained by tight labour market conditions discussed in section 3 below.

With the Federal and NT Governments' commitment to developing the North, further development is anticipated to occur. The growth and development of the northern workforce is key to the economic and social development of the region (*White Paper for Developing Northern Australia*, Australian Government 2015). The NT Government *Framing the Future* strategy presents a vision of the NT where *everyone* can participate in the society and the economy. Specific objectives include improving productivity through training and skills development, achieving high levels of employment, and generating economic intelligence to support efficient investment-making (NT Government not dated).

This project proposes to expand the scope of recruitment and broaden labour market development strategies. It investigates how the local, 'untapped' labour force, that is, under-engaged and disengaged groups, can be upskilled and supported to secure and retain meaningful employment. This in turn can help address the current tight labour market conditions and provide further evidence for the Federal and NT Governments as to how the northern workforce can be grown and upskilled. It focuses on (a) recent migrants and refugees (those who arrived and settled in Darwin in 2010–15), (b) people with a disability and (c) people who were aged 50 and over at the time of securing employment (mature age).

2. Project design and ethics

2. Aims and objectives

This project aims to inform strategies for greater economic participation in the NT. The specific objectives are to:

1. Identify in what industry sectors skills gaps and vacancies exist
2. Determine what forms of training and/or short-term upskilling are needed for the groups in question to fill in those gaps
3. Establish what ongoing support is necessary for employers and employees in order to retain these workers and
4. Formulate and communicate recommendations to the relevant stakeholders.

¹ The project obtained an ethics clearance H14085/2014 from Charles Darwin University Human Research Ethics Committee.

2.1. Data, methods and geographic scope

This project integrates statistical and empirical data collection and analysis. It uses freely available 2011 Census statistics from the Australian Bureau of Statistics (ABS), labour market data from the Commonwealth Department of Employment (DoE) and selected data from the NT Government. These data permit characterising the NT labour market and addressing the first objective of this project. The statistical data relate to the NT as a whole and to Greater Darwin (Greater Capital City Statistical Area as defined by the ABS). Census variables: age, region of birth (for immigrants and refugees), labour force status, highest reported level of post-school qualifications and occupation serve to describe the characteristics of the three ‘untapped’ groups. With regard to the labour force status, this report looks at people who are employed, unemployed and some of those who are not in the labour force but who could potentially be interested and available to take up employment. The not in the labour force include (a) retirees, (b) school students, (c) people marginally attached to the labour force (people who wanted to work and were or were not actively looking for work at the time of the Census) and (d) people who wanted to work but were discouraged job seekers (ABS 2014). The publicly available Census data do not permit disentangling the size of each of these subgroups, but for the purposes of this research brief, it is important to bring groups (c) and (d) into the discussion. As it is often the case with statistics regarding the NT and Darwin, disaggregated data may contain small numbers, which are randomised to avoid the release of confidential information. Such cases are noted because it is important to see the results as approximate rather than exact.

The analysis of the statistical data informed the remainder of the data collection and analysis. A workshop was conducted with selected stakeholders² from Darwin who work with the groups under review to discuss issues around their employment, gain an understanding about which industries the skills gaps and vacancies exist in and receive feedback on a survey questionnaire for small and medium-size enterprises³ (SMEs) in Darwin. This survey (hosted on [surveymonkey.com](https://www.surveymonkey.com)) yielded a snapshot of the employers’ experiences with recruitment, training, employment and retention of workers from these groups, what support they may need when engaging them and intentions for their future employment. A total of 75 responses were received with two-thirds from the SME sector and the remainder from a combination of micro-businesses and businesses that were part of national and/or international businesses. Not all parts of the survey were relevant to all respondents, so some questions yielded fewer responses even on topics that were related. Furthermore, respondents could select multiple answers so the proportions cited in the survey data section in this report do not always add up to 100%. Similarly to the statistical data, in

² Service Industry Training Advisory Council NT (SITAC NT); Human Services Training Advisory Council NT (HSTAC NT); WISE Employment; Multicultural Council of the NT; Adult Migrant English Program at Charles Darwin University; NT Department of Business; (Federal) Department of Human Services; (Federal) Department of Employment; Melaleuca Refugee Centre and National Disability Coordination Officer NT.

³ Participants have been accessed via our external partners’ distribution databases: SITAC NT, HSTAC NT, National Disability Services NT (NDS NT), NT Department of Business, Chamber of Commerce NT and the Department of Employment (Federal). The ABS defines small-size business (excluding in agriculture) as a business with up to 20 employees. This definition covers also non-employing businesses. Medium-size business is defined as employing between 20 and 199 people (ABS 2002:1).

instances where the number of responses is very small, the results must be seen as illustrative. Discussions at the workshop and the survey results permitted addressing objectives two, three and four. Integrating the quantitative and qualitative study results permitted developing recommendations and addressing the final objective of this study.

3. Overview of the Darwin labour market conditions

The Darwin labour force is small (81,550), the labour market participation rate is high (78.5%) and the unemployment rate of 3.4% (2015) is the lowest of all capital cities (NT Department of Business (NT DoB) 2015:1; Neville 2015:2; DoE 2015c). Considering employers in all capital cities, those in Darwin experience the greatest recruitment difficulties, have the highest number of vacancies per staff and receive the lowest number of applications (Neville 2015:3; 2013:23,24,28; DEEWR 2012:7). Staff retention is a problem for 35% of employers (2014); the highest proportion of all capital cities (Neville 2015:3) and of all regions in northern Australia (DoE 2015a:8).

By 2019 the NT is projected to experience the strongest employment growth of all Australian jurisdictions (DoE 2015b:9). The current (2015) and projected (till 2019) demand for labour in Darwin converge in construction; education and training; healthcare and social assistance; professional, scientific and technical services; and accommodation and food services. The community and personal services sector has a current demand for workers, while public administration and safety as well as retail trade are anticipated to have a demand until 2019. The demand for workers in public administration and safety is going to be the second strongest in Darwin after construction (Neville 2015:11; DoE 2015d). Examples of occupations currently in demand include nurses and midwives, family day care workers, teachers at all levels from early childhood to tertiary education, librarians, engineers, psychologists, social workers, youth workers, disability services officers, family support workers, personal care assistants, aged and disabled carers, general clerks, nursing support workers, dental assistants and a very wide range of trades occupations including in construction (NTG 2014). It is likely that the need for many of these occupations will continue into the future.

In Darwin and the rest of Australia occupations that require post-school qualifications will offer increased opportunities for employment and higher salaries (DoE 2014a:30; 2014b:5; Neville 2013:21). At the 2011 Census, people in Darwin holding qualifications at the Certificate III level and higher had the highest participation rates in the labour market, above 90%, and the maximum unemployment rate of 2.5%. People who held Year 12 and lower level qualifications had a participation rate of 74.3% (Neville 2013:21). Thirty-five per cent of Darwin employers anticipate increasing staff numbers, a higher proportion than the average of 26% for all capital cities (2013:29). For the groups under review a challenge may be that around one-third of jobs are not advertised and found informally (Neville 2015:18).

4. 'Untapped' groups in the Darwin labour market

4.1. Recent migrants and refugees

At the time of writing (2015), it was not possible to achieve an ideal match between the Census data coverage and the 2010 to 2015 timeframe in the survey questionnaire used to define recent migrants and refugees. The survey results discussed in this research brief cover the above period, while the Census data below refers to settlers who arrived in 2010 and 2011 (until the Census date) and excludes those who obtained permanent visas onshore and started residing in the NT during this period. While this is a limitation, the data discussed below can help understand the characteristics of the recent immigrants and refugees in Darwin and their labour market characteristics.

4.1.1 *Region of birth, gender, age and English language ability*

In the group of 2,338 immigrants and refugee settlers in Darwin (2010 and 2011) there were 52.7% females and 47.3% males. Countries of origin recording the highest numbers of arrivals were the Philippines (432), the UK (357), India and New Zealand (187 each), Ireland (108), Indonesia (90), China (86) and South Africa (61) (own calculations based on 2011 Census Basic Community Profile, online). These arrivals were young with 23% being under the age of 14 and 68% aged 15 to 44. Older age groups represented jointly less than 10% of the total arrivals (own calculations based on the 2011 Extended Community Profile, online). Those aged 15 to 64 are the most likely to join or wanting to join the labour market. Nearly 90% in this group self-assessed their English language ability very highly.

4.1.2 *Highest reported level of post-school qualifications*

There were 1,034 immigrant and refugee settlers in Darwin who adequately stated their highest level of post-school qualifications (2011 Census). They were highly qualified with 50.7% holding BA level qualifications, 17.7% holding Certificate level qualifications, 15.1% holding Advanced Diploma or Diploma level qualifications and 14% being in possession of post-graduate qualifications.

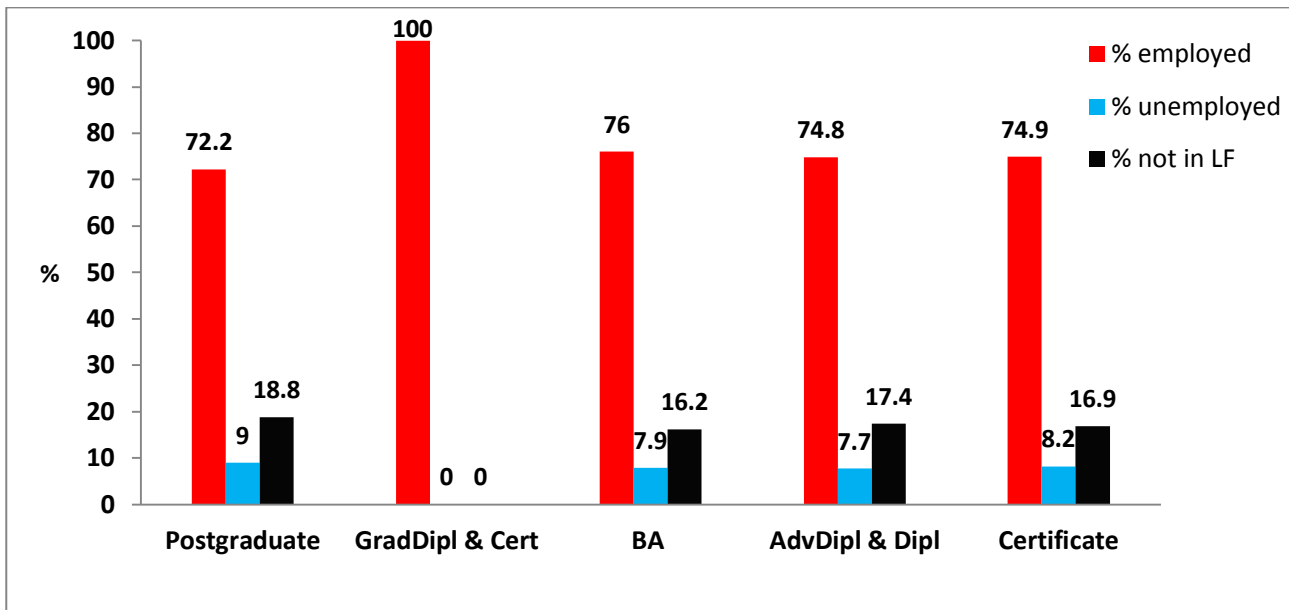
4.1.3 *Labour force (LF) status by highest reported level of post-school qualifications*

Holders of Graduate Diploma and Diploma level qualifications and those in possession of BA level qualifications were most successful in obtaining jobs (Figure 1). Immigrants and refugees holding other qualifications were less successful with those holding post-graduate level qualifications encountering the greatest difficulties, as illustrated by their lowest employment rate of all levels of qualifications and the highest (9%) unemployment rate.

The 2011 Census data for the 1,745 immigrants and refugees of working age (15–64) who adequately stated their labour force status reveal that 67.6% were employed (1,180), 7.7% were unemployed (135) and 24.6% were not in the labour force (430). In the working age population that adequately stated their highest level of post-school qualifications and reported their labour force status, those with post-graduate, BA and Certificate level qualifications had the highest unemployment rates of all levels of qualifications, each over 8%. There were also high proportions of those not in the labour force ranging from 18.5% for those with post-graduate qualifications to

16% each for BA, Advanced Diploma and Diploma and Certificate level qualified. At each level of qualification over 70% of immigrants and refugees of working age were employed, with holders of post-graduate credentials recording the lowest (73.3%) proportion of all levels of qualifications (ABS Census Table Builder, customised data).

Figure 1. Labour force status and highest reported level of post-school qualifications, 2010 and 2011 arrivals in Darwin.



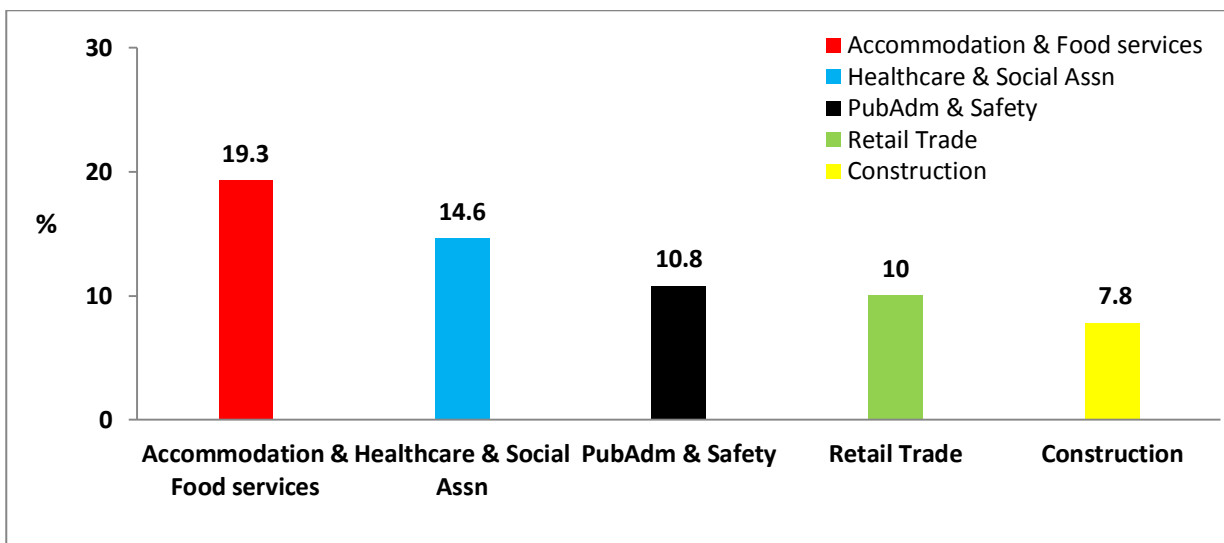
Note: This table reflects 'adequately stated' level of post-school qualifications for all stated regions of birth.

Source: ABS 2011 Census Table Builder, customised data.

4.1.4 Industry of employment

Immigrants and refugees were concentrated in five industries (Figure 2). Their proportions in other industries ranged between less than six to less than one per cent.

Figure 2. Percentage share of 2010 and 2011 arrivals to Darwin in the top 5 industries of employment.



Note: ABS uses the Australian and New Zealand Standard Industrial Classification (ANZIC) 2006. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'. Source: ABS 2011 Table Builder, customised data.

4.1.5 Occupations of employment

The single highest proportion of immigrants and refugees were employed as professionals (Table 1). High proportions were employed in occupations requiring middle and lower level qualifications: labourers (18.2%), community and personal service workers (17%), and sales workers (11.3%). These three occupational levels jointly had 46.5% of all employed new arrivals.

Table 1. Occupations of employment, 2010 and 2011 arrivals to Darwin.

| Occupation | % all occupations |
|--------------------------------------|-------------------|
| Managers | 6.3 |
| Professionals | 24.8 |
| Technicians & Trades Workers | 10.3 |
| Community & Personal Service Workers | 17.0 |
| Clerical & Administrative Workers | 7.6 |
| Sales Workers | 11.3 |
| Machinery Operators & Drivers | 3.6 |
| Labourers | 18.2 |
| Inadequately described | 0.9 |

Note: To code occupations, ABS uses the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'.
Source: ABS 2011 Table Builder, customised data.

The 2011 Census data disaggregated by year of arrival, occupations and the highest level of post-school qualifications of immigrants and refugees (ABS Table Builder, customised data) permit only general observations due to many small values and many inconclusively reported highest levels of qualification. These data reveal that although people with BA and post-graduate level credentials were concentrated in professional occupations, some with these qualifications worked as community and personal service workers, clerical and administrative workers and sales workers.

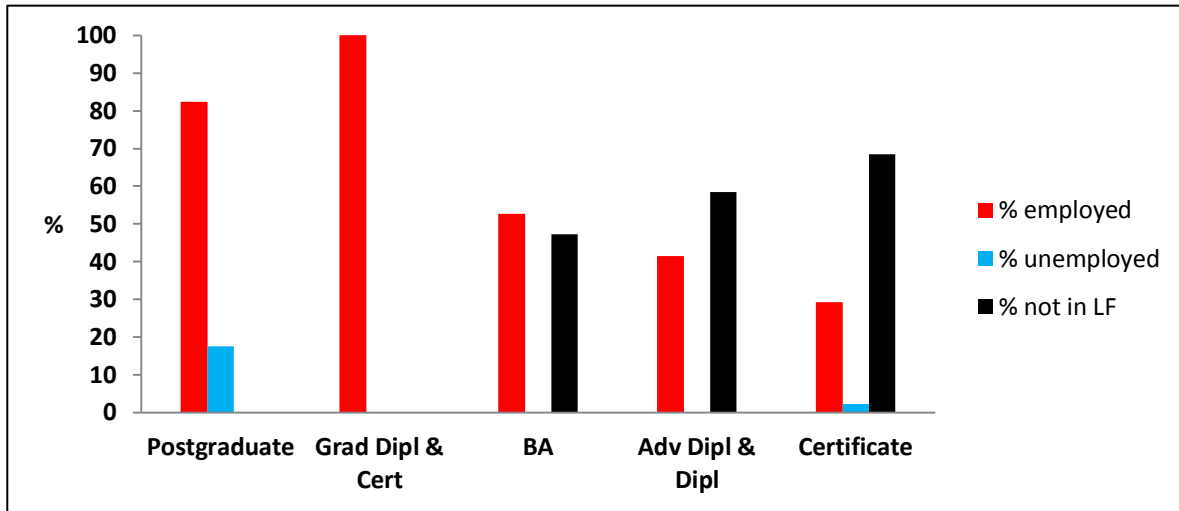
4.2. People with a disability

At the 2011 Census there were 1,438 people of working age in Darwin who reported a disability. Of them 26.2% (377) were employed and 73.8% (or 1,061) were not in the labour force and unemployed (ABS 2011 Table Builder, customised data).

4.2.1. Labour force status and highest reported level of post-school qualifications of the working age population with a disability

At the 2011 Census, people of working age who reported a disability and adequately reported their highest level of post-school qualifications, had the greatest success in securing employment if they held Graduate Diploma or Graduate Certificate level qualifications, postgraduate level and BA level qualifications (Figure 3). Numerically, groups at each level of qualification were small, which means that Figure 3 presents approximate rather than exact proportions. Overall, Figure 3 suggests that people with a disability were either employed or not in the labour force while unemployment was low or non-existent (except those with postgraduate level qualifications).

Figure 3. Labour force status and highest reported level of post-school qualifications, working age population with disability, Darwin.

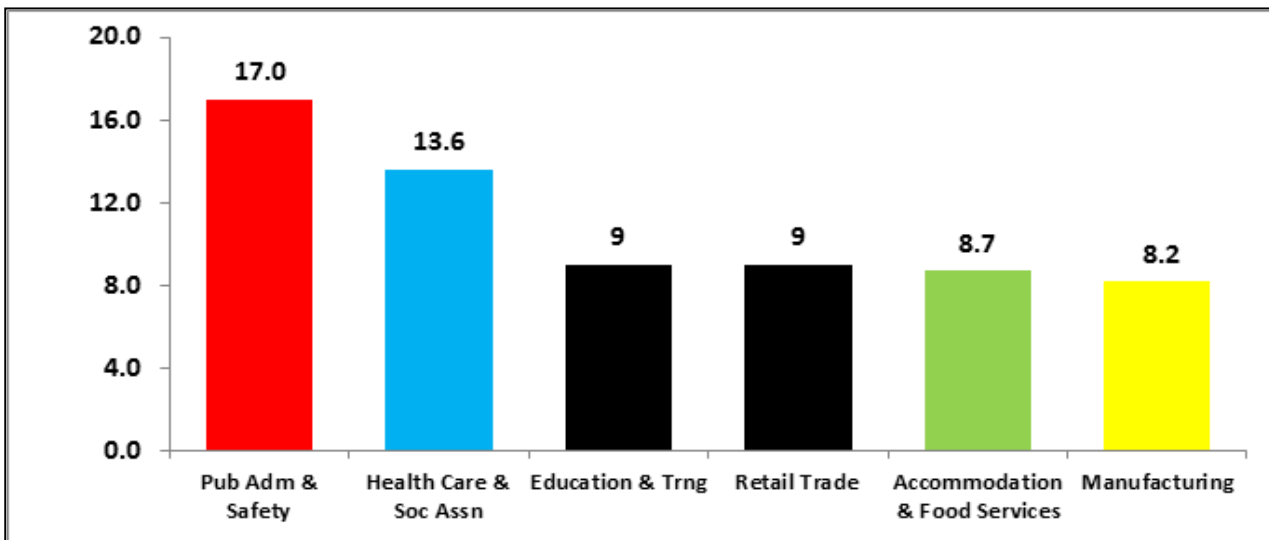


Note: This Figure only reflects those who adequately stated their level of qualifications.
 Source: ABS 2011 Table Builder, customised data.

4.2.2. Industry of employment

At the 2011 Census workers with a disability were employed in most industries. Figure 4 shows those industries that had the highest proportions of these workers. Between five and less than one per cent of these workers were found in the remaining industries.

Figure 4. Percentage share of workers with a disability in the top 6 industries of employment, Darwin.



Note: ABS uses the Australian and New Zealand Standard Industrial Classification (ANZIC) 2006. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'.
 Source: ABS 2011 Census Table Builder, customised data.

4.2.3. Occupations of employment and highest reported level of post-school qualifications

People with a disability are well represented at all occupational levels (Table 2). Jointly, 52% are employed as professionals, clerical and administrative workers and labourers.

Table 2. Occupations of employment, people with a disability, Darwin.

| Occupation | % all occupations |
|--------------------------------------|-------------------|
| Managers | 10.8 |
| Professionals | 17.0 |
| Technicians & Trades Workers | 8.7 |
| Community & Personal Service Workers | 10.0 |
| Clerical & Administrative Workers | 18.3 |
| Sales Workers | 8.0 |
| Machinery Operators & Drivers | 8.5 |
| Labourers | 16.7 |
| Inadequately described | 2.1 |

Note: To code occupations, ABS uses the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'.

Source: ABS 2011 Table Builder, customised data.

Data from the 2011 Census disaggregated by disability, occupations and the highest level of post-school qualifications (ABS Table Builder, customised data) reveal that people who held BA level qualifications were concentrated in professional level jobs and those with Advanced Diplomas and Diplomas were mostly employed as clerical and administrative workers. Those with Certificate level qualifications were mostly employed as community and personal service workers, clerical and administrative workers, and smaller numbers as managers, technicians, trades workers, and machinery operators. These results are indicative because a high number of workers employed in medium and lower-skilled occupations provided no and/or inconclusive information about their highest level of post-school qualifications.

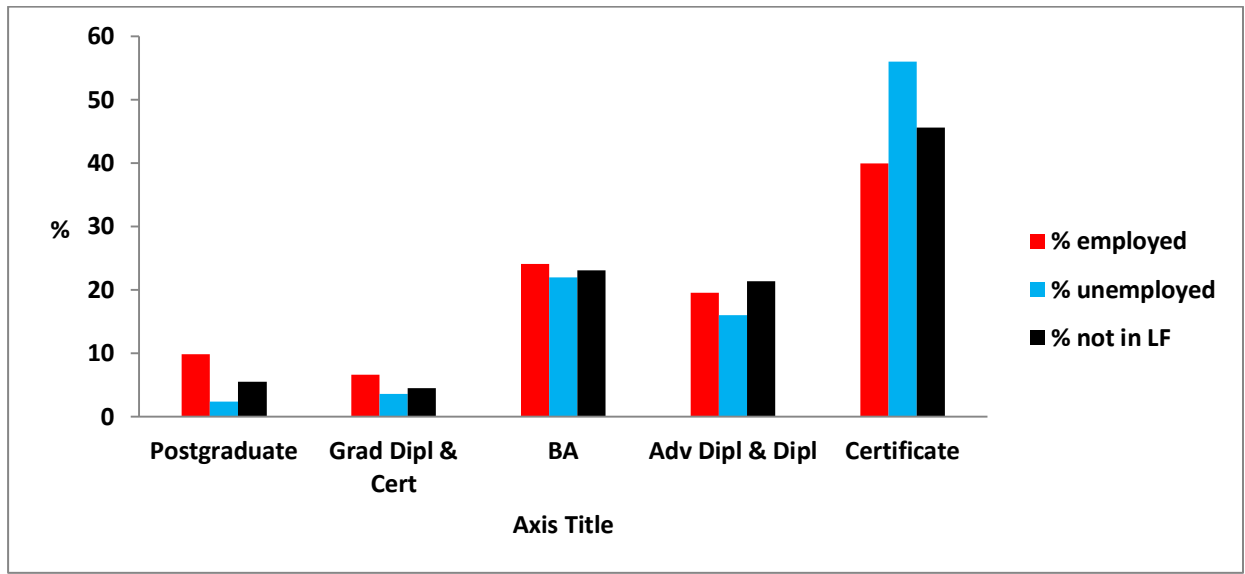
4.3. Mature age job seekers (aged 50 to 64)

At the 2011 Census there were 18,479 people in this age group: 76.9% were employed (14,212), 1.8% were unemployed (324) and 21.3% (3,943) were not in the labour force (ABS Table Builder, customised data).

4.3.1. Labour force status and highest reported level of post-school qualifications of the working age population aged 50 to 64

At the 2011 Census 85.1% of mature age people who adequately stated their highest level of post-school qualifications were employed, 1.7% were unemployed and 13.2% were not in the labour force (ABS Census Table Builder, customised data). Figure 5 reveals that people most successful in obtaining or keeping jobs had Certificate (39.9%), BA (24.1%) or Advanced Diploma and Diploma level qualifications (19.5%). It is at these same levels that mature age people reported having the highest incidence of unemployment (e.g. 56% for those with Certificate level qualifications) and not being in the labour force.

Figure 5. Labour force status and highest level of education in the mature age population (aged 50 to 64), Darwin.



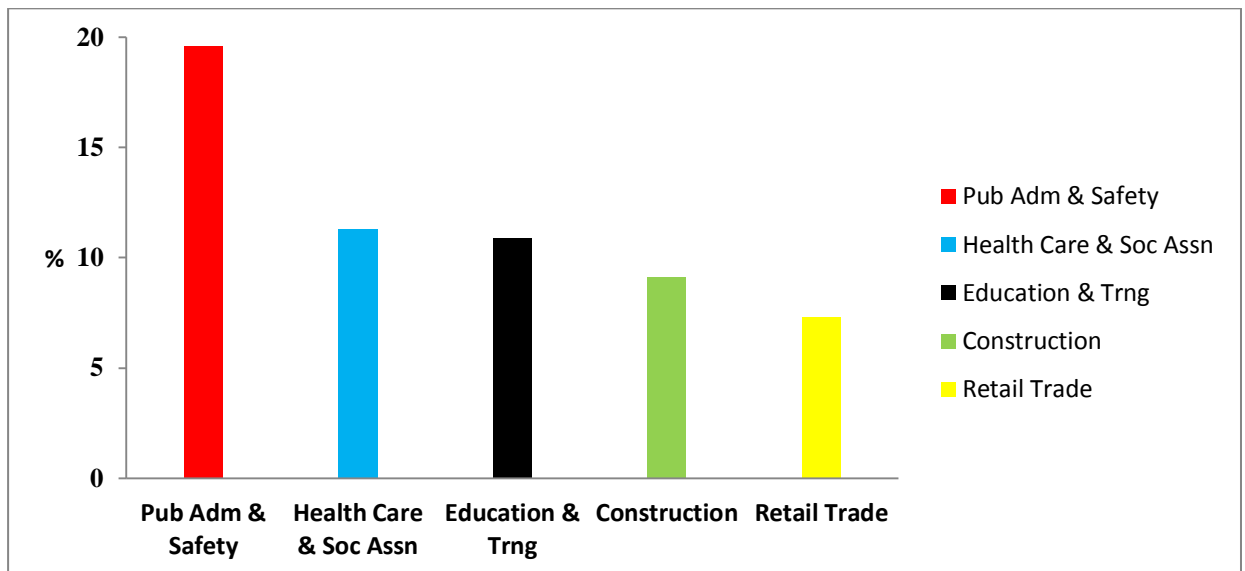
Note: This Figure only reflects those who adequately stated their level of qualifications.

Source: ABS 2011 Table Builder, customised data.

4.3.2. Industry of employment

At the 2011 Census mature age workers were employed across all industries. Figure 6 shows those industries that had the highest proportions of these workers of all industries. Between around seven and two per cent of these workers were found in the remaining industries.

Figure 6. Percentage share of mature age workers (50 to 64) in the top 5 industries of employment, Darwin.



Note: ABS uses the Australian and New Zealand Standard Industrial Classification (ANZIC) 2006. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'.

Source: ABS 2011 Census Table Builder, customised data.

4.3.3. Occupations of employment and highest reported level of post-school qualifications

Table 3 reveals that mature age workers are usually employed in higher and medium-skilled occupations as professionals (21.6%), managers (16.9%), technicians and trades workers (13.2%) and in clerical and administrative roles (17.4%).

Table 3. Occupations of employment, mature age workers (aged 50 to 64), Darwin.

| Occupation | % all occupations |
|--------------------------------------|-------------------|
| Managers | 16.9 |
| Professionals | 21.6 |
| Technicians & Trades Workers | 13.2 |
| Community & Personal Service Workers | 9.0 |
| Clerical & Administrative Workers | 17.4 |
| Sales Workers | 5.5 |
| Machinery Operators & Drivers | 7.3 |
| Labourers | 8.0 |
| Inadequately described | 1.2 |

Note: To code occupations, ABS uses the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. The total figure used to calculate these proportions excludes 'not stated' and 'not applicable'.

Source: ABS 2011 Table Builder, customised data.

The 2011 Census data (ABS Table Builder, customised data) disaggregated by age, the highest level of attained qualifications and occupation reveal that mature age workers with Certificate-level qualifications were concentrated in the top five occupations spanning higher to medium-skilled roles that is, managers to clerical and administrative workers. The largest number reported employment in technical and trade occupations, as managers and administrative and clerical workers. Besides these five groups, high numbers of Certificate-level qualified workers were employed as machinery operators and drivers and as labourers. Workers holding any of the remaining levels of qualifications that is: postgraduate degrees to Advanced Diplomas and Diplomas were generally concentrated in the two highest-skilled occupational groups: managers and professionals with the exception of some BA level qualified people working as community and personal service workers and clerical and administrative workers where lower qualifications are commonly required. These results are indicative because high numbers of workers employed in medium and lower-skilled occupations and as managers provided no and/or inconclusive or insufficient information about their highest level of post-school qualifications.

5. Survey results

5.1. Recent migrants and refugees

5.1.1. Motivations for recruitment and employment, recruitment methods

In the past five years, 65.2% of the responding businesses (n=23) had recruited and employed at least one staff member who was a migrant or a refugee. Fifteen businesses that further explained why they recruited and employed workers from this group and what recruitment methods they used reported it was because they were the best candidate for the position (100%), while 33.3%

also had an inclusive recruitment policy. The same number of businesses reported that word of mouth/networks and newspaper (each 53.3%) and online sites such as SEEK and Gumtree (40%) as the most commonly used forms of recruitment, while smaller proportions also identified mainstream employment agencies and Job Services Australia (each 6.7%) as recruitment methods.

5.1.2. Industry and occupations of employment

Health care and social assistance, construction (each 21.4%) and manufacturing (14.3%) were the most common industries of employment (n=14). Recent migrants and refugees also worked in education and training, public administration, accommodation and food services to name a few. They were usually employed in higher and medium-skilled occupations (Table 4).

Table 4. Occupations of employment of recent migrants and refugees.

| Occupation | % all occupations (n=15) |
|--------------------------------------|--------------------------|
| Managers | 20.0 |
| Professionals | 26.7 |
| Technicians & Trades Workers | 60.0 |
| Community & Personal Service Workers | 20.0 |
| Clerical & Administrative Workers | 26.7 |
| Sales Workers | 6.7 |
| Machinery Operators & Drivers | 6.7 |
| Labourers (non-qualified in trade) | 26.7 |

Note: To code occupations, the online survey used the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. Multiple answers were permitted hence the percentage shares do not add up to 100%. Source: Online survey of SMEs in Darwin, March–April 2015.

5.1.3. Training required

Training and/or upskilling for the job was required in 46.67% of the businesses (n=15). The most common forms of training (n=7) were induction and on-the-job training by others in the workplace (100% responses each). The training provided ‘sometimes’ included on-the-job-training by other organisations (with certificate) (83.33%) and formal training by Registered Training Providers (with certificate) (33.3%).

Further responses (n=7) revealed that the training courses were most commonly related to administrative requirements of the job (83.3%), however workplace health and safety, literacy and numeracy and technical requirements of the job were also important. Only five businesses provided information on the level and frequency of training undertaken by their migrant and refugee staff with Registered Training Providers; as such they should be treated as illustrative rather than representative results. This training most commonly involved single units of competency (60%) and nationally recognised skill sets (20%). Overall, 85.7% of businesses (n=7) incurred training-related costs and the same proportion bore them themselves rather than seeking external funding.

5.1.4. Reasonable adjustments in workplace

Five out of fifteen businesses responding reported adjustments to accommodate the needs of recent migrants and refugees, explained in which areas they were made and provided illustrations

(Table 5). The remaining ten businesses did not report any adjustments. Given the small number of responses the results should be seen as illustrative rather than representative.

Table 5. Reasonable adjustments in workplace to accommodate needs of recent migrant and refugee workers.

| | Workplace culture | Language and literacy | Flexible work practices |
|-------------------------------|--|---|---|
| Reasonable adjustments | Specialised induction programs | Development and display of key documents in plain language | Flexible start and finish times, and leave arrangements |
| | Education and training of line managers about their obligations in relation to managing recent migrants and refugees | Translation of workplace occupational health and safety information | Occasional or regular work from home |
| | Diversity training for all employees, creation of supportive teams | Access to translation software | Flexible rostering |
| | | | |

5.1.5. *Appraisal of employment of recent migrants and refugees*

For seventy-three percent of businesses (n=15) employing recent migrants and refugees had been successful, 13.3% were still unsure and for 13.3% it had not been very successful. When asked to comment on the extent to which their appointment had been successful, businesses (n=12) most commonly responded that these employees were easier to retain, more reliable (including better observance of the occupational health and safety rules) and better motivated than the local staff, and brought multicultural awareness to the workplace. A lack of success was associated exclusively with English language barriers. Without a suitable level of English, employees were perceived as creating potential risks to the safety of themselves and their colleagues.

5.1.6. *Retention strategies and future employment intentions*

When asked about how they thought they could best retain recent migrants and refugees (n=12), businesses commonly pointed to (a) creating supportive and inclusive work environments and (b) adopting equal work practices. The supportive environments were created by ensuring good working conditions, flexibility in completing tasks, booking these workers into relevant training courses and providing them with opportunities to practice skills. Businesses recognised the importance of scaffolded learning in a workplace and thought that providing opportunities for professional growth such as by using a buddy system to help with the transition into the workplace and by providing supervision while their skills were developing were key strategies to support their retention. Examples of inclusive work practices included offering fair treatment and equal pay and maintaining good communication as with other employees. Specific comments were further made about the need to support recent migrants and refugees in developing English language speaking and sound reading and writing skills. In some cases relationships of recent migrants and refugees with businesses can be long-standing. Businesses may not need to work hard on their retention as they are loyal, hard-working employees who often stay until they can be sponsored for permanent migration and the business will help with immigration of their families.

Over ninety-three percent of businesses (n=15) would seek to employ a person who was a recent migrant or refugee and 6.7% were unsure.

5.1.7. *Why recent migrants and refugees were not shortlisted*

The most common response businesses gave (n=7) was that they were not aware of a recent migrant or refugee status of an applicant (57.1%), they were unsuitable for the position (42.9%), whilst a further 28.6% considered that the organisational culture would not support their employment. Other reasons (14.3% each) included concerns that their level of English language and literacy were not high enough to undertake the required tasks, they would be unable to perform at a required level more generally, their skills would not be employable in an Australian workplace context, their overseas training might not be immediately transferable to the Australian context and a perception that if the employment relationship did not work, they would need to be retained regardless.

5.2. People with disability

5.2.1. *Motivations for recruitment and employment, recruitment methods*

Fifty-seven percent of the businesses responding (n=60) had recruited and employed at least one staff member with a disability in the past five years, whilst of the 25 businesses who further responded to why they recruited and employed these individuals 80% reported they were the best candidate for the position, 24% had an inclusive recruitment strategy and 16% were motivated by government incentives. One-third (33.3%) of the businesses responding (n=27) reported word of mouth as the most common method of recruitment, followed by newspaper and online recruitment (22.2% each) and using a mainstream recruitment agency (11.1%). Using Job Services Australia and Disability Employment Service was helpful in a small proportion of cases (3.7% each).

5.2.2. *Industry and occupations of employment*

The most common industries of employment were education and training, health care and social assistance (22.7% each), administrative and support services (13.6%), information, media and telecommunications, and retail trade (9% each) (n=22). People with a disability were also employed in arts and recreation, construction, and public administration and safety. The single highest proportion were employed in occupations requiring medium-level skills; in clerical and administrative roles (50%) and community and personal service roles (26.9%) (Table 6).

Table 6. Occupations of employment of people with a disability.

| Occupation | % all occupations (n=26) |
|--------------------------------------|--------------------------|
| Managers | 15.4 |
| Professionals | 19.2 |
| Technicians & Trades Workers | 19.2 |
| Community & Personal Service Workers | 26.9 |
| Clerical & Administrative Workers | 50.0 |
| Sales Workers | 7.7 |
| Machinery Operators & Drivers | 7.7 |
| Labourers (non-qualified in trade) | 7.7 |

Note: To code occupations, the online survey used the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. Multiple answers were permitted hence the percentage shares do not add up to 100%.
Source: Online survey of SMEs in Darwin, March–April 2015.

5.2.3. Training required

Training and upskilling was needed in 37% of the businesses responding (n=27). The most common forms of training were induction and on-the-job training by others in the workplace (90% each), and on-the-job training by other organisations (with a certificate) (50%). Training provided ‘sometimes’ involved formal training by external Registered Training Providers (with certificate) (42.9%) and on-the-job-training by other organisations (with certificate) (25%).

Further responses were obtained from a smaller number of businesses (n=8) and they should be treated as illustrative rather than representative results. The training was most commonly related to workplace health and safety (100% responses), however technical and administrative requirements of the job were also prominent. Training with Registered Training Providers (n=8) was most commonly undertaken at a Certificate (50%), Diploma or Advanced Diploma levels (40%) and in single units of competency (33.3%). Overall, 22.2% of businesses (n=9) reported training-related costs. It is unclear if they sought external funding to provide training because a different number of responses were obtained to a question regarding seeking such funding.

5.2.4. Reasonable adjustments in workplace

Reasonable adjustments to accommodate the needs of staff with a disability were reported by 63% of businesses responding (n=27). Table 7 provides illustrations of these adjustments.

Table 7. Reasonable adjustments in workplace to accommodate needs of staff with a disability.

| | Workplace culture | Accessibility | Flexible work practices |
|-------------------------------|---|---|---|
| Reasonable adjustments | Workplace health and safety-related changes, including of information about disability issues and the importance of disability disclosure | Physical modifications to business premises | Flexible start and finish times, and leave arrangements |
| | Education and training of line managers about their obligations in relation to managing employees with disabilities | Physical modifications to work stations | Occasional or regular work from home |
| | Provision of disability awareness training | Information technology modifications Accessible, barrier-free training available and/or provided | Flexible rostering |
| | | | Supported wage subsidies Part-time work |

Source: Online survey of SMEs in Darwin, March–April 2015.

5.2.5. Appraisal of employment of people with a disability

Employing people with a disability was successful for 68% of the businesses (n=25), 24% were still unsure and 8% did not find the experience successful. When asked to comment on the extent to which their appointment had been successful (n=14) businesses most commonly responded that these employees were committed to their roles, disabilities did not affect their ability to perform

at the required standard and their work was of high standard. Some spoke of long-term employees with disabilities, retaining people with a disability past the probation period and mutually agreeing to increase their work hours. These examples suggest successful retention. Employing a person with a disability was believed to benefit the team by breaking down barriers and stigma attached to disability and to benefit the employee concerned by improving their confidence and self-esteem. A lack of success was illustrated in generic terms such as that workers with a disability performing high risk activities were a risk to themselves, co-workers and the business and in specific terms, where respondents referred to a poor (and unexplained) record of turning up for work before finally stopping, and to productivity losses when employees with a disability needed time off work to recover.

5.2.6. Retention strategies and future employment intentions

Businesses responding (n=10) thought that the best retention outcomes could be achieved by (a) working with the individuals concerned, (b) by ensuring the physical work environment and attitudes of the team were supportive and (c) practising fully inclusive policies. In the former case, it was possible to understand needs of employees with a disability and agree on necessary amendments such as flexible work times; open and honest communication was believed to be crucial. Creating an accessible work environment was important, as was educating able co-workers about challenges a disabled person might encounter daily. Respondents believed that treating employees with a disability like everyone else was also important for retention. Illustrations included orientation and induction to the policies, the job and the work environment and offering appropriate training for the job.

Seventy-six percent of the businesses (n=25) would seek to employ a person with a disability, 20% were unsure and 4% would not seek to employ a person with a disability.

5.2.7. Why applicants with a disability were not employed

Overwhelmingly, 75% of the respondents (n=24) were not aware that a candidate with a disability was seeking employment. Twenty-five percent reported that candidates were unable to perform tasks at the required level, whilst 13% were concerned about workplace health and safety issues. Other reasons featuring (8.3% each) were that applicants were unsuitable for the available positions, employers were concerned about the costs related to workplace modifications, supervision and training requirements, they were fearful of being seen as discriminatory if the employment relationship did not work, and some thought that the employee culture would not support hiring a person with a disability.

5.3 Mature age job seekers

5.3.1. Motivations for recruitment and employment, recruitment methods

Most businesses (89.5%, n=38) had recruited and employed at least one staff member in the past five years who was over 50 years of age. Of the 33 businesses that further responded to why they recruited and employed these individuals, and how they identified them, 90.9% reported it was because they were the best candidate for the position, whilst 30% also stated they had an

inclusive recruitment policy. Word of mouth/networks (66.7%) and newspaper (54.5%) were the most common forms of recruitment media followed by online sites such as SEEK and Gumtree (24.2%). Mainstream employment agencies and Job Services Australia were not used at all by the businesses that responded to the survey.

5.3.2. *Industry and occupations of employment*

The most common industries of employment were health care and social assistance (17.1%) and education and training (14.3%) (n=35). The industry sectors employing staff over 50 were more diverse than the two other populations presented in this report. People aged 50 and over were typically employed in occupations requiring higher and medium level skills (Table 8).

Table 8. Occupations of employment of people who are over 50 years of age.

| Occupation | % all occupations (n=30) |
|--|---------------------------------|
| Managers | 50.0 |
| Professionals | 40.0 |
| Technicians and Trades Workers | 26.7 |
| Community and Personal Service Workers | 13.3 |
| Clerical and Administrative Workers | 36.7 |
| Sales Workers | 6.7 |
| Machinery Operators and Drivers | 6.7 |
| Labourers (non-qualified in trade) | 10.0 |

Note: To code occupations, the online survey used the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition, Revision 1. Multiple answers were permitted hence the percentage shares do not add up to 100%.

Source: Online survey of SMEs in Darwin, March–April 2015.

5.3.3. *Training required*

Training and upskilling of employees aged over 50 was reported by 27.3% of the businesses (n=33). The most common forms of training (n=9) were induction (100%) and on-the-job training by others in the workplace (88.9%). On-the-job training by other organisations (with certificate) (20%) and formal training by Registered Training Providers (with certificate) (20%) were used ‘sometimes’. The training (n=9) was most commonly focused on workplace health and safety (100%), administrative (75%) and technical requirements of the job (71.4%). As only two businesses provided information on the level of formal training undertaken by their mature age staff with Registered Training Providers, these results are not discussed. Overall, 66.7% of businesses (n=9) reported training-related costs and the remaining 33.3% reported them ‘sometimes’. None of the nine respondents sought external funding for this purpose.

5.3.4. *Reasonable adjustments in workplace*

As only 12.1% of businesses (n=33) reported reasonable adjustments to accommodate the needs of mature age staff and two businesses offered illustrations, these results are not discussed.

5.3.5. *Appraisal of employment of people aged 50 and over*

Employing people aged 50 and over has proven successful for 100% of the businesses (n=32). When asked to comment on the extent to which the appointment of employees over 50 years of age had been successful, businesses (n=21) most commonly responded that they had great work

skills and experience as well as life experience which were making a difference to the teams and business outcomes. Life experience was in particular believed to be helping them to cope well with high pressure and deadlines. Further comments related to their excellent work ethics demonstrated by reliability, dedication to the job, taking fewer sick leave days than other staff, hard work, courtesy and a sense of values. Respondents commented on their good retention, which in the case of one business reached 90% in the last two years, and that older workers were easier to attract to particular types of jobs than the younger ones. Only one respondent who indicated successful employment also described a lack of success, where another applicant/employee had not been honest about their skills and knowledge and therefore the subordinate staff quickly lost respect in the person's ability to lead and manage a team. Even with additional support the individual resigned after a few months.

5.3.6. Retention strategies and future employment intentions

When asked about how they thought they could best retain employees over 50 years of age in the business (n=25) the most common responses were related to (a) flexible work arrangements, (b) utilising and valuing their professional and life skills and experience, (c) keeping them active and engaged but leaving certain tasks to younger staff and (d) having a fair workplace. Flexible arrangements were related to flexible and/or reduced hours of work, allowing extra time off e.g. for unpaid holidays and allowing older workers to have a real work-life balance. There was an appreciation of the skills, knowledge and wisdom, both professional and arising from life experience, that older workers possessed, which should be utilised and respected. Respondents believed that older workers should still learn new skills (however, if in training courses, these should not re-invent the wheel) and younger workers should be doing the harder physical tasks for them (e.g. in certain trades occupations), or the older workers should be allowed to move from intensely physical active duties (e.g. provision of outreach services in remote areas) to more office-based positions in the business. A fair and inclusive workplace was mentioned as an important ingredient of a retention strategy. Examples included treating these workers the same as everyone else, providing them with job security and promoting, if suitable.

Nearly ninety-four percent of the businesses (n=32) would seek to employ a person who was over 50 years of age and 6.3% were unsure.

5.3.7. Why applicants aged over 50 were not employed

Only four businesses explained why they thought that the business had not employed a candidate who was over 50 in the past five years. The top reasons were unawareness that an applicant was in this age group, concerns they would be unable to perform at the required level, and that their current skills and experience would not be transferable while training would be costly. The small number of these responses does not permit drawing broader conclusions about why businesses may be reluctant to hire people aged 50 and over.

6. Discussion and recommendations

6.1. Employment prospects

At the 2011 Census, there were approximately 5,893 people who belonged to the three ‘untapped’ labour force groups in Darwin. These people were aged 15 to 64, held post-school qualifications and were unemployed and not in the labour force (sections 4.1.3, 4.2, 4.3). If the strongest employment growth projections (on the national scale) in the NT materialise, and the demand for staff anticipated by Darwin employers remains higher than it is nationally, the labour market conditions for the ‘untapped’ labour force groups should be favourable.

6.1.1 *Alignment of post-school qualifications and occupational levels*

Evidence gathered in this research brief reveals that post-school qualifications do not always translate into employment for each of the groups (sections 4.1.3, 4.2.1, 4.3.1). For example, the 2011 Census reveals that among recent migrants and refugees of working age, those holding post-graduate qualifications have the lowest proportion of employed and one of the highest proportions of unemployed of all levels of qualification (section 4.1.3). This suggests difficulties with qualifications recognition and incidence of concerns revealed by the survey such as that employers do not see their overseas training as immediately transferable and their skills not to be employable in the Australian context⁴. Among people of working age with a disability, those with post-graduate level qualifications have the highest level of unemployment from all levels of qualifications and high proportions of those with BA, Advanced Diploma and Diploma are not in the labour force (section 4.2.1). Reasons for this situation gleaned from the survey include employer concerns that they would be unable to perform at the required level (combination of education and skills) and that high training costs would be involved if they were engaged. Although reasons for staying out of the labour force are diverse, some of these individuals may be discouraged job seekers, who believe that disability may discourage employers (ABS 2014).

This research brief suggests that some de-valuation of the post-school qualifications in the three groups under review takes place. On comparing the Census and survey results for migrants and refugees, it can be seen that the proportions of managers, technicians and trades workers, clerical and administrative workers, machinery operators and drivers, and labourers are higher in the survey than in the Census. The difference is five-fold for technicians and trades workers, almost two-fold for machinery operators and drivers and close to one-third for labourers. This suggests recognition and/or upgrading qualifications and improving skills as in the case of managers, or technicians and trades workers, and de-skilling and de-valuating qualifications as in the case of clerical and administrative workers, machinery operators and drivers and labourers. The Census points to de-skilling some of those with BA and post-graduate level credentials to support and service occupations (section 4.1.5).

⁴ The occurrence of such concerns is difficult to be judged as only seven businesses identified reasons for not shortlisting candidates who were recent migrants and refugees.

Though only 26.2% of people with a disability were employed at the 2011 Census, it would appear many secured employment commensurate with their formal qualifications (section 4.2.3). For example, holders of BA level credentials were concentrated in professional level jobs, and those with Certificate level qualifications were well represented among community and personal service workers, clerical and administrative workers, while smaller numbers worked as managers, technicians and trades workers, and machinery operators. Higher proportions of those in the survey employed as technicians and trades workers, community and personal service workers (more than two-fold for each of these two occupational groups), and clerical and administrative workers (almost three-fold) as compared to the Census can partially be explained by the fact that only SMEs, rather than public and private employers, participated in the survey. This may further suggest a wide utility of Certificate level qualifications needed in these occupations.

At the Census, high numbers of mature age people holding qualifications ranging from post-graduate to Advanced Diploma and Diploma levels were employed in managerial and professional roles, which would be commensurate with these qualifications. The only group possibly over-qualified were those with BA level credentials employed in support roles for example as clerical and administrative workers (section 4.3.3). This could have arisen from a combination of their qualifications and skills being assessed by employers as out-of-date and suitable for these roles instead and conscious decisions taken by some pre-retirement people to work in positions with less responsibility. High numbers of mature age people with Certificate level qualifications employed at each occupational level suggest these qualifications make them very employable, similarly to people with a disability with Certificate level qualifications.

Overall, the mature age people seem best able to find employment commensurate with the level of their formal qualifications, followed by people with a disability and recent migrants and refugees.

6.1.2 Whom and how to support

First, all people unemployed and some who are not in the labour force in the three groups under review would benefit from assistance to find and retain jobs. At the 2011 Census, the proportion of working age people unemployed and not in the labour force was the largest among those who had a disability (73.8%), followed by immigrants and refugees (32.4%) and the mature age population (23.1%). The priority populations should be:

1. Among people with a disability – the unemployed who hold postgraduate level qualifications, and people not in the labour force (the marginally attached to the labour market and the discouraged job seekers) who possess BA, Advanced Diploma and Diploma as well as Certificate level qualifications (section 4.2.1)
2. Among immigrants and refugees – the unemployed and not in the labour force (the two groups listed in point 1) with postgraduate and BA-level qualifications as well as the unemployed with Certificate-level qualifications (section 4.1.3)
3. Among mature age people – the unemployed and not in the labour force (the two groups listed in point 1) with qualifications at Certificate, Advanced Diploma and Diploma, and BA levels (section 4.3.1).

While many of the unemployed may be registered with one of the job intermediary agencies and able to be identified, people marginally attached to the labour force and the discouraged job seekers would need to be socially connected through community associations and individual community members. They in turn could direct them to support agencies and/or advise of employment opportunities on a more personal level. According to the survey, informal job search methods are most useful for all three groups. As a recruitment method, word of mouth/networks is the most effective for mature age job seekers and migrants and refugees, while registering with an employment agency and Job Services Australia appears ineffective for mature age job seekers and marginally helpful to migrants and refugees and people with a disability. As the survey is not fully representative of the recruitment landscape in Darwin, future research could establish for what 'untapped' groups and industry sectors employment agencies and Job Services Australia are particularly useful and how their valuable role could be expanded to benefit other untapped labour force groups and industry sectors.

Second, groups involuntarily employed below their formal qualification levels would benefit from assistance to secure employment aligned with their qualifications and skills.

1. Migrants and refugees with BA and postgraduate-level qualifications working in support and service roles, as machinery operators and drivers, and as labourers who may have higher level qualifications
2. Mature age BA-level qualified professionals employed in administrative and other support roles normally requiring lower level qualifications.

For migrants and refugees whose qualifications are not automatically recognised, employers and training providers may consider referring them to bridging courses and/or shorter, focused courses such as a Graduate Certificate (Certificate) or an Advanced Diploma (Diploma). In light of the critical role of the capacity in the English language (section 5.1.5) identified by the survey, it would appear that fluency in occupational English is also a pre-requisite for migrants and refugees from non-English speaking backgrounds to return to employment aligned with their higher-level overseas or locally-upgraded qualifications (e.g. through a bridging course). In mutual agreement with an employer and where opportunities exist or may materialise in the future, the underemployed mature age workers may be similarly supported to move into roles aligned with their actual formal qualifications.

According to the survey, the most common forms of workplace-based training for all three groups are induction and on-the-job training by others in the workplace and the most common purposes they serve are learning about administrative and technical job requirements, workplace health and safety, and additionally for migrants and refugees to improve their literacy and numeracy skills (sections 5.1.3, 5.2.3, 5.3.3). The support agencies need to advise potential employers about the need for such training for employees from the groups under review and encourage them to consider these individuals for higher-level positions if they are interested and capable.

6.1.3 Support needed by employees and employers to achieve retention

Many surveyed employers are prepared to fully bear the costs of training involved in engaging workers from the three groups (sections 5.1.3, 5.3.3). The support for employers may need to be

in the form of information about the initial and/or on-going matters that need to be addressed when individuals from any of the three groups are recruited and employed. This information would be best conveyed by recruitment agencies, Job Services Australia and other intermediaries between businesses and candidates. For example, for migrants and refugees, and people with a disability, line managers may need to be educated about their obligations in dealing with employees from these groups (sections 5.1.4, 5.2.4). The intermediaries also need to be honest about the level of English language fluency in the case of migrant and refugee job seekers from non-English speaking backgrounds; language barriers are a source of frustration for employers as they carry workplace health and safety-related risks (section 5.1.5).

Many surveyed SMEs report successful experience of employing people from the groups under review and between 76% and 93.8% would seek to employ them in the future. Many SMEs already have inclusive employment strategies and retention strategies that together underpin a successful employment relationship. Positive messages about the contribution individuals from the three groups make to the businesses should accompany the advice any employment intermediaries may dispense on:

1. Matters that may need to be addressed initially, such as reasonable adjustments to workplace culture, or accessibility for people with a disability
2. The on-going need for flexible, inclusive policies that contribute to a successful employment relationship and retention.

Retention strategies are in many cases *de facto* support strategies (sections 5.1.6, 5.2.6, 5.3.6). The common ones for all groups include:

1. Appropriate training for the job
2. Open, honest and on-going communication
3. Flexible work arrangements and
4. An overall fair, supportive and inclusive work environment.

6.1.4 Benefits to businesses, individuals and Governments

The surveyed businesses derive numerous benefits from employing individuals from each of the groups. While there are differences resulting from specific contributions that each of them makes (sections 5.1.5, 5.2.5, 5.3.5), benefits common for all groups are:

1. Good or excellent retention (improved ability to address staff turnover)
2. Gaining quality staff with exemplary work ethics and
3. Diversification of the workplace (e.g. in a multicultural sense, or expanding and deepening the collective skills set and knowledge by employing a mature age person).

Other benefits in the form of improved economic and social well-being can accrue to the individuals concerned (and their families) and to the Federal Government in the form of reduced outlays for regular support payments and as a broadened tax base. Support from the Federal and NT Governments for information strategies for SMEs in Darwin and the NT about the advantages of meaningfully engaging individuals from the three groups that would also increase the employee intake from them would demonstrate their commitment to developing Northern Australia. The NT

Government would additionally be implementing its vision of an inclusive NT society presented in the *Framing the Future* strategy.

6.2. Recommendations

6.2.1 Government-funded (e.g. Job Services Australia) and private employment intermediaries, other bodies and individuals who regularly or occasionally assist individuals from the three groups to gain and retain employment should promote the benefits that SMEs in Darwin can derive from employing them: improved staff retention, gaining committed, reliable employees and diversification of the workplace.

6.2.2 They should also communicate the need for SMEs to develop support strategies. As the minimum, they should include appropriate training and orientation to the role (and any costs that may be involved); honest communication; flexible work arrangements; and a fair and inclusive work environment.

6.2.3 Further, they should advise SMEs about the initial and/or on-going matters that may need to be addressed when individuals from these three groups are employed. An example can be reasonable adjustments to the workplace. Some small-size businesses or businesses engaging an individual from any of the three groups for the first time may not have the in-house capacity or resources to address these matters. This should be established and referrals made to external training providers or other external experts (e.g. in order to modify a workplace station to the needs of a disabled person).

6.2.4 The 'untapped' labour force comprises individuals with post-school qualifications who are unemployed, discouraged jobs seekers and people marginally attached to the labour force (not in the labour force), as well as people who are employed below their formal levels of qualification. The potential of the latter group is also being underutilised. Hence, SMEs should be encouraged to establish, in mutual agreement with individuals from the latter group, if they were interested in gaining employment at higher, more suitable levels, and how they may be supported in doing so. If full-time, prolonged university degrees are not an option, shorter forms of training such as Advanced Diplomas (Diplomas), Graduate Certificates (Certificates) or bridging courses (for recent migrants and refugees) may be considered as a way of refreshing and topping up their existing qualifications and skills.

6.2.5 Certificate level-qualified mature people over 50 and people with a disability are employed at every occupational level. Support agencies and employment intermediaries may discuss Certificate-level qualifications with job seekers from these groups interested in obtaining them as a way of expanding their choice of employment opportunities.

6.2.6 Word of mouth/networks is a key method of recruitment/finding out about employment opportunities for all groups considered in this project. Cultural and other community groups, individual community members, support agencies and employment intermediaries may consider providing job seekers with informal opportunities to connect with SMEs and find out about job vacancies.

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