

Talent and Capability Laboratory



The Centre for Supply Chain and Logistics (CSCL) Talent and Capability Laboratory offers a forum for in-depth discussion and rigorous research, in collaboration with industry and government leaders, to work together to gain a clear understanding of the talent issues of the workforce relevant to supply chains and logistics, and then together to work towards solutions.

Workforce needs are changing, and companies require the competencies that will enable them to deal with future challenges. Increasingly, the hallmark of a successful 21st century supply chain workforce is the combination of technical knowledge as well as multi-disciplinary education and 'soft skills' that enable agile thinking and complex problem solving. We will continue to explore the education and training required in the new normal. The new world of automation provides an opportunity to fast-track change and could impact the capacity needs of industry. However, it is clear that quality, talent and capability issues remain unresolved.

2020-2021 Priority projects in talent and capability

- *Wayfinder: Supply Chain Careers for Women* (R&D programs to build the talent pipeline)
- Investigating supply chain capability issues in the light of the pandemic and future needs
- In liaison with Deakin colleagues, expand course offerings in programs relevant to industry



The impact of digital change and an aging workforce is driving a global talent shortage in supply chain and logistics. The issue is compounded by fast-fast changing skills requirements as AI, robotics and data analytics become increasingly important. Supply Chain and Logistics is also a poorly understood industry, dogged by stereotypes that have made it less appealing to women and millennials.

Research at CSCL takes place in its Research Laboratories, a model first developed at the MIT's Centre for Transportation and Logistics but adapted by CSCL to leverage engagement with all stakeholders. The model is unique in Australia – a triple helix with academe, industry and government working together to address the difficult issues that no single agency or institution can address alone.

The Advisory Panel and Strategic Partners

The Laboratory receives advice and guidance on its strategic direction, research focus, and activities from an Advisory Panel. This Panel is composed of an external Chairperson, a few select members of CSCL and Deakin, and several Strategic Partners who are prominent members of industry or government. The Chair of the Talent and Capability Laboratory is Adjunct Professor Michael Byrne, International Freight Coordinator General, Austrade.

The Strategic Partners help establish and advance the Laboratory's research agenda, and may point out research opportunities, or provide access to data, information, research, facilities, or technologies of interest.

The Advisory Panel holds two meetings each year, to help steer the Laboratory through its development. Participation in the meetings can be face-to-face, or via teleconference. Strategic Partners receive certain benefits, such as access to CSCL's reports or publications (subject to confidentiality constraints), and free participation in events organized by the Laboratory.

Previous meetings identified that the industry has difficulty defining itself and is poorly understood in the community.

The following issues were raised by members:

- poaching of talent is rife and the industry is not good at nurturing talent



- more should be done to attract young, underemployed, people and women into the industry
- the industry must be expansive in its thinking by connecting with universities and TAFEs
- there is a lack of diversity in the sector
- the value proposition for employees (actual and potential) needs to be better recognized

Talent and Capability Challenges

Lead presenters looked at capability challenges from a range of perspectives with discussion covering the following issues.

Dr Michele Allan, Chair Meat and Livestock Australia (issues that are holding back the meat industry including impending livestock export bans)

Air Vice Marshall (Ret) Margaret Staib AM, CSC (growth of the industry and implications for training including gender bias and retention issues)

Adjunct Professor Michael Byrne, International Freight Coordinator General, Austrade (implications of the increase in growth and complexity of freight and changing consumer expectations)

Paul Graham, Chief Supply Chain Officer, Woolworths Group (implications of digital change, encouraging inclusion and diversity, reskilling, skills gaps)

Anthony Jones, Group CEO, LINX Cargo Care Group (implications of digital change, issues of dispersed geography, changing skills sets and difficulties recruiting)

Dean Dalla Valle, CEO, Pacific National (gender diversity and inclusion, unconscious bias in recruiting)

Alison Bourke, Head of Talent, Nestle Oceania (gender diversity and inclusion, unconscious bias in recruiting).

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