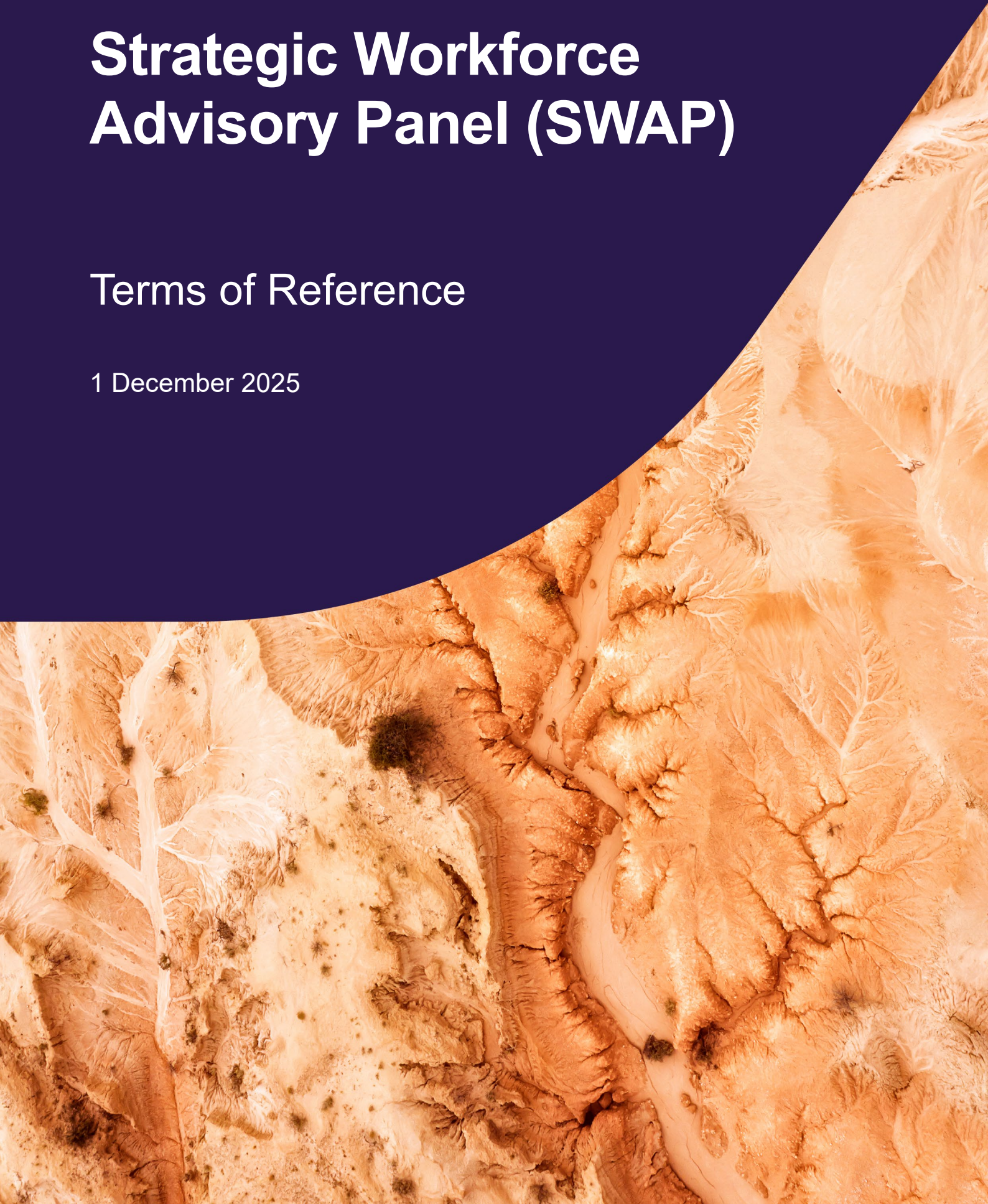


Strategic Workforce Advisory Panel (SWAP)

Terms of Reference

1 December 2025



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1. Introduction and SWAP purpose

The Mining and Automotive Skills Alliance (AUSMASA) is an independent, industry-led organisation, funded by the Department of Employment and Workplace Relations. The objective is to provide the mining and automotive industries with a stronger, more strategic voice in ensuring Australia's vocational education and training (VET) sector delivers better outcomes for learners and employees across the mining and automotive industries.

As a Jobs and Skills Council (JSC), AUSMASA engages and collaborates with industry via established Strategic Workforce Advisory Panels (SWAPs) – one for mining and one for automotive.

Each SWAP has 2 primary functions, being:

1. The provision of key industry insights to help guide AUSMASA's workforce planning, industry stewardship and training product development initiatives.
2. To provide advice on proposed AUSMASA projects.

2. SWAP structure

Each SWAP will have a maximum of 15 member organisations at any time, plus the Chair. Each SWAP member organisation nominates one SWAP representative from within their organisation to participate in SWAP meetings.

SWAP representatives will include a broad mix of industry, union, peak bodies, registered training organisations and other relevant stakeholders (e.g. state representatives, subject matter experts) that are geographically representative of AUSMASA's stakeholders.

SWAP representatives are key decision-makers in their respective organisations and have a breadth of industry knowledge. Representatives must be employed by their organisation to be able to provide insight and input on key industry issues in representing their organisation, industry, stakeholders and members (as applicable).

2.1 SWAP representatives

SWAP membership is conferred on organisations, not individuals. The AUSMASA Chief Executive Officer (CEO) appoints organisations as SWAP members in line with the published SWAP Selection Process ([SWAP Selection Process](#)), taking into account a balance of representation across subsectors, and the organisation's operation and influence in the mining and automotive industries.

Each SWAP member organisation nominates one permanent approved representative to participate in SWAP meetings. If a representative changes role or leaves the organisation, the organisation retains its membership, dependent on nominating a replacement representative who is approved by AUSMASA's CEO.

SWAP representatives will be approved based on the following:

- Knowledge and expertise in the mining or automotive industries, workforce insights, and capabilities – current and future environment.
- Position of the individual as a key decision-maker.
- Diversity of professional or industry experience.

It is highly encouraged that SWAP representatives are from AUSMASA member organisations and can promote the benefits of AUSMASA membership.

AUSMASA also encourages participation from First Nations people and regional, rural and remote stakeholders, supports gender balance, and welcomes people from diverse backgrounds.

2.2 SWAP subcommittees or working groups

The AUSMASA CEO may establish subcommittees or working groups to support the SWAP's strategic capability at their discretion.

The CEO also retains discretion to dissolve or reconstitute any subcommittee or working group where it is no longer aligned with AUSMASA's priorities.

3. Selection and term of SWAP representatives

3.1 Nominations

AUSMASA will call for Expressions of Interest (EOI) for SWAP representatives via the AUSMASA website, emails to stakeholders, and other direct communication methods deemed appropriate by AUSMASA. The EOI will be submitted via an online form, with a minimum submission period of 10 business days.

When unexpected vacancies arise, and it is determined that positions should be filled, nominations can also be received as a result of a direct approach by an AUSMASA representative, either inside or outside of a usual nomination period, where such an approach and subsequent nomination could significantly support the goals of the SWAP panel. These nominations will be documented, with details provided as to why such a direct approach was deemed necessary.

3.2 Term

SWAP representatives hold their positions for a term of 2 years. Representatives have the opportunity to renominate and may serve a maximum of 2 consecutive terms (4 years) on a SWAP. They can renominate for vacant SWAP positions after a 2-year absence.

Terms commence immediately following the date of appointment (as notified by AUSMASA in writing/email).

3.3 Replacement representatives

Should a nominated individual representative step down from their position during their term of appointment, there is the option to nominate a replacement from within the same organisation, with similar expertise and relevance, to complete the remainder of the term. If a SWAP representative is replaced from the same organisation, the replacement's term will end on the date of the original representative's term. The nominated replacement will require approval by AUSMASA's CEO. If a replacement from the same organisation is not offered or approved, AUSMASA may call for EOIs or direct nominations to find a suitable replacement.

Should a SWAP representative's employment or industry involvement status change, AUSMASA must be notified and may, at its discretion, require that member to relinquish their position and call

for fresh nominations to back-fill the vacancy. AUSMASA will only exercise this option if the change in employment or industry engagement status is deemed to diminish the strategic impact and insights from the applicable SWAP member.

References in this document to the AUSMASA CEO include any formal delegate authorised by the CEO to exercise those powers or responsibilities.

4. Selection and term of the SWAP Chair and Deputy Chair

4.1 Selection process

Once the SWAP representatives have been appointed by AUSMASA, the appointment of a Chair and Deputy Chair will be considered.

The Chair will normally be appointed through an Expression of Interest (EOI) process open to all appointed SWAP representatives. A link to an EOI form will be provided, with a minimum submission period of 10 business days. EOIs will be assessed by SWAP representatives who are not nominees against criteria including knowledge, skills, industry experience, and previous committee or advisory panel experience. All nominees who meet the criteria will then be put to a vote of the SWAP representatives, with the Chair appointed by simple majority.

The Deputy Chair will be appointed in the same way. SWAP representatives may nominate for the Deputy Chair role through an EOI process, with nominees assessed against the same criteria. All eligible nominees will then be put to a vote of the SWAP representatives, with the Deputy Chair appointed by simple majority.

Where there are no nominations for the role of Chair or Deputy Chair, or no candidate is agreed upon, the AUSMASA CEO may appoint to the position. This appointment may be an independent person or from within the SWAP.

4.2 Chair and Deputy Chair term

The Chair and Deputy Chair will be appointed for an initial term of 12 months from the date of appointment. At the conclusion of this term, a new appointment process will be undertaken in line with Section 4.1. Both Chair and Deputy Chair have the option to extend for a further 12 months, and the maximum term is 2 years.

Terms will commence immediately following the date of appointment (as notified by AUSMASA in writing).

Should the Chair or Deputy Chair's SWAP tenure end for any reason, the position will require renomination through the official selection process. During this process, an interim Chair may be appointed by the AUSMASA CEO if required.

The AUSMASA CEO retains discretion to end the term of the Chair or Deputy Chair prior to its expiry if their ongoing appointment is considered inconsistent with the effective operation of the SWAP.

5. SWAP meetings

5.1 Meeting forums

SWAPs meet at least 4 times per year, between February and November.

Meetings are held at national locations, and members are encouraged to attend in person. Online attendance via Microsoft Teams is also available. Occasionally, meetings may be held on Microsoft Teams. SWAP members are encouraged to assist with providing meeting venues and offer educational industry visits where possible.

Proxy attendees will not be accepted at SWAP meetings.

5.2 Cost reimbursement

Members attending SWAP meetings in person can apply to AUSMASA for reimbursement of reasonable airfare and accommodation expenses. This will only apply when attendance is for the full duration of the meeting. The ability for AUSMASA to offer travel reimbursements for SWAP members is limited by AUSMASA's budget and reimbursements only cover the reasonable time required to attend a SWAP meeting.

Reasonable travel expenses include:

- Economy airline travel at the base rate only (e.g. Qantas 'Red E-Deal', Virgin Lite or Choice), and excludes fees for superior seat selections, upgrades, flight change fees or additional booking fees.
- Accommodation not exceeding \$300 per night for 1-2 nights only.
- Return Uber or taxi from the airport to the hotel only.

SWAP members should submit expenses after a meeting using the appropriate AUSMASA expenses claim form, attaching accurate tax invoices, and within 30 days of the SWAP meeting. Claims received more than 30 days after the SWAP meeting will only be approved by exception and require approval from the Executive Director, Industry Partnerships and Stewardship.

5.3 Quorum and recommendations

The quorum for a SWAP meeting will be met when at least 50% of SWAP representatives are present (in person or online). The AUSMASA CEO may vary meeting frequency or quorum requirements in exceptional circumstances, provided this is communicated to all SWAP representatives in writing.

The SWAPs are advisory bodies that make recommendations to help guide AUSMASA's strategic priorities. They operate in the best interests of their entire sector and do not have decision-making authority.

6. SWAP performance review

SWAPs are committed to performance evaluation and continuous improvement and will:

- Annually self-evaluate their performance against the AUSMASA strategic plan and report the evaluation findings to the AUSMASA Board.
- Be measured against attendance, quorum and impact. Impact will be determined at the start of each term.

7. Role of SWAP representatives

SWAP representatives are expected to participate in a constructive and positive way in all SWAP meetings. SWAP representatives are expected to:

- Actively participate and contribute to the purpose of the SWAP.
- Respond to requests for feedback and progress action items from the meetings that apply to their industry.
- Reply within 5 working days to requests for information or to confirm attendance at meetings, events or educational visits.
- Promote the activities and the benefits of AUSMASA membership within the industry.
- Provide insight and intelligence into future innovations, industry news, research and workforce planning for strategic planning purposes.
- Behave in a way that does not bring AUSMASA and/or the SWAP into disrepute and take an apolitical approach to matters concerning AUSMASA and the SWAP.
- Make all efforts to attend all meetings in a calendar year (in person, where possible). If necessary, they are also expected to attend additional meetings throughout the year, if circumstances require it, upon request by AUSMASA.
- Distribute AUSMASA communications within their organisations and networks where appropriate.
- Represent the activities of the SWAP as required, from time to time, and in agreement with AUSMASA. This may include conferences, events, or other similar forums.
- Act in accordance with the AUSMASA code of conduct, and conflict of interest, anti-corruption and bribery, gifts, benefits and hospitality and alcohol and drugs policies.

If a representative fails to meet the expectations outlined above, or does not respond to communications for two consecutive meetings, the Chair, after a fair internal investigation and in agreement with the Executive Director, Industry Partnerships and Stewardship, can request that the representative stand down from the SWAP.

In addition to the above, the AUSMASA CEO may, at their discretion, remove a representative or organisation from the SWAP where conduct, performance, or changed circumstances are considered inconsistent with the Terms of Reference. Any such decision will be confirmed in writing.

7.1 Project Champions

The SWAP Chair may appoint one Project Champion per AUSMASA project from among the appointed SWAP representatives, with the approval of the AUSMASA CEO. The Project Champion provides oversight of specific projects arising from SWAP advice, ensuring alignment with

AUSMASA's priorities and acting as a liaison between industry, the SWAP, AUSMASA, and the project team. Project Champions do not have direction or control over project delivery.

The AUSMASA CEO, in consultation with the Chair, may revoke or vary a Project Champion's appointment at any time, if it is considered necessary for alignment with organisational priorities or effective project oversight.

Should a SWAP representative's term end for any reason, the Chair will need to appoint a new Project Champion, with the approval of the AUSMASA CEO.

8. Role of the Chair

The SWAP Chair:

- Supports the development of the agenda for meetings in collaboration with the AUSMASA secretariat and the AUSMASA Manager, Industry Partnerships and Stewardship.
- Ensures that conflict of interest declarations is a standing agenda item at every SWAP meeting. Should the meeting identify any real or perceived conflicts of interest, the Chair will take appropriate action. Please refer to the AUSMASA *Conflict of Interest* policy for further details.
- Ensures that SWAP meetings operate effectively, by:
 - following the agenda and keeping meetings focused on agenda items
 - summarising key decisions and action
 - managing how people work together in the meetings
 - starting and finishing meetings on time.
- Builds an inclusive culture, ensuring that all voices within the group are heard.
- Effectively communicates, supports, and promotes SWAP activities as required.
- Supports the prioritisation and deliverables of the SWAP.
- Leverages the expertise of SWAP representatives.
- Ensures that SWAP representatives are conducting themselves in accordance with the *Code of Conduct*.

9. Role of the Deputy Chair

The Deputy Chair fulfils the Chair's role and responsibilities when the Chair is unavailable to do so. If the Chair retires, the Deputy Chair can provide a natural point of succession, noting that the position will require renomination through the Chair and Deputy Chair selection process.

10. Role of the Manager, Industry Partnerships and Stewardship

The Manager, Industry Partnerships and Stewardship is provided by AUSMASA and provides an essential communication and connection point between AUSMASA, its broader strategic objectives, AUSMASA members and SWAP members.

The Manager, Industry Partnerships and Stewardship:

- Ensures the delivery of the SWAP's strategic outcomes.
- Sets the SWAP meeting agenda in consultation with the Chair.
- Follows up on action items, in consultation with the Chair and SWAP representatives.
- Facilitates the development and delivery of project work as identified by the SWAP, ensuring alignment with AUSMASA's strategic priorities.
- Coordinates and leads media comments at a local level, with AUSMASA's CEO and Communications and Engagement team.
- Engages with the broader industry to help ensure consistent, high-level representation on the SWAP.
- Works with the Chair to ensure SWAP panel representatives adhere to the *Code of Conduct* policy and take action accordingly.

11. Role of the Secretariat

The Secretariat is provided by AUSMASA and supports the Chair and Manager, Industry Partnerships and Stewardship with SWAP-related administrative tasks.

The Secretariat:

- Supports the Chair in fulfilling their role and responsibilities.
- Organises SWAP meeting logistics.
- Maintains the contact database for SWAP members.
- Distributes meeting agendas and papers (2 weeks prior to meetings), in consultation with the Chair.
- Records and distributes meeting minutes (within 2 weeks of meetings).

12. Code of conduct

SWAP representatives are expected to uphold the highest standards of professional behaviour in line with AUSMASA's *Code of Conduct*. Representatives must act with integrity, respect, and fairness at all times, ensuring their conduct supports constructive collaboration and reflects positively on AUSMASA and the JSCs.

Any behaviour that undermines these standards, including disrespectful communication, misuse of information, or actions inconsistent with the values of inclusivity and professionalism, must be promptly reported to AUSMASA.

The AUSMASA CEO retains discretion to address breaches of conduct, which may include guidance or corrective action, formal warning, or, where necessary, the removal or replacement of a SWAP representative.

13. Conflict of interest

SWAP representatives must be aware of and comply with the AUSMASA *Conflict of Interest* policy. They must also declare any actual, potential, or perceived conflicts to AUSMASA as soon as they arise.

The AUSMASA CEO retains discretion to determine whether a conflict of interest requires the removal or replacement of a SWAP representative.

14. Intellectual property

AUSMASA retains all intellectual property associated with and developed by SWAPs.

If required, SWAP representatives may be asked for permission to use organisational logos or acknowledgements in any publications that may be produced by AUSMASA as a result of the SWAP's work. Any attribution of authorship or support by individual representatives will be accompanied by an appropriate disclaimer noting that such information does not necessarily represent the views of individual contributors or their respective firms.

15. Social media protocol

All SWAP representatives must abide by AUSMASA's social media protocol as outlined below.

- Matters discussed by the SWAPs are confidential.
- Social media content regarding AUSMASA and/or the SWAPs cannot be posted without prior consent from AUSMASA.
- Discriminatory or inflammatory remarks in social media posts related to AUSMASA are unacceptable.

16. Declaration

I have read and understood the documents noted below (please indicate your acknowledgement).

- ☐ [AUSMASA Code of Conduct](#)
- ☐ [AUSMASA Conflict of Interest Policy](#)

17. Acceptance of Terms of Reference

Signature – SWAP Representative

Print name – SWAP Representative

Date (DD/MM/YYYY)

The Mining and Automotive Skills Alliance (AUSMASA)
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