



8-9 APRIL 2014

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The Attraction and Image Project

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QIR NATIONAL QueenslandRail Southern Cross UNIVERSITY CRC RailCorp METRO QUT Queensland University of Technology Government of South Australia Rail Commissioner

Cooperative Research Centre (CRC) for Rail Innovation

The Portfolio of Best Practice Attraction and Image Strategies

The CD-ROM is an output of the collaborative research commissioned and organised by the CRC for Rail Innovation on behalf of its industry participants (through the Rail Skills and Career Council) and involving Southern Cross University and QLD University of Technology.

[Start Application](#)

The Attraction and Image Project

- 2009 – 2011
- Partners
 - CRC for Rail Innovation
 - ARA, RailCorp, QR National, QR, Metro Trains Melbourne, Rail Commissioner
 - QUT

The Problem

The Rail Industry is not attracting sufficient numbers of engineers, tradespeople and operational staff to fulfil current and future infrastructure and operational needs.

Objectives

- Identify knowledge of and perceptions of rail careers
- Focus on engineers, TAFEs, universities and recruiters
- Identify successful employer branding practices
- Focus on rail and similar industries in Australia and internationally.

Research Methods

- 7 focus groups and 34 interviews with students, teachers, academics, careers advisors, commercial recruiters and industry
- Survey of 350+ engineering/trades students (university and TAFE) across Australia
- Survey of industry HR practitioners

Research Findings

- Perception of rail as traditional not innovative
- Low awareness of career opportunities

Low brand awareness = great opportunities for re-branding

- Lack of information on rail careers
- Interest from students, teachers, academics
- Liaison between HR, marketing and PR needed

Research Recommendations

- Greater engagement with education sector
- Greater engagement with recruiters
- Improved dissemination of information
- Improved recruitment practices
- Aligning recruitment and branding strategies
- More explicit career path opportunities

Outcomes

- Attraction and Image Portfolio (CD/website)
- CRC Roadshows Sydney, Brisbane and Melbourne
- Attracting and Retaining Staff: the Role of Employer Branding and Industry Image in Harris, R. & Short, T. (eds.) *Workforce Development: Perspectives and Issues*, Dordrecht: Springer.
- What do Young, Australian Engineers Want? - Strategies to Attract this Talent to less 'Glamorous' Industries, in Harris, R. & Short, T. (eds.) *Workforce Development: Strategies & Practices*, Dordrecht: Springer.
- Women and Engineering: a workforce Development Issue in Harris, R. & Short, T. (eds.) *Workforce Development: Strategies & Practices*, Dordrecht: Springer

Refereed Papers and Conferences

- Rail Branding: Attracting Young Engineering Talent, *Asia Pacific Journal of Human Resources*
- Factors influencing Young Engineering Talent's Perceptions of Employer Brands: A case study from the Australian rail industry, *Asia Pacific Journal of Human Resources*
- Gender and the Engineering Workforce: Global Challenge, Global Opportunity
ANZAM Conference
- Attraction and Image for the Australian rail industry, *British Academy of Management Conference*
- Attracting Young Engineers to the Rail Industry in Australia, *Australia New Zealand Academy of Management Conference*
- Female engineering students: career attractors and turn-offs, *International Conference Gender and Interdisciplinary Education for Engineers – France*

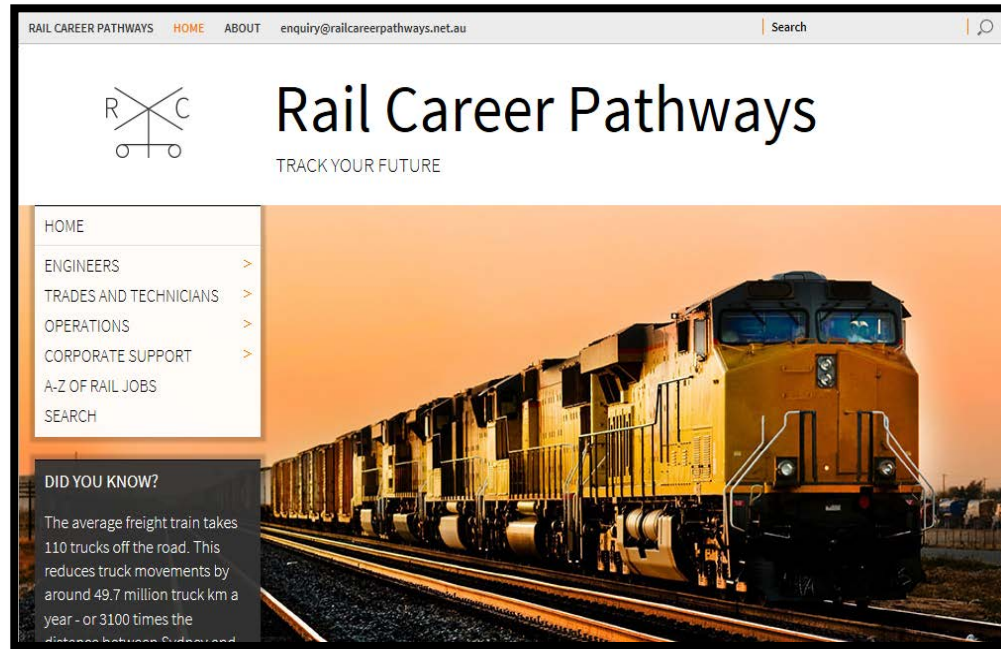
Activity

1. What is the image of your organisation?
2. What do you think makes certain industries attractive to young employees?
3. What recruitment strategies work for your organisation?

Takeaways

Novorail case study: Rail – The New Black

The Career Pathways Project



The Rail Career Pathways Project

- Project commenced 2011 and finished 2013
- Partners
 - CRC for Rail Innovation
 - ARA, RailCorp, QR National, QR, ARTC, PTA WA, Metro Trains Melbourne, Dept Transport Vic, KiwiRail, UniSA

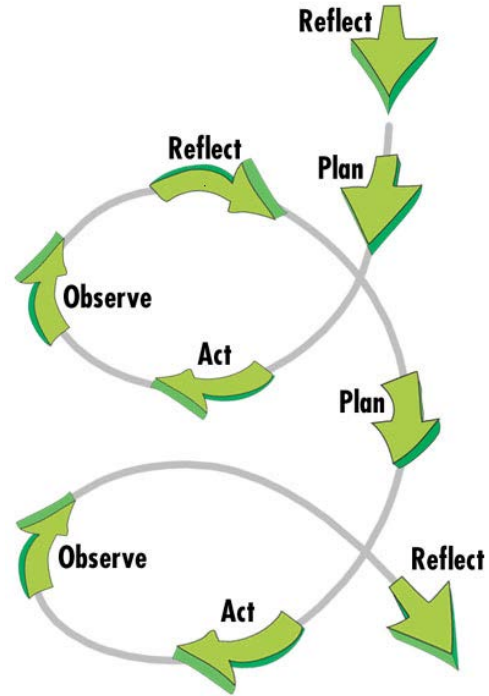
The Problem

Attracting and retaining employees in the rail industry and the lack of explicit career paths suitable for the Australasian rail industry

Objectives

- Document pathways for all job families
- Ensure information suitable for Australasian rail organisations
- Provide format available to rail organisations and the broader public including teachers, careers advisors and potential employees

Action Research Methods



Research Findings

- Lack of career path information
- Inconsistent job titles
- Complex job progression
- Proliferation of 'new' career paths
- Value of ANZSCO identifiers

Research Recommendations

- Rationalise 200+ jobs to 65 main job families
- Use of ANZSCO codes
- A-Z of Career Paths for related jobs
- Industry ownership of website

Outcomes

- Career Pathways website
- Enhancing Career Paths, in Harris, R. & Short, T. (eds.) *Workforce Development: Strategies & Practices*, Dordrecht: Springer
- A Model for Mapping Career Pathways in Australasian Rail - Engineers, *World Rail Research Conference*, Sydney, 2013
- Career Paths for Australian Rail Engineers, *World Academy of Science, Engineering and Technology*, Paris, 2012

Activity

1. How effectively do you manage your career?
2. Is career planning done in your organisation?
3. How important are career paths in attracting candidates to your organisation?

Takeaways

- Career development checklist
- Career development conversations

Conclusion

- The attraction and image of rail careers are greatly enhanced by the availability of explicit career paths.
- <http://www.railcareerpathways.net.au/>