



THE GTO ADVANTAGE

HOW DIRECTIONS WORKFORCE SOLUTIONS CAN SCALE YOUR WORKFORCE



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Executive Summary



Directions Workforce Solutions is a purpose-driven Group Training Organisation (GTO) that recruits, employs and places apprentices and trainees with host employers across Western Australia.

What is a Group Training Organisation (GTO)?

As the legal employer and workforce partner, Directions manages payroll, recruitment and performance management, mentoring, administration, workers' compensation and safety oversight while delivering on-the-job mentoring, pastoral care and RTO-aligned training. We remove the employer's legal and administrative burden so businesses can access ready-to-work talent and build a reliable pipeline of skilled labour for organisations.

A GTO fills the gap between industry need and workforce supply. Through achieving specialist recruitment, wrap-around workplace supports and structured training pathways, a GTO reduces employer/employee mismatch, improves early retention and raises completion outcomes compared with direct-hire approaches.

What is our Business Value Proposition?

This Executive Summary previews five core themes that structure our offer and capture the value Directions brings to employers.

Together these themes also represent our Value for Money Proposition by showing how the cost of our service is offset by reduced recruitment and admin effort, lower workplace disruption, better completion rates and a stronger, more diverse talent pool. Together, this is built upon a foundation of 35+ years of industry expertise, and you great team!

- *Recruitment, Selection and Right-Fit Matching.*
- *Wrap-Around Workplace Learning and Training.*
- *De-Risked Employment and Reduced Administrative Burden.*
- *Completion, Retention and Transition Outcomes.*
- *Flexibility, Workforce Planning and Diversity Deliver.*

Together these elements form our Directions GTO Advantage. We are a single, accountable workforce partner that sources, develops and protects your future; reduces your administrative and WHS burden; and delivers measurable outcomes — skills, retention and value — that strengthen your business.

The remainder of this document explains our operating model, evidence of impact and practical next steps for partnering with Directions Workforce Solutions. Let's get started!

Background Information

Direct-hire employers increasingly struggle to sustain apprenticeships and workplace training without specialist support. Many businesses can lack the apprentice specific HR, safety and supervisory capacity to manage recruitment, onboarding, statutory training contracts and complex workers' compensation processes, leaving apprentices under-supported and more likely to withdraw. Unsupported training burdens supervisors, reduces productivity and raises the likelihood of costly churn.

Looking ahead, NCVER and AENSW posited businesses must anticipate rapidly evolving workforce needs driven by major infrastructure programs, technology adoption and decarbonisation: meeting those demands will require flexible, scaled training partnerships, stronger apprenticeship readiness pathways and integrated provider models that pool recruitment, mentoring, WHS oversight and core business that are specific to apprentice needs.

What are the roles of GTOs?

NCVER found that group training organisations achieve higher completion rates and stronger early-stage retention than many direct-hire employers. About two-thirds of GTO apprentices remain with their employer and over 90% secure permanent employment afterward, meaning host organisations retain qualified staff. Those higher completions reduce replacement costs and speed return on investment for hosts—especially valuable given national completion shortfalls and the high cost of churn in an apprenticeship's first two years.

How are Directions different competitively?

Directions doesn't offer just a single, one-size-fits-all product. Over the last decade, our organisation has progressively broadened and modularised its offering to respond to changing employer and policy needs, including...

- **Tailored Support and Pipelines:**
Extensive mentoring, case management and pre-apprenticeship pathways to reduce early exits and deliver job-ready candidates.
- **Flexible Staffing and Modular Services:**
Surge staffing, rotations and standalone modules (recruitment, mentoring, claims, training admin).
- **Targeted Diversity and Procurement Cohorts:**
Dedicated programs for Indigenous, women, disability and regional placements to meet diversity KPIs.
- **Collaborative Approach:**
Collaborative on-site consultations and joint workforce planning, co-designed with employers.

Directions can operate as a full-service employer model or provide modular outsourcing for specific pain points. In WA's labour market, we offer a fast route to compliant, competent apprentices—reducing HR/WHS burden and improving diversity—by sourcing right-fit candidates, assuming employment risk, providing sustained mentoring to boost completions, and delivering flexible, modular services.

Direct Hire businesses often need to provide work for the *full four years* of an apprenticeship and ensure a full scope of work.

Directions' extensive network of Host Organisations enables *fast, flexible re-purposing* when projects meet completion.



Direct Hire Vs GTO Advantage

- | | |
|---|--|
| <ul style="list-style-type: none">➤ <i>Employers manage advertising, screening and hiring internally.</i>➤ <i>Hosts carry all employer responsibilities.</i>➤ <i>Support is provided ad hoc by supervisors alongside other normal duties.</i>➤ <i>Scaling up or down requires new recruitment, termination, and support staff.</i>➤ <i>Hosts manage incidents, claims and return-to-work processes.</i>➤ <i>Slower, and more costly.</i> | <ul style="list-style-type: none">➤ <i>Specialist recruitment pipelines and pre-screening deliver assessed.</i>➤ <i>The GTO carry all employer responsibilities.</i>➤ <i>GTO Advisors deliver structured site visits, pastoral care and early intervention.</i>➤ <i>Redeployment strategies enable flexible staffing without long commitments.</i>➤ <i>Specialist WHS teams manage safety oversight and insurance claims.</i>➤ <i>Much quicker.</i> |
|---|--|

The Directions Model

The Directions Model is our practical GTO operating system. We combine a full-service Group Training offering with modular components (such as recruitment-only, mentoring-only, claims/admin support and lab) so we can be a complete partner or a targeted capability vendor for all employers. We deliver higher completions, lower early drop-out and reliable, job-ready people for hosts.

Our track record includes 3,500+ apprentices and trainees placed across WA and 400+ Indigenous placements, demonstrating high standards, proven experience, and complete confidence in what we say and do.

The national individual completion benchmark for apprentices and trainees is roughly 54–55% (NCVER), though this varies by occupation and cohort.

Research shows that well-supported GTO cohorts often achieve substantially higher completion rates — in some studies 70–75% — compared with small-to-medium direct employers.

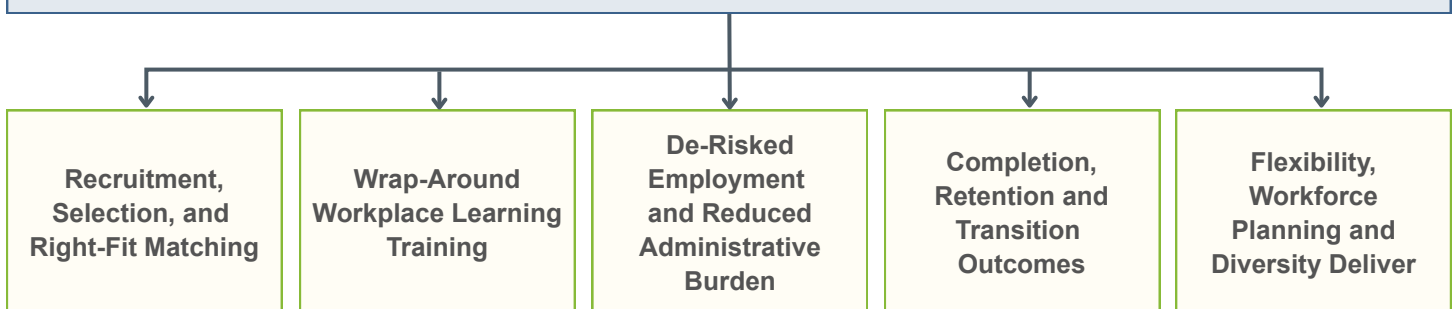
Directions' completion rates exceed these benchmarks at over 90%, reflecting our commitment to high-quality, wrap-around support and outcomes-driven service.

Our Competitive Edge

- **Flexible Apprentice Re-Deployment:**
Apprentices are quickly placed with another host employer when projects end or workloads change, maintaining continuity of employment and training.
- **Low Apprentice-Advisor Ratio:**
This enables frequent site visits, faster issue resolution and more personalised mentoring, which improves safety, retention and apprenticeship progression.
- **Diversity and Inclusion Specialisation:**
Our dedicated cohort design and procurement-focused programs (such as Indigenous, Women in trades, Disability and regional cohorts) help clients meet social-procurement targets.
- **Indigenous Engagement with Barrier-Reduction Solutions:**
Our Aboriginal Participation Plan (APP) embeds cultural orientation, pre-trial qualification, targeted conversion KPIs and supplier-diversity commitments.
- **Technical Acumen:**
Our mentors and advisors are trade-qualified workers who understand on-site requirements, safety culture and performance coaching
- **Collaborative, Agile Approach:**
We work closely with hosts, apprentices and training providers to adapt support, placements and training as needs change for across projects and organisations.



Value for Money



Recruitment, Selection, and Right Fit Matching

Directions' recruitment approach is built to deliver the right candidate to the right host — fast, reliably and with minimal employer effort. We combine broad and extensive sourcing channels, robust screening, and possible pathways so hosts spend less time recruiting and more time supervising productive placements.

NCVER research shows apprentices placed via GTO models that deliver these layered supports achieve completion rates significantly higher where these employment and screening safeguards can be absent.

What is our *Recruitment Process* and what is involved?



We start with a collaborative **Criteria** phase with the employer to define job needs, timelines and selection filters, then use a screen-in approach to assess capability, readiness and the mentoring/support each apprentice will require.

Shortlisted candidates undergo structured **interviews** (in-person or video) - resume and reference checks, behavioural questions and recruiter assessment of fit, motivation and retention risk - before placement. Ultimately, host employers have the final say.

How Do We Screen Our Applicants?

- ▶ Situational/Behavioural Interviews
- ▶ Safety-Readiness Checks
- ▶ Aptitude Training
- ▶ LLN Assessment

They ensure that poor-fit placements are identified early, and host supervisors receive better-aligned candidates and apprentices are matched to roles where they are more likely to succeed and complete.

What Are Our Recruitment Channels?

Directions sources candidates from proven channels to build a diverse, job-ready pool, including school and training-provider pathways (such as on-campus engagement and school-based trainees), community and government referrals, targeted campaigns for priority cohorts (such as women in trades, Indigenous, and mature-age), and digital/social marketing (for example, short video and paid ads) to attract and pre-educate applicants.

Benefits

Directions significantly reduces employer effort by managing advertising, shortlisting, aptitude and LLN testing, background checks and even trial payroll, freeing HR.

Our screening processes improve job fit, cutting supervisor time spent on remedial training or early withdrawals. With typical time-to-place of 2–4 weeks, hosts can mobilise for projects faster and with far less lead time than running recruitment in-house.



Wrap-Around Workplace Mentoring and Support



Directions delivers a structured, intensive wrap-around support model that combines qualified field mentoring, regular on-site engagement, targeted pastoral care and integrated training-plan management so apprentices learn safely, stay engaged and progress to completion. Our Apprentice Advisors are trade-qualified, experienced in supervision and performance management, trained in workplace safety and hazard identification, skilled in training and assessment practices, and have completed cultural-awareness training to support diverse cohorts. They are backed by dedicated Safety, HR and Administration teams and a 24-hour phone and email contact line, ensuring apprentices, hosts and supervisors always have an accessible escalation point. We also provide Employee Assistance Program (EAP) services through ORS Group.



What happens in the Early Days of an Apprenticeship?

During induction and the high-risk early months, support is deliberately intensive. Candidates receive an induction and site visit within their first two weeks, regular contact in the first month (phone or face-to-face), and then scheduled mentor visits typically every 4–6 weeks thereafter.

Advisors increase visit frequency and case-management activity if an apprentice requires this — and will move to fortnightly or weekly contact for at-risk participants.

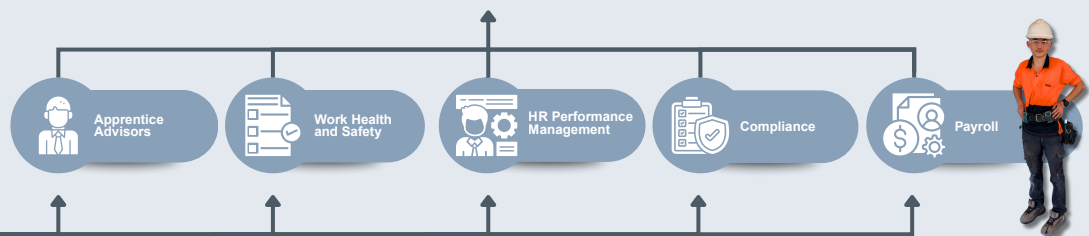


How does Directions support Apprentices with Pastoral Care?

Pastoral care is central to our model and combines wellbeing monitoring, progress reviews and liaison with supervisors alongside mental-health triage, ORS Group EAP referrals and case management for personal or training barriers. We deliver LLN assessment and supported learning plans, practical help with transport and PPE, and guidance on balancing on- and off-the-job training. Also, safety and performance are continuous priorities - advisors run site safety observations, support toolbox talks and inductions, and coordinate return-to-work or rehabilitation with our Safety and HR teams.



Apprentice/Trainee



Benefits

Directions' wrap-around support reduces host HR and Safety workload by managing training plans, casework and claims, while intensive mentoring improves early retention and trade-qualified site oversight strengthens safety and performance. Issues are resolved quickly through 24/7 advisor access and supports via our partners, such as ORS Group EAP referral, with culturally aware mentoring and tailored supports (such as LLN, transport, and PPE) enabling inclusive participation and strong outcomes across diverse cohorts.



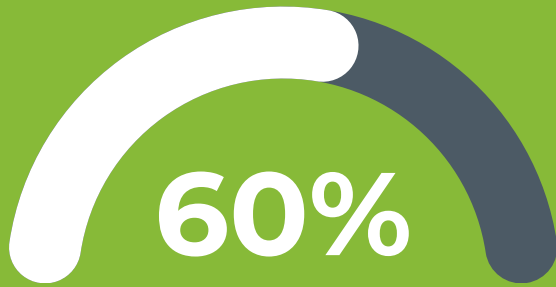


We Are the Legal Employer

Directions acts as the employer of record and removes the legal and administrative burden of apprenticeships. We assume full employer responsibilities — employment contracts and compliance, payroll, superannuation, leave, training-contract lodgement, subsidy administration where applicable, workers' compensation and claims management costs, in doing so keeping your premiums down. This additionally include onboarding checks (such as police clearances, licences, medicals), timesheet processing, invoicing and all training-related admin and casework.

Your Recruitment/Onboarding Time is Massive!

Australian benchmarks show the median time-to-hire sits around six weeks (about 38 days) and businesses commonly report 30–40 hours of HR/Manager time per hire across advertising, shortlisting, interviewing and onboarding activities. GTO processes alone can save you roughly 90% of your typical recruitment process.



In practice, you could potentially save 60% of your manhours by choosing us as your Group Training Organisation.

On top of this, we can include monthly admin and payroll time saved, such as timesheet processing, payroll, leave and super admin, training-contract correspondence, subsidy reconciliation. While this varies by business size and systems, national HR benchmarks show payroll and related admin consume meaningful recurring hours that the host no longer needs to resource.

Beyond admin time, the GTO model reduces host exposure to workplace-health and safety and workers' compensation risk. By managing workers' compensation claims, coordinating return-to-work and acting as the first point for incident triage, Directions mitigates the compliance, premium and case-management burden that often falls to hosts. NCVER identify this transfer of employer risk as a core GTO advantage, reducing complexity for hosts and improving continuity of employment.

Benefits

With the Directions Model, hosting apprentices becomes simple, efficient and low-risk. We handle recruitment, onboarding and performance management, save hosts 30–40 hours per apprentice and manage payroll, training contracts and claims admin so HR and supervisors focus on supervision, productivity and project delivery. Directions reduces your financial and legal exposure by taking care of WHS incidents, claim lodgement, case coordination and rehabilitation, with no upfront costs and free apprentice replacement — guaranteed support!



Completion, Retention and Transition

How does Directions retain their Apprentices?

Directions' work sits in a tough national and WA apprenticeship landscape where completion rates remain a major policy and industry concern. Many apprentices drop out within the first two years when extra support is most critical. Poorly executed direct-hire models often leave unsupported apprentices under-prepared.

Directions bridges these gaps with screening, mentoring and redeployment. Our apprentices often successfully transition into to trade positions within host organisations after completion of our objectives.



Stability, Quality and a Fantastic Team



Lower advisor-to-apprentice ratios enable closer oversight, more personalised mentoring and faster intervention, while host rotations preserve continuous training and prevent long gaps in job experience. Directions' develop soft skills so they can communicate well, adapt situationally and collaborate across workplaces.



External validation of our approach comes through multiple AENWA finalists and award winners (and others) in recent years. This includes the 2025 Women in Building and Construction Apprentice of the Year. This underlines the quality of candidates we place and the effectiveness of our apprentice workplace support.



Our experienced staff bring deep industry knowledge, delivery expertise and a genuine dedication to charitable initiatives, demonstrating values-driven leadership that guides how we serve apprentices, hosts and communities. Our values shape our practical support by way of sponsorships, community outreach and scholarships.

Benefits

Directions' performance trends and operational reforms deliver direct value to hosts: improved completion and early retention cut replacement and recruitment costs; about 60% fewer terminations reduce WHS and claims exposure; awards validate candidate quality and lift employer confidence; strengthened leadership and program controls ensure transparent reporting and faster mobilisation. We run engagement programs, fund the necessary tickets and licences if required, and deliver holistic leadership and communications training.



Flexibility, Workforce Planning and Diversity Deliver



Directions gives host employers practical, pragmatic flexibility to meet project needs without adding long-term headcount risk. We enable short-term scaling, rapid substitution to cover absences and rotation between host sites so training and business continuity is preserved when projects pause or shift - a term we've comfortably phrased, *'Flexible Re-Deployment'*.

A Communicative, Agile and Collaborative Approach



Directions adopts an agile, collaborative approach — tailoring services to each client's needs.

We co-design recruitment, mentoring, payroll and redeployment models and flex support as required. Directions remains the legal employer until a permanent hire is agreed, so hosts avoid administrative, WHS and IR liabilities and need no long-term contracts.

Targeted Pipelines and Cohort Programs



Directions actively designs and delivers cohort programs to meet procurement and social-impact obligations.

Our targeted pipelines and specialist campaigns focus on Aboriginal participation, women in trades, people with disability and regional candidates, combining attraction, pre-placement readiness and culturally aware mentorship to lift both participation and retention.

Culturally Informed Aboriginal Participation Plan



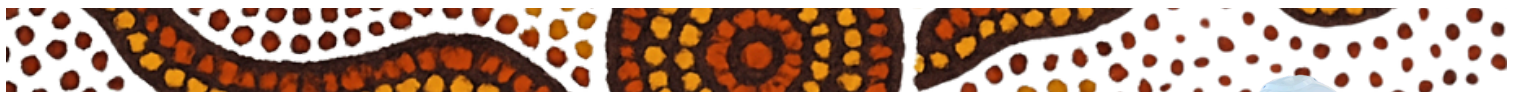
The Aboriginal Participation Plan underpins our Indigenous work.

It sets culturally appropriate induction, mentor pairing, barrier-reduction supports and conversion targets, and supplies the governance and reporting evidence clients need to demonstrate credible Indigenous engagement across their supply chains.

Modular Services for Strategic Workforce Planning



Directions offers modular delivery — full GTO employment, short-term labour hire, recruitment-only or mentoring-only packages — so all employers can plug in capability where they need it (like surge labour, cohort delivery and claims/admin support) without adopting the entire GTO employment model. This lets clients meet workforce demand and procurement targets while keeping day-to-day supervision and operational control.

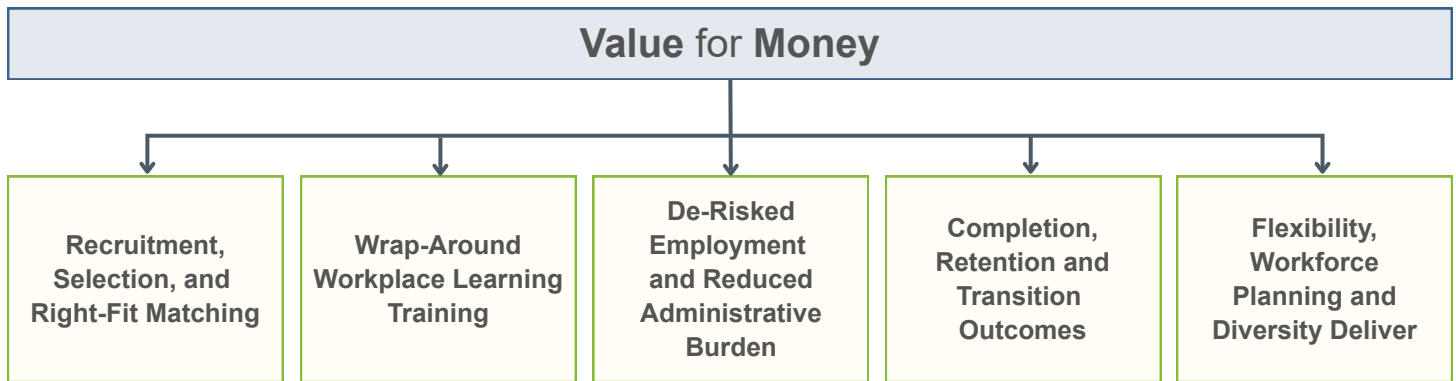


Benefits

This combination of flexibility and specialist delivery reduces employer risk and administrative burden while improving workforce continuity. Hosts gain on-demand, assessed talent that can be scaled or redeployed quickly, and meet diversity and procurement targets through credible, managed cohorts. Directions handles employer obligations, reporting and wrap-around supports, and our extensive partner network further boosts success rates — delivering a measurable uplift in placement stability and candidate quality.



Value for Money



Directions' Value-for-Money Proposition is the net outcome of reduced employer effort, lower risk and improved workforce continuity. By bundling recruitment, payroll, compliance, WHS, mentoring and redeployment, we replace multiple internal cost centers and deliver savings you usually don't see until later, such as recruit-replace cycles, claims, and lost productivity.

How does the Math actually work?

- ▶ Independent analysis from SVA Consulting (2015) has shown GTOs can generate economic uplift — one sector estimate suggested about \$1.70 of value for every \$1 spent through a GTO — supporting the claim that the service more than pays for itself when true internal costs are considered.
- ▶ Our fees reflect the normal on-cost of employment, but it also purchases specialist services, such as HR, mentors, claims specialists, redeployment capability and case management, lowering worker's comp premiums. Replicating in-house costs more.
- ▶ Wrap-around supports shorten time-to-competence and reduce churn, producing productivity gains and fewer replacement hires.
- ▶ Sector analysis indicates early-stage apprenticeship turnover costs 30% of salary without GTO support.

170% of value returned per dollar invested.



Directions identifies eligible subsidies, prepares and lodges claims (or guides hosts through the steps), reconciles payments and ensures ongoing reporting obligations are met so clients receive the full benefit available without compliance risk.

Benefits

- ▶ Net Cost Savings.
- ▶ Lower Employer Risk.
- ▶ Operational Focus.
- ▶ Procurement Value.
- ▶ Scalability and Flexibility.

Here's what our clients actually get...

- ▶ Reduced recruitment cycle-times and fewer re-hirings.
- ▶ Lower administrative load on HR, Payroll and Supervisors.
- ▶ Fewer and better-managed WHS incidents and claims, lowering in-house worker's compensation premiums.
- ▶ Faster mobilisation and higher early retention due to pre-placement screening, trials and mentoring.
- ▶ Specialist support that allows for you to focus on core business.



Safety Incident Response

Directions treat workplace safety as core to every placement. Our Work Health and Safety framework combines proactive oversight, structured induction and rapid incident response so apprentices work in safer environments and incidents are resolved quickly and professionally.

WHS Oversight and Proactive Mentoring

Our Apprentice Advisors and specialist WHS team run ongoing safety monitoring across placements. This includes periodic site safety observations, assessment of host site controls, toolbox support for supervisors, and follow-up checks after any identified issues throughout the apprenticeship. Advisors are trade-qualified, and trained in hazard identification (including psychosocial hazards), cultural awareness, and mental health. They work with hosts to embed safe work practices into everyday supervision.

Site Checks and Safety Inductions

Every placement receives an induction aligned to the host site's procedures and legislative requirements. We conduct pre-placement WHS checks, such as site suitability, PPE requirements and licence checks) and deliver site-specific inductions and toolbox talks.

Where required, we coordinate further training (for example, confined space and high-risk licences) with RTO partners before the apprentice is placed on critical tasks.

Incident Reporting, Triage and Escalation

Directions provides a single, rapid safety incident-reporting pathway for apprentices and hosts: incidents are reported to our field team, triaged by WHS specialists and medical providers as needed.

We operate a clear safety incident workflow — immediate triage, initial investigation, incident containment, notification to stakeholders, and coordinated follow-up — to ensure compliance and timely action.

Workers' Compensation//Return-to-Work Management

Our WHS specialists handle all workers'-compensation lodgement, case management and insurer liaison. Directions coordinates medical and rehabilitation plans, workplace adjustments and return-to-work pathways so injured apprentices receive prompt care. Early intervention and rapid case management reduce harm and recovery time. This specialised handling protects hosts from complex claims administration and aims to minimise disruption.

Speedy Resolutions and Improves Outcomes

By acting as employer-of-record and centralising claims and WHS administration, Directions removes time-consuming casework from host teams. This accelerates claim lodgement, ensures consistent documentation and reduces delays that can worsen outcomes.

Specialist claims management also improves rehabilitation planning and reduces the likelihood of ongoing disputes — in short, quicker, more expert handling leads to better recovery and safer workplaces.

Continuous Improvement and Reporting

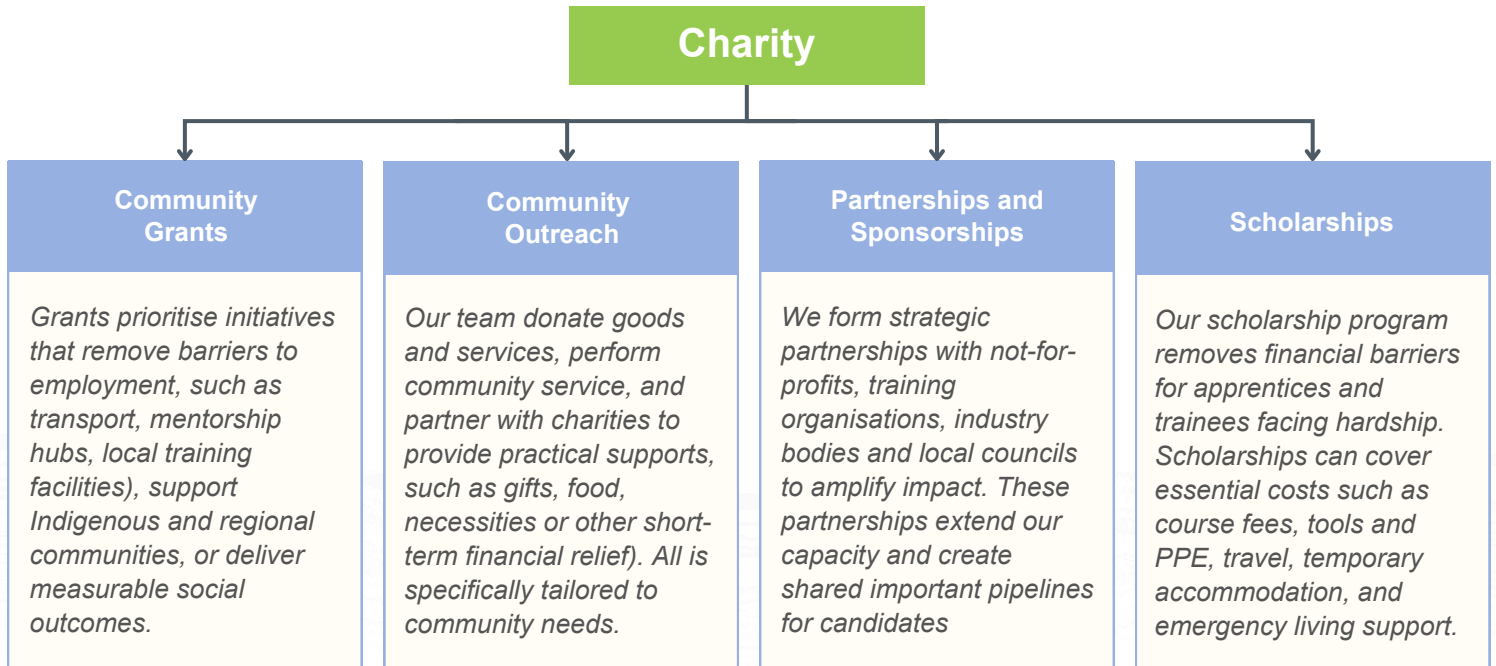
We track all incidents, near-misses and safety observations in our reporting suite and use those records to drive improvement. Hosts receive incident summaries, corrective-action plans and regular safety performance updates as part of our governance reporting.

Way Forward Initiatives

Directions invests in the communities we serve through four practical pillars: *Community Grants, Community Outreach, Partnerships and Sponsorships, and Scholarships.*

These activities are part of our purpose-driven model. They strengthen local capacity, remove barriers to vocational participation, and create sustainable pathways into meaningful work. And we absolutely love what we do!

All benevolent activities operate under clear governance: published criteria, application or nomination processes, selection panels (including community representation where appropriate), and reporting back on outcomes. We prioritise scalable interventions and monitor metrics, such as participant retention, conversion into employment, local economic benefit and qualitative beneficiary feedback. *All charity activities are fully funded by Directons.*



Definitions



Apprentice - Apprenticeship:

Paid, structured training combining on-the-job work and off-the-job accredited training that leads to a nationally recognised qualification under a training contract.



Direct Hire:

When a business employs a worker directly on its payroll and manages their employment, training and supervision without an intermediary.



Group Training Organisation (GTO):

An employer that hires apprentices/trainees, places them with host businesses, and handles payroll and administrative obligations.



Host - Host Employer/Host Organisation:

The business/site where an apprentice/trainee works daily and receives on-site supervision and practical training.



Labour Hire:

An agency supplies workers to a client; the agency remains the legal employer while the client directs daily work.



LLN (Language, Literacy and Numeracy):

Core English and numeracy skills needed for training and safe, effective workplace performance; gaps are identified by assessment and supported as required.



Mentoring:

Ongoing guidance and informal coaching from an experienced worker to help skill development and workplace integration.



Pastoral Care:

Practical wellbeing support (such as mental-health, housing, transport, family issues) that removes barriers to training and work participation.



Registered Training Organisation (RTO):

An authorised provider that delivers accredited VET training and issues nationally recognised qualifications and units of competency.



Trainee - Traineeship:

A paid employment and training arrangement (usually non-trade) that leads to a nationally recognised certificate, typically shorter or more flexible than a trade apprenticeship.



Wage Subsidy:

A financial incentive paid to an employer or GTO to reduce the cost and risk of hiring and training a new apprentice/trainee.



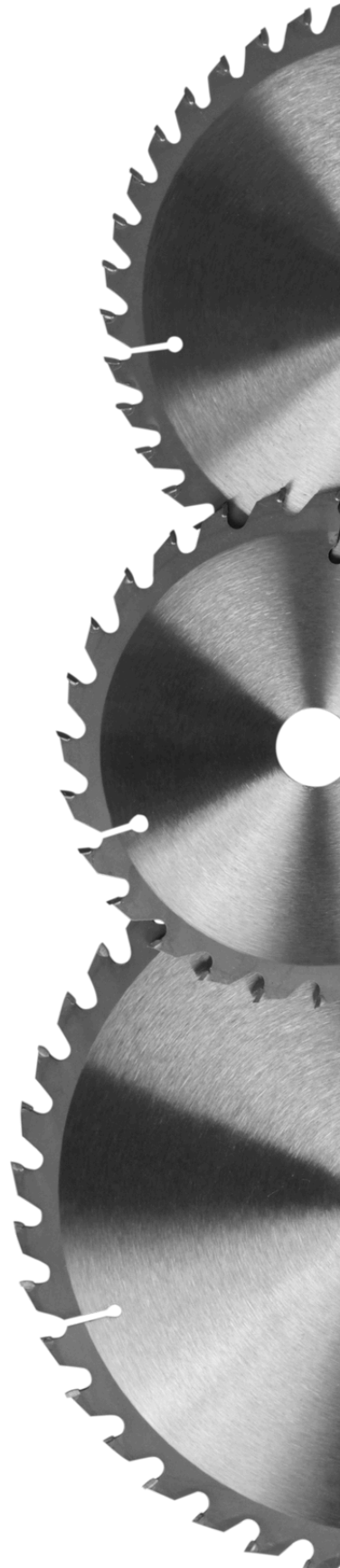
Work Placement:

A short, supervised placement (paid or unpaid) giving a student, jobseeker or candidate practical workplace experience or assessment.



Wrap-Around Services:

Coordinated support services (e.g., transport, childcare, LLN tutoring, counselling) bundled to help participants stay in training and employment.



Appendix

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