

CASE STUDY



Workforce planning for / Cross River Rail

The Cross River Rail project (the Project) will activate significant urban development and generate thousands of jobs while delivering critical service improvements and amenity for inner Brisbane. CSQ worked in partnership with the Cross River Rail Delivery Authority (CRRDA) to develop a strategic workforce plan to guide the activities of the successful consortia including the development of two operational workforce plans.

In executing a critical public transport infrastructure project, the Cross River Rail Delivery Authority (CRRDA) are focused on delivering a best practice training outcome and leaving a legacy for Queensland's construction industry. To achieve this, an integrated whole-of-project workforce planning approach was adopted.



Image: Cross River Rail

- / **New Traineeship in Rail recognised**
- / **Development of a pre-employment program aimed at getting new people into the industry**
- / **Early planning to effectively train the workforce for needed skills**
- / **Industry-first electrical trade assistance program**

Testimonial

“The workforce planning activities undertaken on behalf of CSQ allow us to tailor our training responses to the needs of the workforce. We were also able to use the forecasted data to lobby the State Government to have a new traineeship declared (Certificate III in Rail Infrastructure). The data clearly showed that a training response was required to ensure we didn't incur labour shortages in the rail environment.”

“I can not speak highly enough of the engagement with CSQ and how, with access to their support, we will leave a lasting training legacy to the state of Queensland.”

- Robbie Brown, CPB Contractors Training Manager



Image: Cross River Rail

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Objectives

Workforce planning objectives were twofold.

Initially, CSQ worked with the CRRDA to:

- Understand the complexities of the project and CRRDA's objectives
- Prepare for the workforce development and skill requirements of the project
- Map Queensland policy requirements for the project
- Develop a strategic workforce plan to guide activities of the successful consortia.

Secondly, CSQ engaged with the successful consortia for the two major construction packages to develop operational workforce plans; CBGU JV who was awarded the Tunnels, Stations and Development (TSD) package of work and UNITY Alliance who was awarded the Rail, Integration and Systems (RIS) package of work.

Activities

To date, key initiatives have included:

- **Development of occupational demand profiles (ODPs)** for whole-of-project, TSD and RIS
- **Analysis of ODPs** to identify any potential labour tightening across the project's timeline and occupations likely to be affected
- **Development of strategic and operational workforce plans** to guide workforce development strategies including:
 - attraction, retention, and upskilling of the workforce
 - maximising opportunities for apprentices and trainees in alignment with the Queensland Government Building and Construction Training Policy (Training Policy)
 - engagement with local business and community
 - Indigenous engagement objectives
 - development of Training Needs Analyses (TNAs) for the major packages of work
 - support for the project's subcontractor network to meet training and employment targets
 - development of new training programs such as the "Level Up" Engineering Development Program and "Get Ready" Electrical Trade Assistance Program for the attraction, retention, and upskilling of the workforce as well as maintaining clear career development pathways.

Outcomes

In partnership with CSQ, the CRRDA, CBGU JV and UNITY Alliance continue to:

- **Implement career pathways activities** to connect local schools with the Project and contractor network, including the Rookies School-based Apprentice / Trainee program
- **Access CSQ funding** tailored to the Project identified through TNAs
- **Implement pre-employment programs** to connect residents with training and employment opportunities
- **Support the Project through labour modelling and analysis** to identify and underpin important training requirements such as the declaration of a rail traineeship in Queensland.

