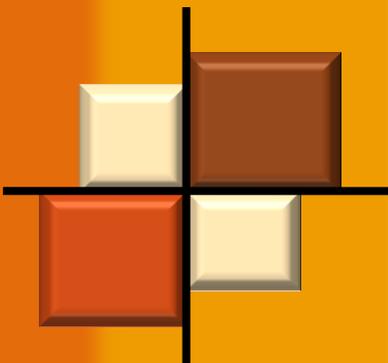




ENVIRONMENTAL
SCAN

2015

Hairdressing



OVERVIEW OF INDUSTRY

The Hairdressing Industry is captured in the Australian and New Zealand Standard Industrial Classification (ANZSIC) under Group 951 'Personal Care Services' in class 9511 'Hairdressing and Beauty Services'.¹

The Hairdressing Industry in Australia is predominantly made up of small and medium enterprises, most employing between four and six people of whom a high share are apprentices. While the majority of businesses are owner operated there are some chains, including franchises. Most businesses are Australian owned with limited international ownership. Competition is high and will remain high as a large number of salons compete for clients.

Enterprises which employ less than 20 people account for an estimated 96.8% of businesses, 90% of industry employment and 86% of total revenue. It is anticipated that the hairdressing and beauty industry will generate revenue of \$4.0 billion in 2014–15, growing by 0.9%.²

In November 2014, 81,453 people were employed in the Hairdressing Industry, of which 86.2% were female and 57.2% of hairdressers were full time employees. The main age group is 35-44 years (24.8%) and the median age is currently 31 years (compared to 40 years for all occupations).³

Hairdressing is currently the largest employing occupation in the personal services sector and the largest employer of females in trades.

A large range of career opportunities are available within the hairdressing industry. Jobs are available in hair salons cruise ships, magazines, photographic studios, fashion houses, theatre and television companies and may also run their own business.

Hairdressing and Beauty Services have become closely aligned with the concept of health and wellbeing. Companies spend millions of dollars researching skin treatments, anti-ageing and rejuvenating products. The treatment of hair and skin has become a scientific study, with ongoing new technological advancements in treatment processes being developed.

Job prospects for hairdressers are good, with employment to November 2018 expected to grow moderately.⁴

Trends Analysis

Hairdressing services account for 85% of the total revenue of salons. Manicures and beauty treatments and retail sales (such as shampoos and styling products) account for the remaining revenue. It is estimated that over half of hairdressers provide basic beauty services such as eyelash and eyebrow tinting, manicures and hair removal by waxing. A lesser number provide application of make-up, facials, ear piercing and advice on cosmetics. It is also estimated that only a small number of hairdressers hold beautician or beauty therapy qualifications.

The Industry derives most of its revenue from households. It is estimated that women account for about 60% of total expenditure on hairdressing given their greater use of higher value added services and overall more frequent use of these services over the year.

The Australian population increased by four million over the decade to 2015 and is likely to increase by another four million in the next decade.⁵ The gradual ageing of the population

has led to an increase in demand for hair colouring services (with 6 weekly visits common in this area). Demand for hair colouring services by males is on the rise. Industry suggests that part of the increased demand for services is highly linked to cultural and demographic trends. In particular, the ageing of the population, together with a cultural emphasis on appearance and youth, are driving demand for beauty and hair services. Furthermore, the societal shift towards men undertaking greater levels of grooming has contributed to an increase in demand for hairdressing services and a rise in the number of barbers. Service Skills Australian is currently looking at developing Certificate III in Barbering.⁶ The issues with this may be developing a qualification that is of equal skill and content as the current Certificate III in Hairdressing.

Regulatory Requirements

Hairdressing establishments are required by law to comply with the Hairdressing Establishment Regulations 1972 which outline the basic health and Hygiene standards and sterilisation procedures in order to prevent the spread of infectious diseases.

Hairdressing salons are required to comply with the requirements of the Code of Practice for Skin Penetration Procedures. The current Code of Practice for Skin Penetration Procedures is currently undergoing a review and will contain a recommendation that training be undertaken in infection control.

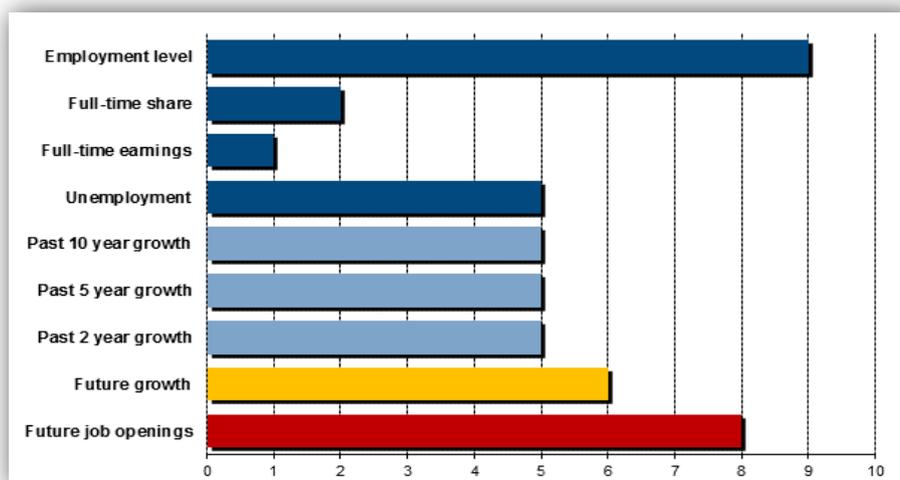
Self-regulation

Hairdressing businesses are directly responsible for ensuring they employ appropriately trained and qualified staff by the sighting of qualifications.

Demographics of Workforce

- Employment for Hairdressers to November 2018 is expected to grow moderately. Employment in this very large occupation (55, 900 in November 2013) rose slightly in the past five years and in the long-term (ten years).
- Hairdressers have a low proportion of full-time jobs (57.2%). For Hairdressers working full-time, average weekly hours are 38.5 (compared to 41.1 for all occupations) and earnings are low - in the first decile. Unemployment for Hairdressers is average.
- Hairdressers are employed across several industries including: Other Services; Health Care and Social Assistance.
- Over the five years to November 2018, the number of job openings for Hairdressers is expected to be above average (between 25, 001 and 50, 000). Job openings can arise from employment growth and people leaving this occupation.⁷

Key Indicators

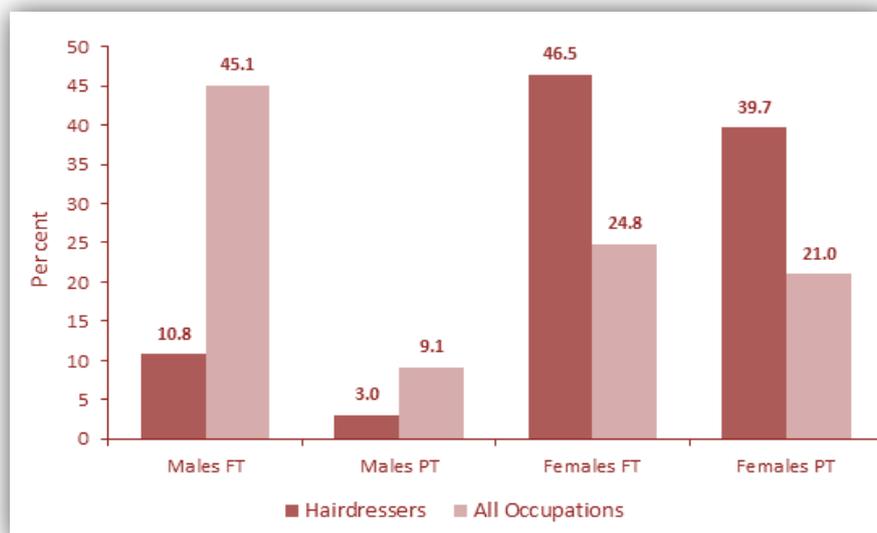


The graph shows 9 key indicators for this occupation - employment size, full-time share of employment, earnings, unemployment, historical employment growth (long-term, medium term and short-term), future employment growth, mix of industries and job openings. Estimates have been rounded and consequently some discrepancies may occur between sums of the component items and totals.⁸

The graph indicates the following significant changes in Hairdressing from 2012 to 2013:

- Past 10 year growth has declined by 1 decile point
- Past 2 year growth has decline by 3 decile points
- Future growth has increased by 3 decile points
- Future job openings has decreased by 2 decile points

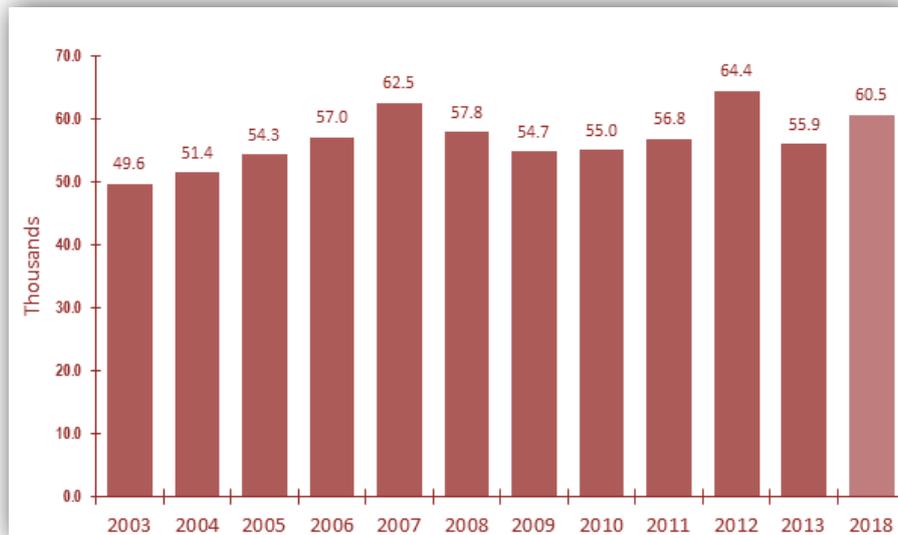
Gender (per cent share)



The graph shows the share of employment (per cent) for males and females, employed full and part-time, compared with all occupations. Source: ABS Labour Force Survey, annual average 2013.⁹

The graph above indicates that the most significant changes in gender, in hairdressing salons between 2012 and 2013, is that full time males have increased from 9.2% to 10.8% and that full time females have decreased from 47.4% to 46.5%.

Employment Level (thousands)



The graph shows the historical and projected (to 2018) employment levels ('000) for this occupation. Source: ABS Labour Force Survey, Department of Employment trend data to November 2013 and Department of Employment projections to 2018.¹⁰

The graph above indicates that the employment level for the industry has decreased from 64,400 to 55,900 between 2012 and 2013.

Population ageing is occurring globally, with a substantial shift in the age structure towards older ages. The median age of Australia's population (37.3 years at June 2013) is projected to increase to between 38.7—40.7 years in 2026 and to between 41.9—45.2 years in 2056. Australia's population aged 15—64 years, which encompasses much of the working-age population, is projected to decline from 67.4 % in 2007, to 60.5% in 2056.¹¹ As labour force growth is forecast to be slower than population growth, participation rate decreases.

Age Profile (per cent share)



The graph shows the share of employment (per cent) by age group for this occupation, compared with all occupations. Source: ABS Labour Force Survey, annual average 2013.¹²

The above graph indicates the most significant changes of the industry according to age, between 2012 and 2013:

- Hairdressers ages 15-19 years decreased from 16.5% to 12.7%
- Hairdressers ages 25-34 years decreased from 26.0% to 22.8%
- Hairdressers ages 35-44 years increased from 20.8% to 24.8%
- Hairdressers ages 55-59 years increased from 2.6% to 3.5%
- Hairdressers ages 60-64 years increased from 1.1% to 2.6%

With the reduced youth pool, hairdressing businesses need to look at other groups as sources of labour. Mature age workers in particular may well become increasingly valued for their life experiences and preference for part-time work.

Impact of Globalisation

The level of globalisation is low but the trend of globalisation is increasing. The majority of businesses in this industry is Australian owned and earns most of their revenue from domestic activity. There are no Australian-owned hairdressing salons that operate internationally.

Impact of Government Policy/Decisions

Western Australia's population is projected to more than double between 2007 and 2056, reaching 4.3 million people and creating increasing demand for services. Indeed, at 30 September 2014, the estimated resident population (ERP) of Western Australia was 2.58 million. Western Australia continued to record the fastest growth rate of all states and territories at 2.1%.¹³

The increasing cultural diversity of the workforce and of customers means that the ability to work across cultures is becoming an essential skill for many employees, especially in service related industries. Leadership and management skills are particularly important for handling changes in Australian society and growth in cultural diversity of employees and customers. Employers are likely to favor employees who can work and interact with people from different cultural backgrounds. The importance of cultural self-awareness to students is on a similar ranking to the importance of workplace relationships, communication skills, compliance with policies and laws and customer service.

Deregulated trading hours

The Australian National Retailers Association (ANRA) has called for unrestricted retail trading hours which would allow all shops to have the option of trading 24 hours a day, seven days a week with the exception of Christmas Day, Good Friday and the morning of Anzac day.¹⁴

Coles and Woolworths support the call for national consistency of retail trading hours stating that it would improve economic growth, reduce cost-of-living pressures on consumers and help stores compete against online retailers.¹⁵

The Australian Retailers Association (ARA) Executive Director Russell Zimmerman said although the ARA supports the retail industry trading hours, caution must be taken to keep smaller independent businesses alive. Mr Zimmerman stated that the call for uniform trading hours may assist in economic growth in the short term, however smaller businesses will be

unsustainable with the pressures it will involve, and long term it may not prove to give positive economic growth. If consumers want longer trading hours, then employment cost and penalty rates must also be part of the discussion, without penalty rates being reviewed, wages and on costs will be unsustainable for the independent retailers in Australia.¹⁶

The main union representing retail workers, the Shop Distributive and Allied Employees' Association argues the main challenge facing industry is online sales by overseas retailers, not labour costs and "sees no justification in any further extension of retail trading hours".¹⁷

The western Australian Government has indicated that there will not be any further changes to trading hours until after the next election in 2017.

Western Australia

A study conducted in 2014 by Patterson Research Group for independent grocers revealed that almost nine out of ten (88%) of metropolitan shoppers believe that current shopping hours are adequate for their needs.

The study showed satisfaction with the current system was not influenced by gender, with 88% of men and the same number of women saying they were satisfied. Three quarters of those in the 18 to 39 age group were satisfied with current hours.

The WA Independent Grocers Association president, John Cummings, said results were a damning indictment of unsupported claims by major national retailers and big shopping centre owners that consumers were demanding more shopping hours.

As we have seen elsewhere, deregulation will result in national and multinational retailers weakening and/or destroying their smaller competitors. The negative effects of deregulation would be amplified in WA as a consequence of the state's rapidly cooling economy.¹⁸

Since the introduction of Extended Trading Hours a significant change in the employment structure has been identified within small business. A dramatic swing from full-time employees in favour of part-time and casual status has occurred broadly across the industry. This trend also applies to large retail operations.

A survey conducted by RAPS into the extended Christmas Trading hours of 2014/15 revealed that micro and small business had no direct business benefit from the additional trading hours and most stated that they fell short due to lack of support from consumers. It appears that supermarkets and major shopping centres that are national brand dominated were the main beneficiaries.

Penalty rates

Penalty rates continue to be an issue for small business and many have stated that they are unable afford to trade the extended hours. Most believe that the introduction of Extended Trading Hours has caused staffing problems in getting staff willing to work; and the cost of staffing. This has been confirmed by most micro and small retailers RAPS have consulted with. In all cases the initial staffing requirements for Sundays are generally filled by the Proprietors of the businesses.

Over 70% of the retailers consulted believe that penalty rates for weekend trading should be reviewed, removed or at least reduced.

Following a decision by the Fair Work Commission (FWC) on the Restaurant and Catering award to reduce penalty rates by 25% on Sundays for casual employees, the Australian Retailers Association (ARA) is hopeful they will see a common sense outcome in this year's Retail Award Review due later this year.¹⁹ Discussions on this issue are currently on going.

Penalty rates

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Technological

Technological advancements include the introduction of global keratin and other nanotechnology treatments. These new services will need to be monitored and managed by the industry, with the skills required to deliver them outlined in future training packages.

Salons are also increasingly incorporating software and information and communication technology in their business processes. This includes the use of appointment management software and text messages for appointment confirmation. The use of tablets when consulting with clients is also becoming more wide spread.

Salon workers are subsequently required to have sufficient digital literacy skills to engage efficiently with these technologies.²¹

The ability of salons to adapt to the constant changes of fashion and client requirements continues to be the biggest challenge for this industry.

Service Skills Australia states that in response to an identified skill shortage in Barbering in Australia they are developing a Certificate III in Barbering as part of the new SHB Hair and Beauty Training Package. There is concern in Western Australia that as Certificate III in Hairdressing is the apprenticeship qualification, that a Certificate III in Barbering must also have the same depth and breadth of skills as that currently required of an apprentice hairdresser.

Economic drivers

The Hairdressing Industry has benefitted from a broader structural shift in the economy away from goods and towards services. This is reflected in the forecast growth in employment in this industry.

There has been an identified increase in the number of customers opting to purchase hair and beauty products online. This trend is largely attributed to the consumer's desire to save money. Online stores, free from salon overheads, are able to offer lower priced products, which impact upon in-store salon sales. This scenario is forcing salon owners and stockists to review their commercial contracts, as their once 'salon exclusive' products can now be purchased from other sources. There is also concern within the industry that the unmonitored nature of online sales is placing customers at risk as purchases can be made by people with limited product knowledge. The sale of personal products through auction websites is a further cause for concern as the seller has limited accountability for the product.

The ability of salon staff to provide unparalleled customer service is a strategy that salons must consider in order to effectively maintain their sales of add-on products. This includes comprehensive training in product knowledge as well as customer service skills and will require salon owners and managers to develop a customer service culture

Demand for Hairdressing Salon industry services is sensitive to changes in household disposable income, fashion and social mores. Also important is the rate of population growth, currently at a record 1.5% per annum (or an additional 354,600 people every year) through both a high birth rate and immigration.²² Ageing of the population also tends to increase demand for higher-value services, such as hair colouring.

The industry tends to operate with a fair degree of price-based competition, resulting in a high rate of salon closure. More professional operators concentrate on providing quality service and results to clients, with high levels of customer satisfaction and repeat visits, rather than attracting clients through price only.

Competition in this industry is high and is increasing. The main basis of competition between hairdressers is price, and profit margins are therefore very low. The industry is mostly comprised of small businesses, due to low entry barriers, and there is a general perception among operators that customers choose their hairdresser on the basis of price only, although this is not always the case.

External competition comes from mobile hairdressers who perform their services in a home (as opposed to a salon), as well as from the DIY sector, as some people do their own hair treatments using off-the-shelf products.

Overall revenue volatility in hairdressing segments is low, due to the sheer volume of people who use these services on a regular basis. However, the demand for hairdressing services and beauty is related to changes in household income, which particularly affects the demand for higher priced; value added services and retail product sales. Changes in frequency and use of higher priced, value added services are also linked to changes in consumer sentiment, which fluctuates with economic activity.

The societal shift towards men undertaking greater levels of grooming has contributed to an increase in demand for hairdressing services and a rise in the number of barbers. Service Skills Australian is currently looking at developing Certificate III in Barbering.²³ The issues with this may be developing a qualification that is of equal skill and content as the current Certificate III in Hairdressing.

Fashions in hairstyles affect the demand for hairdressing services, especially frequency of use. Haircuts and colors in particular change with seasonal frequency and in many cases require more frequent visits for maintenance of the style/color.

Size and Distribution

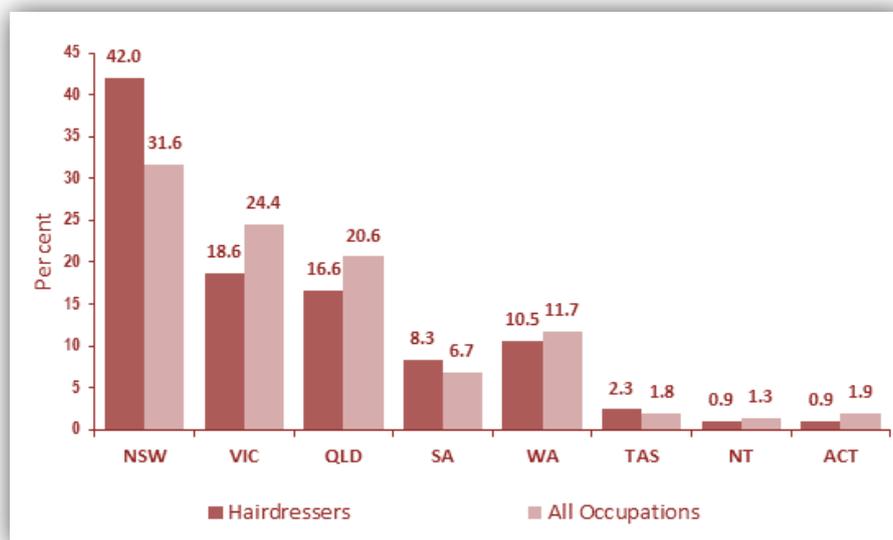
The level of industry concentration is slowly increasing in this highly fragmented industry with most enterprises being small, owner-operated businesses. Some chains exist (usually no more than two or three shops) and a number of franchises have emerged, a trend which is expected to continue.²⁴

Enterprises which employ less than 20 people account for an estimated 99% of businesses, 90% of industry employment and 86% of total revenue.

Hairdressing and beauty salons are generally located in direct proportion to population size and spread. There tends to be a higher concentration in central business districts.

Queensland and Western Australia have a larger share of locations than their population share, due to their geographic size, and having a more dispersed population.

Employment by region (per cent share)



The graph shows the State share of employment (per cent) for this occupation, compared with all occupations. Source: ABS Labour Force Survey, annual average 2013. Estimates have been rounded and consequently some discrepancies may occur between sums of the component items and totals.²⁵

One significant change in employment by region between 2012 and 2013 for Hairdressers is that employment in Western Australia increased from 9.7% to 10.5%.

Regional Aspects

Although there are no identified shortages of hairdressers in Western Australia, there was a critical shortage of hairdressers both in the metropolitan and regional areas during the last surge in the mining sector. The lack of availability of skilled labour and a lack of accommodation to house workers in the areas of need were the reasons identified for this shortage. More recently, Karratha and Port Hedland's accommodation shortage has been eased through Royalties for Regions, which has assisted in relieving the shortage for service industry workers.

There is a lack of career opportunities for females in regional areas – this was particularly noticeable in the Goldfields and Esperance regions during RAPS regional visit to these areas.

There is also a need to develop training programs for Indigenous youth, particularly females in the Broome and Fitzroy Crossing regions.

The introduction of extended trading in the Perth metropolitan area does not affect trading hours' arrangements in regional areas. Regional traders may choose when they open within the trading hours specified for their locality.

Sustainability

One of the vital workforce development needs for the services industries is the requirement for training packages to incorporate and adopt the principles of sustainability. Although the service industries are not seen as a major contributor to high carbon levels and a polluted environment, it is one of the industries with the most customer contact and therefore presents possibilities to build awareness to the community.

The Hairdressing Industry are improving their work practices by the use of water and energy saving options, the safe disposal of chemicals, addressing waste management practices, and alternative less harmful products such as low ammonia hair colours.

The ever increasing awareness of consumers and hairdressers to the use of sustainable and Environmentally friendly products are having an impact on the market. Hair colors that are ammonia and PPD free for instance are becoming products of choice for many hairdressers as consumers demand products that are protective and non-aggressive to the hair and skin.

Qualification Profile of Workforce

Hairdressing is labour and skill intensive. By their nature hairdressers require a high level of one-on-one contact with the client and personalized services is paramount for customer satisfaction and ultimately the success of the business. The labour to capital intensity measure outlines the amount of labour as opposed to capital costs. In essence for every dollar in wages costs, an average of 11 cents is spent on the use and replacement of buildings and equipment.

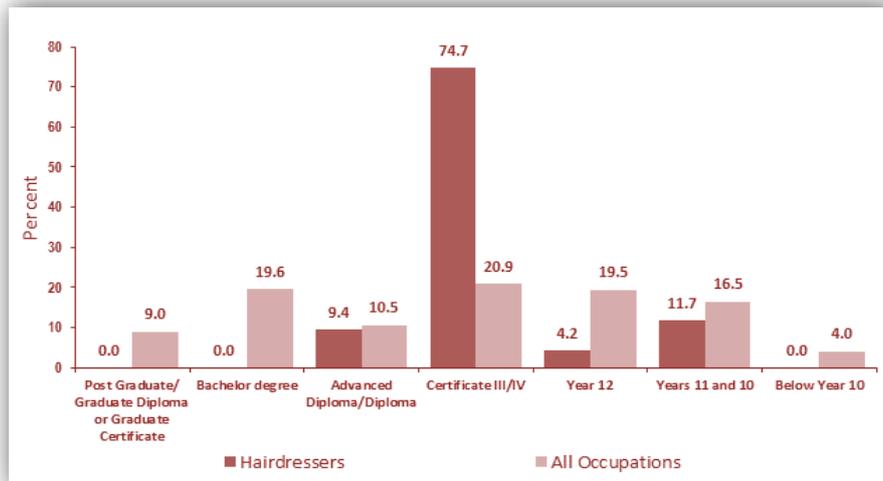
Hairdressing Training Package Qualifications now being delivered in Western Australia are:

- Certificate II in Hairdressing
- Certificate III in Hairdressing
- Certificate IV in Hairdressing
- Diploma of Hairdressing
- Vocational Graduate Certificate in Hairdressing Creative Leadership

Continuous Improvement

As a result of national industry consultations conducted by Service Skills Australia, the Hairdressing and Beauty qualifications will now be combined into the one SHB Hairdressing and Beauty Services Training Package. This will have no effect on where the Hairdressing and Beauty qualifications sit. Enrolments will still be under the specific qualification and will be reviewed separately, based on the sector they belong to. It has been flagged that there will be changes to the qualification offered under the continuous improvement process.

Educational Attainment (per cent of employment)



The graph shows the highest educational attainment (per cent share of employment) for this occupation compared with all occupations. Source: ABS 2013 Survey of Education and Work (SEW). The measure of overall educational attainment is the ABS 'HEAP' variable, which regards successful completion of Years 12, 11 or 10 of school as a higher attainment than a Certificate II coupled with any lower level of schooling. Estimates have been rounded and consequently some discrepancies may occur between sums of the component items and totals.²⁶

Social Impact

Australia's estimated resident population at 30 September 2014 was 23.5 million, constituting a growth of 1.5%. Western Australia had the fastest annual rate of growth (2.1%) where the population was estimated to be 2.58 million at September 2014.²⁷ This population growth will lead to an increased demand for workers in the service industries. Furthermore, this requires productivity gains in order to service the growing number of customers. In addition to this natural growth, population growth attributable to overseas migration has had the effect of contributing to an increasingly culturally diverse community. For service-related industries, it is particularly important that staff have thorough knowledge of cross-cultural differences. The largest increase in overseas arrivals in 2011 was also in Western Australia.

In addition, the rise in the average Australian living standards will also generate an increased demand in the service sector as consumers' tastes and expectations are increasingly sophisticated. Customers are increasingly well-informed and have rapidly rising expectations of value.

The wide range of products and services makes the personal advice provided by professionals even more important, hence reinforcing the need for ongoing training. In addition, companies also need to offer specialised services to add more value to their products and differentiate themselves from their competitors. This leads to growing convergence between the hairdressing and beauty sectors. For instance, many hair-salons have added beauty to their services in order to broaden what they offer customers, to attract more clients and stay competitive.

For any service business, skill retention and utilisation is a major factor to continuously provide good customer service, differentiate itself from competitors and grow. Workforce development strategies need to vocationally develop people who want to stay in an industry and develop themselves. The ongoing training of employees must be a priority for managers, to strengthen their employee recruitment strategies and staff retention plans. Current and

industry driven technical training are essential to respond to an increasing population and the constant change of fashion and techniques.

As the majority of service industry businesses are on a small scale, the owner or manager has to fulfill several tasks and jobs which requires well developed skills in resource management and planning. Unfortunately, there is a tendency not to undertake training until a business is in difficulty. Instead, management training should commence earlier and be ongoing to give their business the best opportunity to survive current and future challenges.

Population ageing is occurring globally, with a substantial shift in the age structure towards older ages. The median age of Australia's population (37.3 years at June 2013) is projected to increase to between 38.7-40.7 years in 2026 and to between 41.9-45.2 years in 2056.

Australia's population aged 15-64 years, which encompasses much of the working-age population, is projected to decline from 67.4% in 2007, to 60.5% in 2056. As labour force growth is forecast to be slower than population growth, participation rate decreases.²⁸

INDUSTRY OCCUPATIONAL OVERVIEW

Supply and Demand of Training

During the last surge in the mining sector there was a critical shortage of hairdressers both in the metropolitan and regional areas. This was in part due to a lack of availability of skilled labour and a lack of affordable and available accommodation to house workers in the areas of need. More recently, Karratha and Port Hedland's accommodation shortage has been eased through Royalties for Regions, which has assisted in relieving the shortage for service industry workers. However, whilst there is not a shortage of qualified hairdressers per se, there is a shortage of "skilled" hairdressers which industry has identified as largely due to the apprenticeship being changed from a four year term to a three year term.

A survey conducted with the hairdressing industry was overwhelmingly in favour of a return to a four year term of apprenticeship. Based on these results a submission was made by the RAPS Training Council to have the apprenticeship extended to four years, this was rejected as it did not meet the Federal Government requirements of harmonization of qualifications across the states.

The Department of Employment has determined that skilled hairdressers are in shortage, particularly due to applicants lacking the required skills level, and this has been so since 1997.²⁹

Due to the specialised work and the time involved to train a hairdresser, apprentice numbers will need to remain steady so that a shortage does not occur again.

Many businesses within the service industries have had to face shortages of labour in the last few years. The poor perception by sections of the public to industries like the hairdressing industry as viable career choices hinders entry into these sectors by young people. Feedback has indicated that information sessions regarding training in this industry need to be improved and those delivering the information need to have greater skills in communicating the potential job outcomes.

Employers in the industry have mixed experiences regarding the quality of vocational training, assessment and the level of experience and competence of trainers and assessors. In order to be effective in reducing labour shortages and to produce an adaptable workforce, training has to be appropriate and meet accepted industry requirements and standards. New employees at Certificate III entry level have to be skilled enough for full employment responsibilities through qualitative (using up-to-date technology) and quantitative (having enough time to practice new skills) training.

A pilot pre-apprenticeship program developed by RAPS for the hairdressing industry commenced in February 2014, across Western Australia in various private and state providers, and is planned to run for a year. Once the final results of the pilot are available a decision will be made as to whether the program will continue in 2016.

Current and Emerging Skill/Labour Gaps

If a blanket approach to workforce development is adopted, the result will be an under representation of the development of service industries workers.

The reality of a blanket approach to workforce development is that jobs that will be available in the hairdressing industry will be at Certificate III in Hairdressing level. This skill level is suited to the majority of employer needs. It should be noted though that while the mismatch in supply and demand does represent a need for higher level skills for those who do not possess a qualification, it does not reflect a demand for training at management or diploma level.

An emerging skills gap for the hairdressing industry has been identified as business management training particularly in small to medium enterprises.

Retention of talent is an important factor in the hairdressing industry and indications are that critical to the retention process is the harnessing the potential to fully engage employees in the industry. Skills and workforce development strategies are among the most influential retention tools to workers.

A significant feature of the hairdressing industry is the large number of small and medium sized enterprises (SMEs). There is a range of qualities that successful businesses must have to effectively build and sustain their operations. SSA believes that a key role of government should be to provide advice and support to SMEs to support the development of skills and systems to improve productivity.

Leaders and managers of SMEs fulfill a wide range of roles requiring a variety of skills. The global financial crisis (GFC) has highlighted the need for managers to have a greater knowledge and understanding of financial matters, technology, business planning and human resource management. Industry feedback to SSA strongly supported the need for managers to have a better understanding of the global economy and how it relates to their businesses and to have financial management skills to understand business processes that maintain profitability.

Human resource management skills are critical to managing workforces with diverse needs and improving their productivity and morale, which in turn can improve individual and social wellbeing and so contribute to socioeconomic mobility and economic growth.

To be effective, training for managers in broad areas of finance and human resource in the hairdressing industry requires a long-term approach. Convincing employers that training at Certificate IV and Diploma levels is necessary for relevant existing workers may be a way of starting the process. While this may be relatively easy for large businesses, it will be more difficult for smaller businesses where the employer is also the manager.

Many people who buy into small business are motivated by a belief in their business experience and are not aware of the limitations of that experience. The consequences of poor management are dire for others in the supply chain, who are left with large debts when businesses fail.

There is a strong industry pathway of hairdressers opening their own salon, yet some do not have the requisite business skills to operate profitably. Industry reports that it is not standard practice to upgrade their management skills when moving into management positions. Therefore skills in finance, human resources and promoting the learning and development of staff can be lacking.³⁰

There is a clear demand from the hairdressing industry to train and skill senior hairdressers in order to not only address the skill gaps but additionally as a retention strategy.

The Pilot Pre-apprenticeship program was developed by RAPS, with a view to sustaining the training for the long term and to introduce young people into hairdressing as a career pathway.

Emerging occupations

Certificate III in Barbering

Declining occupations

There are no identified declining occupations.

END NOTES

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