



## **User Report**

Q-LNG01-15-MP-0095

# **Workforce and Training Strategy and Action Plan**

# Workforce and Training Strategy and Action Plan

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# Workforce and Training Strategy and Action Plan

## Acronyms and Abbreviations

CSG	Coal Seam Gas
CSQ	Construction Skills Queensland
DEEDI	(Former) Department of Employment, Economic Development and Innovation
DET	Department of Education and Training
DSDIP	Department of State Development, Infrastructure and Planning
EIS	Environmental Impact Statement
ESQ	Energy Skills Queensland
KPI	Key Performance Indicator
LNG	Liquefied Natural Gas
QFF	Queensland Farmer Federation
QMEA	Queensland Minerals and Energy Academy
RCCC	Regional Community Consultative Committee
RTO	Registered Training Organisation
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan

# Workforce and Training Strategy and Action Plan

## 1. Introduction

Australia Pacific LNG has a strong commitment towards training and developing an appropriate workforce. Training and development is also key to empowering employees with the knowledge and skills they require to meet the health, safety and environment requirements of the Project.

Employees for the Project will be carefully selected, trained and supported. Their competence and behaviours will be regularly assessed and monitored, while contractors will also be required to provide evidence of the same.

### 1.1. Purpose

This Workforce and Training Strategy and Action Plan ('the Strategy') has been prepared for the Australia Pacific LNG Project ('the Project') to address Condition 2 (1C) and Appendix 6 of the Coordinator General's Report on the Environmental Impact Statement (EIS) for the Project.

Particular social opportunities and issues that the Strategy responds to include:

- Opportunity to increase labour-force participation and increase local skills capacity
- Opportunities for apprenticeships, scholarships and vocational training
- Opportunity to support work readiness programs and pre-trade training concepts

Origin Energy is the upstream operator of the Australia Pacific LNG Project, and therefore maintains overarching accountability for managing employment and training opportunities at the upstream Project. All contractors and sub-contractors to the Project would therefore need to align with Origin Energy's values and principles around the inclusion of local and under-represented groups, as well as the provision of training and education programs.

### 1.2. Scope

The Strategy refers specifically to the upstream (gas fields and pipeline) components of the Project, and includes all workforce and training activities, including those of primary contractors. The actions and activities outlined in the Strategy extend across the construction, operation and decommissioning phases of the Project.

This document is structured to describe the expected workforce breakdown of the Project, as well as the baseline skills profile of the Surat Basin and likely areas of skills shortages. The Strategy also defines the objectives of the Project's workforce and training activities, as well as actions planned to achieve these objectives.

Given the extensive workforce requirements of the Project, the Strategy includes specific activities to facilitate the successful recruitment and retention of an appropriate workforce by optimising direct and indirect employment opportunities; while managing challenges around the availability of, and competition for, local labour.

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Given the cumulative nature of workforce and training opportunities across the region, the Project will align with the strategies and activities of the Surat Basin Workforce Development Plan. The Project will also align with the CSG/LNG Industry Construction Workforce Plan (Construction Skills Queensland). As such, these documents have been important in guiding the activities and commitments of this Strategy.

## 1.3. Objectives

Through the implementation of this Strategy, Australia Pacific LNG aims to:

1. Support the Project in attracting and retaining an appropriate workforce over construction, operation, and decommissioning
2. Sustainably contribute to the development of an improved local and regional skills base

To achieve these overarching goals, Australia Pacific LNG specified the following workforce and training objectives in its SIMP for the Project:

1. Maximise employment opportunities for local residents and under-represented groups
2. Increase the local community's skills capacity for employment
3. Increase industry-wide labour capacity

To meet these objectives, the Project will implement the activities contained in the SIMP action plans. The actions and Key Performance Indicators (KPIs) in these plans have been developed in close coordination with key stakeholders, including Skills Queensland, as described in Section 1.5. The specific Workforce and Training action plans are provided in Section 4 of this Strategy.

## 1.4. Responsibilities

While Australia Pacific LNG has the overarching responsibility for implementing this Strategy, a division of responsibility exists to ensure that local training and recruitment opportunities are optimised.

The division of responsibilities is summarised below:

- Origin Energy – Origin Energy (as the upstream operator of the Project) has the overarching responsibility for implementing this Strategy and ensuring workforce recruitment and training conditions and commitments are met.
- Contractors – Primary contractors are required to develop Workforce Development Plans which:
  - Identify the skills required to support the Project
  - Provide evidence of arranging timely training and qualifications programs to meet the skills development needs of the Project
  - Provide training and qualification systems to meet the requirements of the Australian Qualifications Framework
  - Maximise the inclusion of qualified local people to support all phases of the Project

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- Partner agencies – To enhance the benefits of Project-related employment and training, Australia Pacific LNG's preferred approach is to collaborate with relevant industry, government and community stakeholders. Partner agencies will be responsible for delivering against each partnership's agreed scope of works.

## 1.5. Key Stakeholder Engagement

Australia Pacific LNG recognises the need for a collaborative approach to addressing the challenges and opportunities associated with successfully attracting and retaining an appropriate workforce for the Project. As such, engagement with key local, regional and national stakeholders has been essential to the development of this Strategy.

To date, Australia Pacific LNG has undertaken extensive consultation with:

- Skills Queensland
- Construction Skills Queensland (CSQ)
- Queensland Minerals and Energy Academy (QMEA)
- Energy Skills Queensland (ESQ)
- Department of Education and Training (DET)
- Former Department of Employment, Economic Development and Innovation (DEEDI)
- Federal Department of Education, Employment, and Workplace Relations (DEEWR)
- Skilling Solutions Queensland

Consultation with these and other community role-players has aimed to provide a broad and holistic perspective on training and recruitment challenges and opportunities in the local area.

## 1.6. Supporting Documentation

This Strategy has been informed by and should be read in conjunction with the following Australia Pacific LNG documents:

- Social Impact Management Plan (gas fields and pipeline) (Q-LNG01-15-MP-0128)
- Local Content Policy (whole of project) (Q-LNG01-95-AS-0011)
- Local Content Strategy (whole of project) (Q-LNG-01-95-MP-0158)
- Indigenous engagement strategies

Legislative training requirements also exist through the *Petroleum and Gas (Production and Safety) Act 2004*, which requires competency-based training to be delivered.

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Apart from specific legislative requirements there is also the common law requirement of 'duty of care' which is basic underlying legal principal of ensuring that personnel are equipped with the necessary resources, which includes knowledge through training, to undertake their work in a productive manner that ensures their safety and safety of others with due consideration to environmental aspects. This Strategy is therefore aligned with these requirements.

## 2. Workforce Profile

### 2.1. Expected Workforce Breakdown

#### Workforce numbers

As described in the Australia Pacific LNG upstream SIMP, it is expected that construction of the gas fields will be initiated in 2011, and be largely completed by 2027, requiring a peak of approximately 2,100 workers (**Table 1**). Construction of the gas transmission pipeline will occur over approximately two years, commencing around mid-2012 and requiring a peak workforce of 1,000 people. This workforce will be split into two spreads, with around 800 workers at the main pipeline to Gladstone, and 200 at the infield pipeline.

The operation of the gas fields will commence in 2011, with around 30 workers required in the first year, peaking to 650 people over the life of the Project. For the gas transmission pipeline, approximately 70 people will be required to undertake operational and maintenance activities.

**Table 1 Expected Workforce Breakdown**

Project Phase	Gas Fields		Transmission Pipeline
	Peak	Ave.	Peak
Construction	2,100	1,767	1,000
Operation	650	471	70

#### Skills requirements

A range of skilled, semi-skilled and unskilled jobs will be created during construction and operation of the upstream project (**Table 2**). The positions in red indicate occupations that will be required in relatively substantial numbers.

**Figure 1** outlines the occupational categories of the workforce, as well as the scope of activities required for the construction and operation of the Project's gas fields and pipeline.

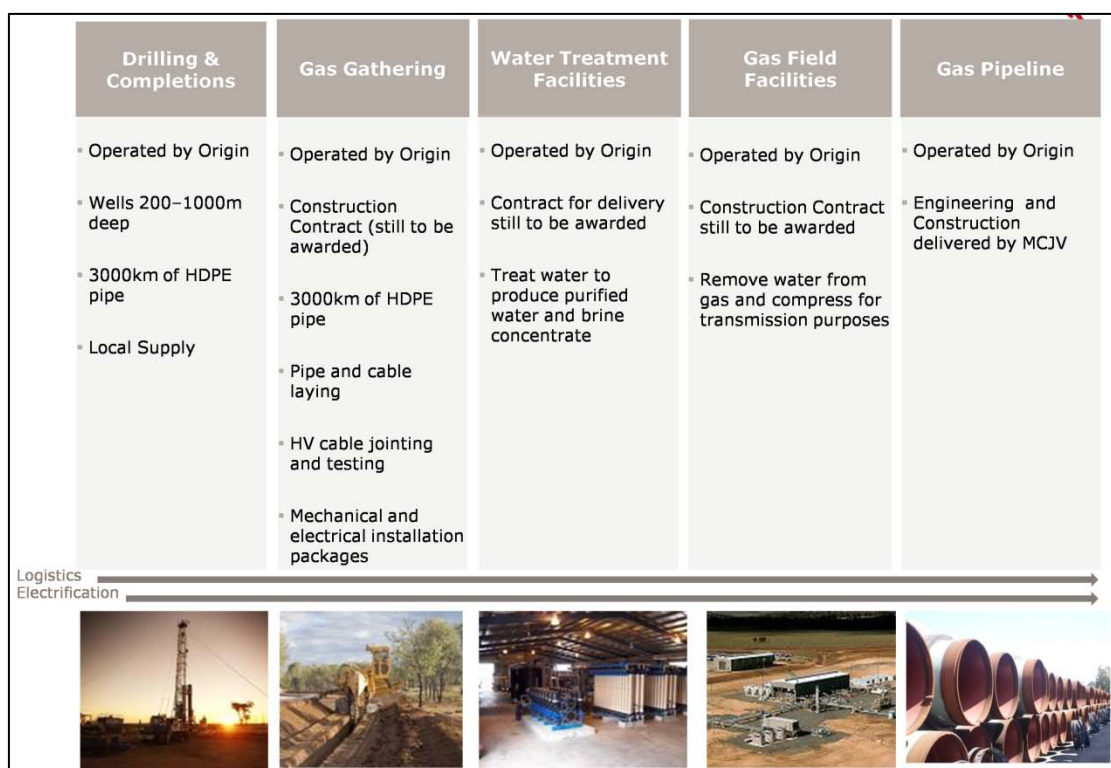
**Table 2 Upstream Skills Requirements**

Position Type	Gas Fields	Transmission Pipeline
Drilling engineers	X	
Drilling assistants	X	
Completion engineers	X	
Completion engineers	X	
Reservoir engineers	X	
Production engineers	X	
Production technicians		X
Project engineers	X	X
Pipeline engineers		X

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Electrical/instrument/control engineers	X	X
Electrical/instrument/control technicians		X
Environmental advisors	X	X
Primary contracting staff	X	
Field construction supervisors	X	
Field construction technicians	X	
Driller supervisors	X	
Senior drillers	X	
Occupational health & safety advisors	X	X
Superintendents & supervisors	X	X
Cultural heritage personnel	X	X
Logistics supervisors	X	
Logistics technicians	X	
Drillers & drillers assistants	X	
Pipeline welders	X	X
Utility staff	X	X
Maintenance technicians		X

**Figure 1 Scope of Construction and Operations Activities**



## 2.2. Surat Basin Skills

In 2011, Skills Queensland compiled a baseline skills profile of the Surat Basin as part of the development of the Surat Basin Workforce Development Plan. This included forecasting the skills requirements of local industry until 2031. In the energy industry in particular, it is expected that up to 3,000 new workers will be required across the Surat Basin to fulfil construction and operation positions including drilling, field construction, water management, machine/plant operators, mechanical and electrical trade workers. Taking into account other industries



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(including coal mining), demand would be for approximately 10,000 new workers over this period. This does not include replacement demand generated through turnover or retirement.

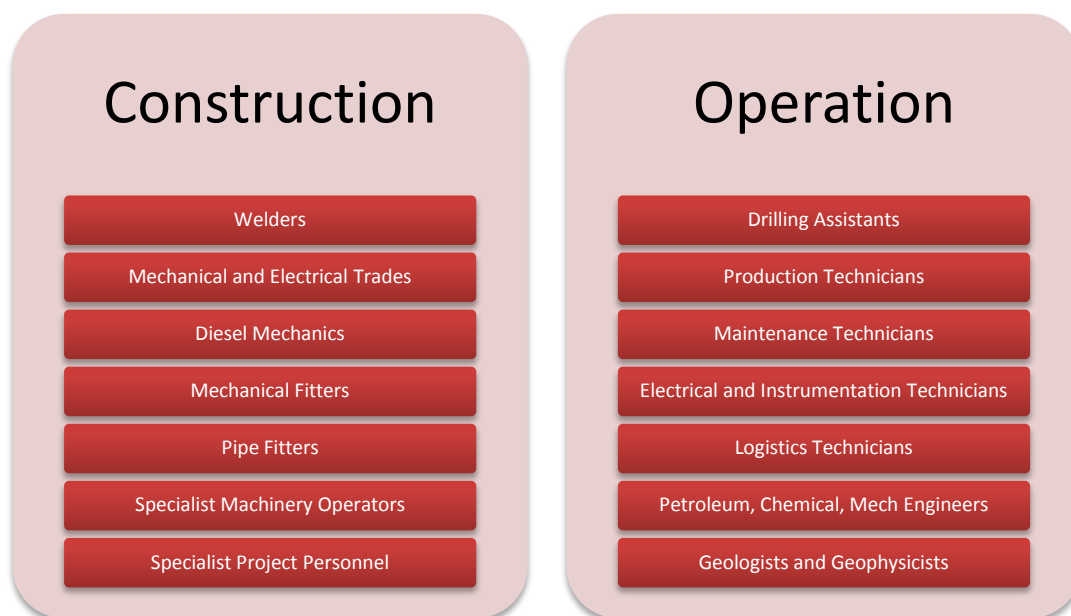
The largest occupational grouping requirement is likely to be for professionals, with approximately 930 new professionals being required each year for the next five years. Particular demands will be for:

- Construction, distribution and production managers
- School teachers
- Midwives and nursing professionals

The broader community may therefore experience shortages in these sectors if programs are not in place to meet this increased demand.

In the resources sector specifically, the Surat Basin Workforce Needs Analysis (AECgroup, 2011) suggests that increased skills demand in this sector would generate a range of skills shortages for energy industries. Particular to upstream CSG projects, a number of skills shortages are likely to affect recruitment and retention for the Australia Pacific LNG Project (**Figure 2**).

**Figure 2 Expected Skills Shortages, Upstream CSG Developments**



The Surat Basin Workforce Development Plan suggests the following possible sources of workers:

- School leavers (approximately 2,400 students per annum in the Surat Basin)
- Vocational training graduates (approximately 5,000 graduates per annum in the Surat Basin)
- Working-age people currently out of the workforce, or needing to re-join the workforce

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- Unemployed or under-employed individuals

The upcoming release of the Western Downs Skills Strategy is expected to provide additional detail around strategies to address skills shortages into the future.

Origin Energy has taken identified shortages and strategies into consideration in the development of this Strategy and the key focus programs planned for implementation.

## 2.3. Risk Analysis

In consideration of the skills context in the Surat Basin, Australia Pacific LNG has undertaken a risk assessment to determine the key challenges and focus areas for the Project's Workforce and Training Strategy. The following key risks/challenges were identified, and have served as drivers for the development of appropriate and responsive programs and strategies:

1. Labour supply – shortfalls in labour supply
2. Workforce competency - not competent to meet industry requirements without structured learning
3. Training capacity - the capacity and capability of training providers may be insufficient to respond to rapid accelerated growth in workforce demand
4. Generic programs - "Off the shelf" generic competency based training packages may be misaligned with industry needs
5. Replacement demand – loss of skills, experience, knowledge to the industry

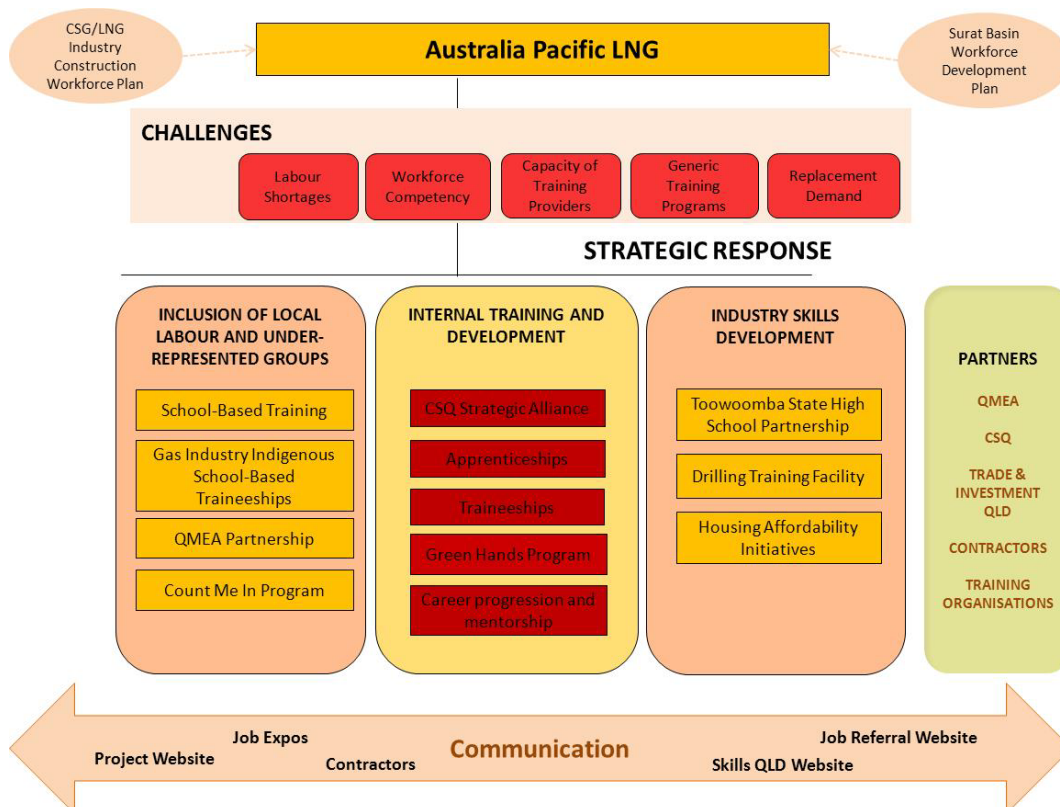
## 3. Key Strategy Focus Areas

In the context of the skills requirements of the Project, the skills context of the local area and the identified challenges in this context, Australia Pacific LNG has developed a number of key focus areas to guide the implementation of its Workforce and Training Strategy. **Figure 3** depicts these focus areas, and shows where strategic partnerships with government and the community will be formed to leverage initiatives.

The focus areas for this strategy have been designed to incorporate short-, medium- and long-term programs which focus on various sectors of the community. This aims to support a diverse workforce which is sustainable over the long term and builds a strong local community.

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**Figure 3 Workforce and Training – Key Focus Areas**



## 3.1. Inclusion of Local Labour and Under-Represented Groups

The workforce requirements for the Australia Pacific LNG Project are significant, and offer an important economic and development opportunity for residents in the local area. This is particularly relevant for the component of the local labour force that is currently unemployed or underutilised.

Australia Pacific LNG recognises the benefits of using local labour to enhance local economic development, and assist in establishing a skills base that is sustainable beyond the life of the Project. The use of local labour also facilitates a more stable workforce for the Project, and enhances the ability of employees to contribute to local community development. Local labour can also help avoid the issues around housing and service demand that are often associated with a non-local workforce. As such, the Project is committed to actively enhancing opportunities for local people, and will optimise the inclusion of local workers during construction and operations.

The Project recognises constraints around high local labour force containment (i.e. low unemployment), and strong competition for resources in the local area. As such, Australia Pacific LNG has planned for the implementation of a number of targeted strategies to address these barriers to local employment. These are described in the tables which follow.

In line with equal employment principles, and Australia Pacific LNG's corporate values, the Project has also committed to actively encouraging the participation of all sectors of the community in the workforce. This includes under-represented groups of the community such as Indigenous Australians, women, people with disabilities, mature-age workers and youth. In particular, the Project aims to build

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capacity in these groups to facilitate access to the range of opportunities available during construction and operation.

The tables below outline the initiatives that will be implemented to encourage participation of local and under-represented groups in the Project's workforce.

School-Based Initiatives	
<b>Purpose:</b> To equip local students and school-leavers to access employment at the Project.	
Programs	Description
<b>Training and Skilling</b>	<p>Following DEEDI's job expos in February 2012, Australia Pacific LNG has, in collaboration with the former DEEDI, formed an alliance with 'All Trades', Construction Skills Queensland (CSQ), University of Southern Queensland, ALS and Xstrata to underpin the Miles High School Trade Training Centre.</p> <p>A revised MOU is being developed with Education Queensland, including the above members to be recognised as foundation partners. The roll out of the program has been postponed until after the Queensland election.</p>
<b>Gas Industry Indigenous School-Based Traineeships</b>	<p>Formed in 2008, this initiative is jointly run by Origin Energy, Arrow Energy and Santos. Indigenous students in Years 10 and 11 in Dalby, Miles, Chinchilla, Tara and Roma areas can apply for a two year school-based traineeship and receive paid practical work experience.</p> <p>The program provides Indigenous (local) students with valuable training and employment opportunities, while addressing skills shortages to ensure local towns keep the skilled workforce they need.</p>
<b>QMEA Partnership</b>	<p>An industry partnership with QGC, Santos, and Arrow Energy to engage high schools across the Surat Region, pipelines area and Gladstone. The program aims to raise awareness around occupations in the industry, and works with schools to provide transitional pathways into both trades areas and higher education opportunities.</p>

Local Skills Development Initiatives	
<b>Purpose:</b> To maximise the proportion of the local population able to access employment at the Project, and reduce barriers to the participation of under-represented groups.	
Programs	Description
<b>Count Me In</b>	<p>This program recognises that women are currently the most underutilised and under-employed sector of the local population. As such, Australia Pacific LNG has partnered with four government departments to undertake research around the desires of women to return to the workforce, as well as their skills and inhibitors to do this in the Surat Basin.</p> <p>While this program is focused on the inclusion of women, it specifically targets local women, to reduce the requirement</p>

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for non-resident workers at the Project. This, in turn, has a number of benefits around housing and service provision in the local area.

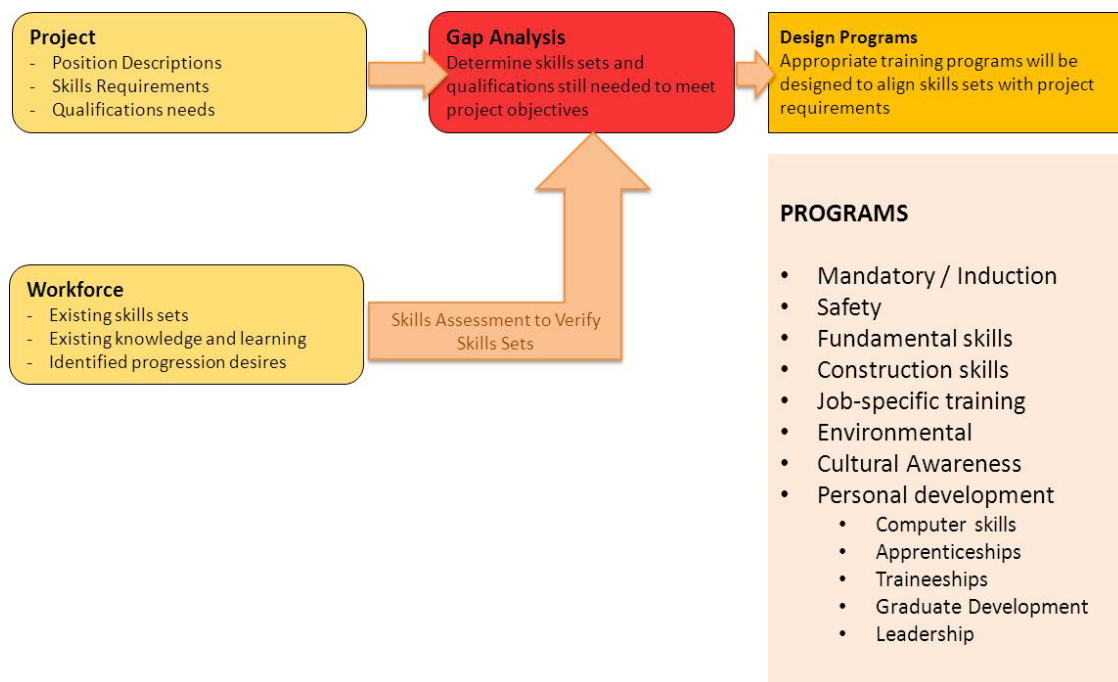
## 3.2. Internal Training and Development

The ability of Australia Pacific LNG to meet its workforce needs will rely heavily on the implementation of a comprehensive training and development strategy. The delivery of training programs is essential to supporting the recruitment of an appropriate workforce for the Project, given the specialised nature and large scale of activities to be undertaken, particularly during construction.

From a broader perspective, training and development programs would support community development and build social capital in the local and regional area. This aligns with a key objective of the Surat Basin Workforce Development plan to *“improve the skills base of people in the Surat Basin through education and training strategies”*.

**Figure 4** outlines the general training and development process that would be undertaken at the Project, while the tables which follow outline specific programs and initiatives that will be implemented to promote training and up-skilling of the workforce over time.

**Figure 4 Training and Development Process**



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Internal Training and Development Initiatives	
<b>Purpose:</b> To facilitate continual development of the local and regional skills base to provide an appropriately specialised workforce for the Project.	
Programs	Description
<b>Construction Skills Queensland (CSQ) – Strategic Alliance</b>	<p>CSQ is funding a position within the Australia Pacific LNG Project. The purpose of this position is to provide support and development opportunities to contractors that are awarded positions in the Project's supply chain. In particular, CSQ assists contractors in developing their required Workforce Development Plans, and also in securing training and development funding for their workforce. The CSQ therefore has a direct interface into the Project's supply chain and is able to facilitate Origin Energy's training objectives and commitments throughout the Project's workforce.</p> <p>This level of training and development assistance also positions Australia Pacific LNG as an employer of choice in the region.</p>
<b>Apprenticeships and Traineeships</b>	<p>Through its primary contractors and sub-contractors, Origin Energy will provide opportunities for apprentices and trainees across a range of disciplines. This will promote ongoing skills development at the Project, and facilitate career progression and capacity building over time.</p> <p>In particular, each contractor is required to develop a Workforce Development Plan which outlines:</p> <ul style="list-style-type: none"> <li>• Opportunities for development and improvement of its personnel (including traineeships and apprenticeships) to ensure Origin Energy's training and development targets are met</li> <li>• Measures to ensure that all personnel (including trainees and apprentices) are compliant with the training and competency requirements of Origin Energy</li> </ul> <p>The Project will make available Civil Construction Traineeship opportunities that new or existing employees may access. The Project will liaise with the Regional Training Coordinator and engage the services of a suitable Registered Training Organisation (RTO) to provide assistance in the development and ongoing coordination of the traineeships.</p>
<b>Green Hands Program</b>	<p>The 'Green Hands' program is a CSG operator program aimed at those people with no prior experience or skills in the resources sector.</p> <p>The program includes foundational and fundamentally elements to set a basis for learning, while elective focus programs allow participants to achieve baseline competence, from where they can progress to certificate level qualifications, and then professional development courses.</p> <p>The Green Hands Program gives preference to the inclusion of local residents and people in under-represented groups. These candidates are targeted through job fairs and local media advertising.</p>

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## Career Progression and Mentorship

Through its primary contractors and sub-contractors, Origin Energy will offer opportunities for the mentorship and progression of Project employees. In particular, contractors may offer a range of programs, including graduate development programs, leadership development, computer skills, and personal development programs.

These initiatives will help build a more skilled workforce, so that lower level positions can be back-filled with local or under-represented groups.

## 3.3. Industry Skills Development

The successful recruitment of a workforce for the Australia Pacific LNG Project would likely draw skilled and unskilled labour out of traditional and services occupations in the local community. As such, local businesses and public service sectors may experience difficulties in replacing employees that choose to work in the gas and resource industry.

In response to this, Australia Pacific LNG has proposed a number of programs to facilitate skills development and employment in local businesses outside of the resource sector:

### Industry Skills Development Initiatives

**Purpose:** To facilitate a regional socio-economic environment that is conducive to economic development outside of the resources industry.

#### Programs

#### Description

#### Toowoomba State High School Partnership

This program aims to support local and traditional industries by equipping school students with the skills required to pursue employment in agricultural occupations

The program will deliver studies in bio fuel, sustainability and agricultural diversification. Working with Toowoomba State High School's Agricultural Centre, it will focus on students in Years 8 - 12, and completion of the program would result in students obtaining a Certificate II in Agriculture. This would help support the provision of a labour force for traditional and agricultural industries in the Project area.

Origin is also currently in discussions with the Queensland Farmer Federation (QFF) to establish a university scholarship called "Farming in the Gas Fields". The scholarship would be jointly funded by the Project and QFF.

#### Drilling Training Facility

This program has been designed to train up to 600 drillers. It is proposed that this training would be delivered through TAFE, in collaboration with a private drilling company.

#### Housing Affordability Initiatives

Australia Pacific LNG recognises that a lack of affordable housing is a key issue around the attraction and retention of employees in sectors outside of the resource industry.

As such, Australia Pacific LNG has implemented a number of affordable housing initiatives, including:



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- Providing funding for the appointment of two housing support officers in Miles and Chinchilla
- Construction of nine affordable houses in Miles in partnership with Horizon Housing Solutions (NPO)
- Providing funding for the Department of Communities to deliver the RentConnect service in Miles and Chinchilla
- Introduction of a 'Living Local' support package

## 3.4. Communicating Opportunities

To successfully realise the objectives of this Strategy, Australia Pacific LNG acknowledges the importance of providing full access to information around job and training opportunities. As such, the Project is using a range of tools and mechanisms to communicate opportunities, and explain the processes involved in expressing an interest in these opportunities.

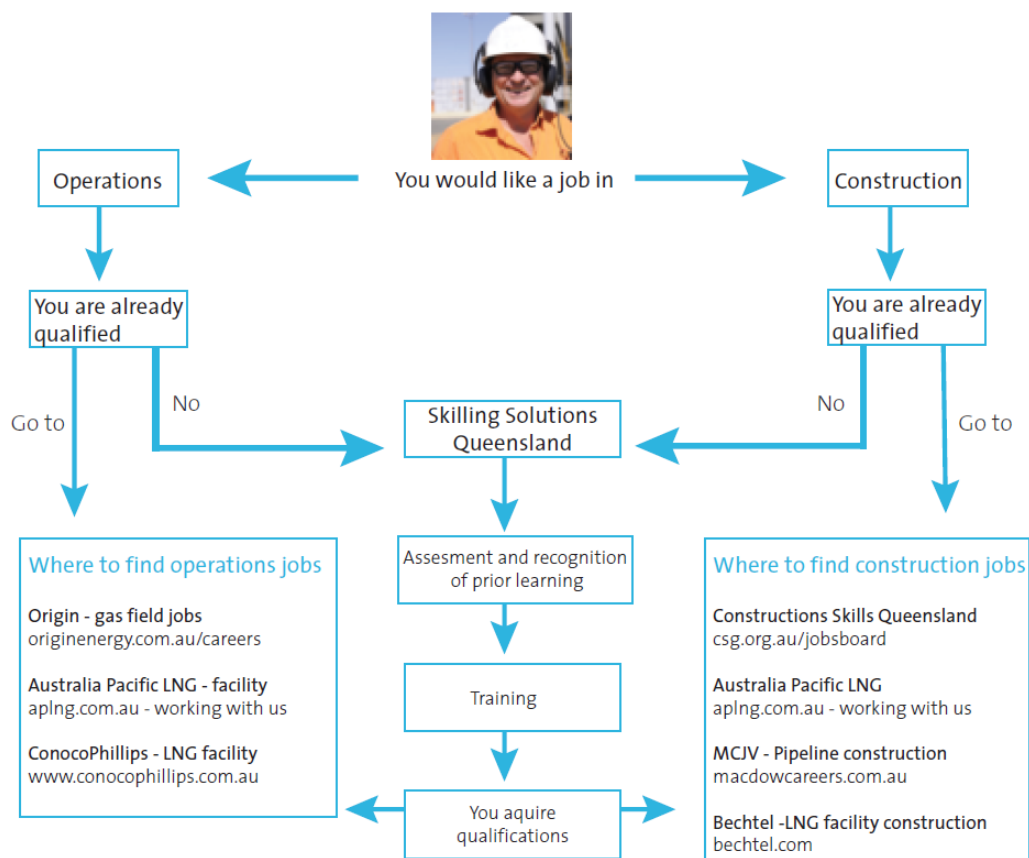
In particular, **Figure 5** depicts the communication process around obtaining a job at the Project. The other core communication mechanisms that will also be implemented include:

- Project website (<http://www.aplng.com.au/working-us/employment>)
- The joint 'Careers in Gas' website (<http://www.careersingas.com.au/>), which is a collaborative job referral website initiated by Santos, QGC and Origin Energy
- Contractors' websites
- Local, regional and national job expos
- Skilling Solutions Queensland shop fronts (in all major shopping centres)



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**Figure 5 Job Application Communications Process**



## 4. Strategy Implementation

**Table 3** provides a breakdown of the key workforce and training commitments contained in the Project's SIMP, as well as the KPIs, measurement tools and schedules associated with each particular commitment.

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**Table 3 Gas fields and pipeline workforce and training action plan**

ID	Action	Measurement	Timing	Responsibility
<b>1. Local Labour Supply</b>				
1.1	<ul style="list-style-type: none"> <li>Provide workforce estimates and workforce profiles to relevant stakeholders in a timely manner to assist with planning and program development.</li> <li>Australia Pacific LNG will work with Skills Queensland and provide input into the Workforce Development Plan, a part of the Surat Basin Future Directions Strategy, to identify existing community skills needs and offer targeted skills training to fill identified gaps</li> <li>With the aid of this assessment, Australia Pacific LNG will also work with government to target the employment of under-represented groups such as women, the disabled and Indigenous Australians</li> <li>Through this process, ongoing analysis of labour availability and a corresponding review of community demographics and skill sets will be maintained to ensure training strategies are well-targeted to local labour</li> </ul>	<p>Up-to-date workforce data, profiles and projections are provided to QLD Treasury</p> <p>Australia Pacific LNG provides evidence of input into the Surat Basin Workforce Development Plan</p> <p>Government and industry partnerships are established to deliver programs to facilitate the inclusion of under-represented groups</p> <p>Engagement is ongoing with Skills Queensland to understand and report on labour availability in the broader region</p>	<p>Ongoing – annual progress reporting through SIMP</p> <p>Complete</p> <p>2012 and ongoing – annual progress reporting through SIMP</p> <p>Ongoing – annual progress reporting through SIMP</p>	<p>People &amp; Culture Manager - Upstream</p> <p>Social Performance Manager</p> <p>Social Performance Manager</p> <p>Social Performance Manager</p>
1.2	Implement operations training and employment programs to encourage local, Indigenous and under-represented participation	Training and development programs are delivered in partnership with government	Ongoing – annual progress	Social Performance

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ID	Action	Measurement	Timing	Responsibility
		and industry	reporting through SIMP	Manager
1.3	<p>Where possible and appropriate, the operational workforce will be recruited locally</p> <ul style="list-style-type: none"> <li>• Advertise positions through both local and mainstream recruitment channels (for example local, State and national print media, on-line) and develop regular employment opportunities bulletins (for example at Centrelink or community noticeboards)</li> <li>• To assist job seekers, readily accessible information and advice will be provided through the Australia Pacific LNG / Origin shopfronts, open days , workshops and an online recruitment portal developed jointly through ESQ with all proponents, to establish a centralised Job Referral Centre</li> <li>• Develop and implement strategies to encourage mature-aged workers back into the workforce</li> <li>• Participate in career fairs and expos within local communities to promote employment opportunities</li> <li>• Engage with training organisations to increase the local skills capacity for employment during the</li> </ul>	<p>Project opportunities are advertised through the Project website, contractors websites, job expos, and Skilling Solutions QLD shopfronts</p> <p>An online job referral centre is developed in collaboration with ESQ, Santos and QGC</p> <p>Programs to encourage mature-aged workers are delivered</p> <p>Participation in local, regional and national job expos</p> <p>Training organisations are engaged through the CSQ</p>	<p>Ongoing – annual progress reporting through SIMP</p> <p>Ongoing – annual progress reporting through SIMP</p> <p>Ongoing – annual progress reporting through SIMP</p> <p>Ongoing – annual progress reporting through SIMP</p> <p>2011 and ongoing -</p>	<p>Social Performance Manager</p> <p>Social Performance Manager</p> <p>Social Performance Manager</p> <p>People &amp; Culture Manager - Upstream</p> <p>Social Performance</p>

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ID	Action	Measurement	Timing	Responsibility
	<p>construction phase of the Project and in transition from construction to operations</p> <ul style="list-style-type: none"> <li>Where local labour is exhausted or not available, the workforce will be sourced according to skills requirements</li> </ul>	<p>alliance</p> <p>A recruitment strategy is developed, based on equal employment principles</p>	<p>annual progress reporting through SIMP</p> <p>2011 - complete</p>	<p>Manager</p> <p>People &amp; Culture Manager - Upstream</p>
<b>2. Training and Development</b>				
2.1	<p>Develop a Workforce Plan which includes:</p> <ul style="list-style-type: none"> <li>In-house training programs including potential opportunities for onsite training on an existing LNG facility and/or at the Peat Training Facility</li> <li>Analysis of ongoing labour requirements and development of strategies to meet labour shortage areas</li> <li>Development of training strategies targeted to attracting local labour</li> <li>Targeted employment and training programs relevant to industry requirements and wider community needs</li> <li>Methods to increase the local employment participation rate by attracting people local to the region to the workforce</li> <li>Methods to attract under-represented groups to the workforce</li> <li>Methods to attract school leavers to the CSG industry</li> <li>The Workforce Plan will include the following training and development programs: <ul style="list-style-type: none"> <li>Professional Development programs</li> </ul> </li> </ul>	<p>An approved Workforce Plan is developed by Origin Energy (as upstream operator of APLNG)</p> <p>Local content Policy adopted including requirements for contractors to develop Workforce Development Plans</p>	<p>2011</p> <p>2011</p>	<p>People &amp; Culture Manager - Upstream</p> <p>Local content advisor</p>

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ID	Action	Measurement	Timing	Responsibility
	<ul style="list-style-type: none"> <li>o a Graduate program</li> <li>o Traineeship programs</li> <li>o Indigenous training programs</li> <li>o Apprenticeship programs</li> <li>o School's based programs</li> </ul>			
2.2	<p>Maintain engagement with key stakeholders and training organisations to identify any opportunities to link or leverage training and development programs into existing pathways</p> <ul style="list-style-type: none"> <li>• Build collaborative partnerships with government and community organisations to enhance the capacity of its contractors to provide jobs and the capacity of locals to develop skills and secure jobs</li> <li>• Collaborate on programs with government; training and education groups that build the local skills base both to meet the specific needs of the industry and other impacted sectors. This will include further development of apprenticeship, traineeship, scholarship and higher education programs</li> <li>• Outline the resourcing requirements for the construction and operational phases of the Project and communicate demand to TAFE, universities industry networks and training organisations to provide early and accurate information about the number and types of skills required. This will assist in mitigating against the long lead time required to supply additional skills through apprenticeships,</li> </ul>	<p>A strategic alliance is formed with CSQ to assist contractors in enhancing their capacity to develop skills and provide jobs locally</p> <p>Apprenticeships, traineeships and skills development programs are implemented</p> <p>Origin participates in the AMMA CSG special interest group on training and development</p> <p>Research undertaken by CSQ and ESQ regarding the workforce development needs of CSG and LNG projects</p> <p>All resource requirements are communicated through the Careers in Gas job referral</p>	<p>2011 and ongoing - annual progress reporting through SIMP</p> <p>2012 and ongoing - annual progress reporting through SIMP</p> <p>Complete</p> <p>2011 and ongoing - annual progress</p>	<p>Social Performance Manager</p> <p>People &amp; Culture Manager - Upstream</p> <p>Social Performance Manager</p> <p>Social Performance Manager</p>

## Workforce and Training Strategy and Action Plan

ID	Action	Measurement	Timing	Responsibility
	traineeships and tertiary education	centre	reporting through SIMP	
2.3	<p>Participate in CSG/LNG gateway programs with high schools in the Project region to implement programs that promote career opportunities and facilitate employment in the CSG/LNG industry. Australia Pacific LNG will do this by continuing to work with the QMEA on the expansion of QMEA's school information and guidance programs on career pathways into the upstream CSG industry in general and the Surat and Bowen basin areas in particular. Australia Pacific LNG's participation will include:</p> <ul style="list-style-type: none"> <li>• supporting school visits to sites</li> <li>• supporting school based industry specific projects</li> <li>• providing career advice</li> <li>• facilitating industry specific vocational teaching programs</li> <li>• participating in seminars and workshops</li> <li>• providing industry familiarisation to teachers and QMEA personnel</li> <li>• developing scholarships and awards to students</li> </ul>	<p>The proposed schools program is delivered</p> <p>School information and guidance programs on career pathways are implemented</p>	2011 and ongoing - annual progress reporting through SIMP	Social Performance Manager
2.4	Participate in an industry advisory committee with the other proponents to develop a PMA-08 Process Plant Operations certificate II level training course through the Southern Queensland Institute of TAFE (SQIT)	Origin Energy participates in relevant industry advisory committees	2012 - annual progress reporting through SIMP	Social Performance Manager
2.5	Develop pathways to transition some construction employees into CSG/LNG operations	Transition pathways are	2013 - annual	Social Performance

## Workforce and Training Strategy and Action Plan

ID	Action	Measurement	Timing	Responsibility
		developed and communicated	progress reporting through SIMP	Manager
<b>3. Industry Development</b>				
3.1	Continue engagement with the CSG/LNG industry through the CSG/LNG Skills Taskforce to develop awareness and training pathways for the industry	Australia Pacific LNG attend taskforce meetings	Ongoing - annual progress reporting through SIMP	Organisational Capability Manager
3.2	Continue to work with the QMEA regarding the expansion of QMEA's school information and guidance programs around career pathways into the CSG Industry	School information and guidance programs on career pathways are implemented	2010 and ongoing - annual progress reporting through SIMP	Social Performance Manager

## 5. Strategy Reporting and Evaluation

The evaluation of Australia Pacific LNG's progress against workforce and training objectives will occur through the SIMP Monitoring, Reporting and Review Plan (MRRP). In general the MRRP is designed to:

- Respond to EIS conditions on monitoring social impacts
- Outline internal processes for monitoring KPIs of SIMP implementation
- Outline an external reporting framework through which key stakeholders can receive information on SIMP implementation and progress

KPIs specific to workforce and training targets will likely include:

- Proportion of people employed from the local, regional and state areas
- Proportion of the workforce comprised of under-represented groups (e.g. Indigenous Australians, women)
- Participation in training opportunities, including enrolment and completion rates
- Participation in apprenticeships
- Satisfaction of partner agencies with engagement and delivery process

In line with the requirements of the Local Content Policy, primary contractors will also report on employment, training and development figures, including details of the types of skills developed, the number of courses delivered and the number of people trained.

In line with the Coordinator General's recommendations, this Strategy will be reviewed biannually for the initial two years of the Project, and then annually thereafter. Reporting will be undertaken:

- Biannually to the Regional Community Consultative Committee (RCCC) (high level reporting)
- Annually to the Coordinator General through the submission of the internal SIMP report

Evaluation and reporting will be undertaken in consultation with key stakeholders including relevant RCCCs, Councils, Skills Queensland, and the Department of State Development, Infrastructure and Planning (DSDIP).