

# Recruitment and retention guide for maintenance engineering in the red meat processing industry

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## 1.0 Introduction

With the supply of labour slowing in Australia, an ageing population and increasing competition for labour<sup>1</sup> it is critical for companies to not only attract the people you need, but to nurture, support and develop them. Securing and keeping maintenance staff to meet company needs is critical to the continuing sustainability of the meat industry.

This guide is directed to maintenance engineering managers, HR managers and other senior managers in meat processing plants. The guide provides a systematic and practical approach to attracting, recruiting, retaining and developing maintenance engineering staff to meet business needs now and into the future. It is one of a series of three guides. The other guides include:

- Guide to maintenance engineering competencies and training options
- Workforce planning guide for maintenance engineering.

## 2.0 A snapshot of maintenance engineering in the meat processing industry

As at 2012, employment growth in the meat processing industry at 3.4% is lower than for all industries at 9.5%. Employment of meat boners, slicers and slaughterman at 13,200 contracted by 9.9%. The declining numbers of production staff may in part be due to the increasing automation of production with a concomitant rise in the need for more highly skilled maintenance engineering staff to support the increasingly automated industry. The industry survey conducted in this project reflected that the majority of plants stated they were under-resourced in their operations and/or had skills shortages in their maintenance areas.

Maintenance personnel in the meat industry are traditionally trade qualified, with long experience in the industry, with many having worked in a single plant for much of their working life. All plants surveyed employ electricians and mechanical fitters. They may also employ other trades. A 'typical' maintenance engineering team in a large plant was described as:

- Larger proportion of mechanical fitters
- Half as many electricians as fitters
- Only a few sites with plumbers and boilermakers
- Trade or diploma qualified supervisors and planners
- Degree qualified plant engineers (who are difficult to attract to the industry).

All plants surveyed reported a lower turnover of staff in maintenance departments than in production areas. The reasons reported for the more stable workforce included:

- Older workforce with high attendance rates
- Recruitment of tradespersons who are generally seeking permanent employment as distinct from employing more transient groups such as those on temporary visas

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<sup>1</sup> The Centre for International Economics and The Ryder Self Group 'Attracting and retaining staff in Australia's beef, sheep and pastoral wool industries.' MLA 2008

- Personnel are settled in the town locally
- Job satisfaction associated with belonging to the maintenance team, the variety of work, the flexibility of their rosters, for example 4 days of 10 hour shifts with 3 days off/week
- Reasonable pay rates (although one comment was that the salary is 'middle of the road' for tradespersons)
- Bonus schemes such as pay linked to gaining competencies or bonuses for keeping production downtime to minimum.

The age profile of the meat industry is slightly younger than average, with 32% of workers aged 45 years and over, compared with 38% for all industries. However, in line with the ageing of the workforce as a whole, the age profile of the meat industry workforce is becoming older particularly those in the meat processing sector. This is also true of maintenance engineering areas where there is a significant proportion of older tradespersons.

The challenges in maintenance engineering in the meat processing industry include:

- Changes in work associated with:
  - The continuing evolution of new technologies requiring more complex and cross trade skills
  - Changes in customer requirements such as value adding to products requiring new plant and equipment and associated skills
  - Increasing demands on maintenance staff associated with legal and regulatory compliance including QA, hygiene and sanitation, animal welfare, environment, work health and safety
  - More sophisticated approaches to maintenance management systems including preventive maintenance and management information systems
  - Upgrading of plant and equipment and different maintenance and servicing requirements for the new plant.
- Issues conducting maintenance work including:
  - Difficulties accessing plant without disrupting production leading to need to work out of normal production hours
  - Staff shortages and/or staff not skilled to do the work that needs to be done
  - Contractors and/or equipment parts not available on short notice
  - Under-resourcing resulting in focus on urgent work at the expense of planned preventive work.
- Skills gaps with staff not having the skills they need to do the jobs and/or not being able to access the training they need to upgrade their skills
- A chronic shortage of tradespersons and university qualified staff in meat processing plants

with all respondents to the survey reporting that they have current vacancies or are under-resourced.

Employment in Meat and Meat Product Manufacturing is expected to grow modestly, by 1600 (or 3%) by 2015-16. This is well below the all industries average of 11% growth, but is similar to the rate of growth experienced by the industry over the past 5 years (employment growth of 1800 or 3.4% in the 5 years to February 2012, compared with the all industries average growth of 9.5%). Employment opportunities in maintenance engineering exceed those in production.

The challenge for meat processing plants is to:

**Get the people you need**  
**Keep your people**  
**Develop your people**

### 3.0 Getting the people you need

#### Maintenance staff attraction and recruitment checklist

- We have publicised maintenance engineering work in our local schools, TAFE college and university
- We have maintenance engineering VET in schools programs in local schools
- Our company is an employer of choice in our local community
- We have developed a plan to adequately staff maintenance engineering to help meet the company's business plan by:
  - Identifying the skills of the current workforce
  - Identifying current skills gaps in the workforce
  - Identifying additional skills that are needed to deliver maintenance requirements in the business plan
  - Identifying methods of meeting skills gaps
  - Developing training plans for current staff to gain additional skills
  - Developing job descriptions for recruitment of new staff
  - Planning and clearly defining outsourcing requirements
- We are working with HR to analyse our recruitment needs and identify recruitment strategies to meet our needs
- We are working with HR to plan the recruitment process
- We are working with HR to shortlist, interview and select staff.

### 3.1 The challenges

The challenges recruiting maintenance engineering personnel include:

- Finding trades and university qualified people with the skills needed to work in maintenance engineering and/or people who wish to acquire those skills
- Attracting people to work in the meat industry
- Attracting people to the regional location of the plants
- Competing for employment with other local industries.

### 3.2 The incentives

The incentives that help attract personnel to maintenance engineering in meat processing plants include:

- Financial security, stability and predictability

- Training and career development
- Some opportunities to progress in the organisation in technical and leadership roles
- Offering flexible working practices such as flexible scheduling of rosters e.g. 4 x 10 hour shifts with 3 days off/week and one rostered day off/month
- Living locally.

### **3.3 The strategies**

#### **3.3.1 Building the plant and meat industry profile**

In the first instance plants need to raise the industry profile and public perception of maintenance in the meat industry. One comment from industry was that 'We need to make the industry an attractive option for tradesmen, supervisors and engineers. Opportunities for training, development, advancement and remuneration all need to be considered.'

While working in meat processing plants may not be considered glamorous, maintenance in the industry provides the opportunity to undertake a trade and gain a broad range of experience in the trade area.

Promotional material setting out career options, career pathways and training pathways need to be developed and broadly distributed in local schools and TAFE Colleges. Partnerships can be established with local schools and with VET in Schools programs conducted with years 11 and 12 students in maintenance areas. Students spend time in the plant gaining maintenance skills whilst still at school and are partly through their trade before they begin work fulltime at the plant when they've finished school.

#### **3.3.2 Employer of choice**

The most effective recruitment strategy is that your company has a reputation locally as a good employer or employer of choice – people self-select to work in your company because it has a reputation as an employer of choice.

An employer of choice is a company that has a positive culture and:

- Values and respects its own employees
- Looks after the health, safety and welfare of its employees
- Listens to what staff say and encourages them to share their ideas and participate in decision-making
- Trains and promotes staff
- Appreciates staff efforts
- Supports, mentors and develops staff to work to their potential to make their contribution to the company and in so doing meet their own career aspirations.

Creating a positive culture not only attracts people to work in your company, but also encourages people to continue working with your company, building their pride and the pride of the community in your company.

'Initiatives that help to become an employer of choice include:

- Competitive remuneration and attractive salary packaging options
- Additional paid personal leave
- Personal feedback, genuinely given, specific and timely
- One off cash bonus – give employees discretion on how they spend it
- Employee health and wellbeing initiatives
- Leadership development programs and mentoring or coaching programs
- Supporting employee's further education, training and personal development opportunities
- Initiatives to publicly and formally recognise employee's performance and achievement
- Support for local and community events
- Fun, with celebrations marking all manner of organisational and personal achievements
- Work health and safety – a safe and harassment free environment for all staff
- Funded social events, themed days, team building days
- Tickets or vouchers which can be shared with family and friends
- Promotion of healthy lifestyle – fresh and health food available, lunch time sporting activities.'<sup>2</sup>

You can also build local support for your company by:

- Building relationships and partnerships with local businesses and service providers and potential sources of employees
- Promoting your company locally including the broad range of employment opportunities, opportunities for training to gain qualifications and career progression
- Investing in the local community, buying locally and using local contractors.

Ultimately by building your company as an employer of choice through promoting job variety, career paths, job satisfaction and engagement you are improving the image of working in the meat processing industry.

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<sup>2</sup> *Good Practice in Workforce Development Tools & Tips for the Australian Meat Industry*



### 3.3.3 Workforce planning

It is critical to plan workforce needs and how they will be met. Conduct an annual workforce planning process in line with your business planning and budgeting process. Start by looking at the existing workforce and the current skills gap in the workforce. Identify any additional needs arising from your company's business plan for next year, eg implications of replacement of a boiler or installation of a robot on the production line. Determine how you will go about meeting skills gaps – by training up existing staff, by recruiting new staff or by out-sourcing specific needs. This will enable the development of a plan to meet workforce needs that will generally combine the options of training current staff, recruiting and outsourcing. You'll know the competencies you need to recruit. You need to consider the two options – recruiting people with the competencies you need and recruiting people with the goal of upskilling them to meet your needs. You should also be planning the career development and succession options for your workforce.

### 3.4 Recruiting the right people

Having conducted your workforce planning and clearly identified the skills you need in your maintenance workforce, your options include:

- Recruiting people with the skills you need
- Recruiting people with the potential to develop the skills you need
- Training your own workforce to acquire the skills
- Outsourcing specific tasks as a temporary or permanent option.

#### 3.4.1 Establishing relationships with the local community

In a declining and highly competitive labour market consider recruiting people with the potential to gain the skills you need. Consider the most likely sources of people who may be interested in working in the meat industry in a regional location. These may be people who currently live or have grown up in your region or people who would consider living in a regional location for reasons such as not being able to afford to buy a home and live in a large city, or people who want to raise a family in a country location or smaller community.

Establish relationships and partnerships with all local sources of suitable people including the local schools, TAFE Colleges, universities and employment services providers including:

- Partnerships with schools establishing relationships with careers advisors, participating in career expos, student work experience, student holiday work, VET in schools programs, establishing scholarships, sponsoring students, making donations such as meat for raffles for fundraising events
- Partnerships with agricultural colleges, TAFE colleges and universities including cadetships, traineeships, holiday positions, holiday projects or projects in association with modules of training, scholarships and sponsorships
- Partnerships with employment service providers who may be able to access support to help educate and train potential applicants, e.g. applicants with poor written and verbal communication skills.

Consider opportunities with your current production or administration workforce who may be interested in joining maintenance and undertaking a traineeship or apprenticeship in the area. Production workers are already familiar with working in the meat industry and working in your

plant. They are also familiar with the maintenance roles and you have had the opportunity to recognise their potential.

Consider mature age traineeships and other non-traditional sources of labour including Indigenous people, students, people from a non-English speaking background, women, people returning to the workforce. Emphasise working conditions and arrangements that may better suit these groups. There is likely to be people in your local community who are seeking training for a career. Target these people in particular with opportunities such as introductions to the industry, pre-apprenticeships or part-time work.

### 3.4.2 Planning your recruitment strategy

Considering the regional location of plants and the strong competition locally for qualified and experienced tradespersons and university qualified engineers it is critical that you plan and execute your recruitment strategies with precision and that your company has gained recognition as an employer of choice in your location. In other words, qualified and experienced tradespersons self-select to join your company.

Plan your recruitment strategies and processes by compiling:

- **The what** – a detailed profile of the skills needs into a job description together with the competencies and experience you are looking for
- **The who** – a detailed account of who you are targeting considering local, regional and specific city-based potential sources of experienced tradespersons who may meet your skills needs
- **The why** – a detailed description of why an experienced tradesperson might consider joining your company. As outlined above, this may include:
  - Financial security, stability and predictability
  - Training and career development
  - Opportunities to progress in the organisation in technical and leadership roles
  - Flexible rostering options
  - Variety of work
  - Live locally.
- **The how** – a recruitment plan that sets out how you're going to go about targeting each of the potential sources of candidates you've identified. These options for recruiting experienced and qualified personnel may include:
  - Using recruitment agencies who specialise in the recruitment of tradespersons
  - Advertising online or in materials that your target group are likely to access e.g. The Land, SEEK
  - Specifically targeting local industries suffering a downturn, e.g. mining or vehicle manufacturing.

## 4.0 Keeping your people

### 4.1 The research shows

“Retaining skilled employees is a significant issue for a business because a high rate of employee turnover results in a loss of business and industry knowledge and skills which can be very expensive.

In today’s tight labour market workers will not continue to work in poor conditions or be ill treated. To retain employees you need to know what is important to them and keep them connected to their work. Connected or engaged employees will be more dedicated and committed to the business.”<sup>3</sup>

Research is consistent about the main reasons for staff leaving employment as reflected in the two following studies.

“Key reasons for leaving an employer are lack of future certainty, poor leadership and lack of communication, as well as uncompetitive wages and better career options elsewhere.”<sup>4</sup> A study of turnover in FIFO mining operations in Australia attributed low turnover to “a combination of four factors: equitable remuneration; commitment to training and skills development; good management; and developing and maintaining a positive organizational culture.”<sup>5</sup>

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<sup>3</sup> *Good Practice in Workforce Development Tools & Tips for the Australian Meat Industry*

<sup>4</sup> The Centre for International Economics and The Ryder Self Group ‘Attracting and retaining staff in Australia’s beef, sheep and pastoral wool industries.’ MLA 2008

<sup>5</sup> Beach R, Brereton D, and Cliff D (2003), Workforce turnover in FIFO mining operations in Australia: An exploratory study, Centre for Social Responsibility in Mining, University of Qld and Sustainable Minerals Institute

**Maintenance engineering staff retention checklist**

- We have a positive workplace culture that values and respects our employees
- The salaries of our staff are reasonable and there are opportunities to earn regular increments in salary linked with set criteria including training
- There is some flexibility in the rostering of staff
- New staff participate in an induction program
- New staff participate in training to familiarise them with the meat industry, the plant and the specific requirements for working in the meat industry
- New staff meet with their supervisors and go through their job description and develop a work plan and a training plan for the first three months
- New staff meet regularly with their supervisors to discuss their progress and raise any issues
- Our staff feel comfortable about raising their concerns with their supervisors and confident that the supervisors will address their concerns
- Our staff have opportunities to raise issues at meetings such as toolbox or staff meetings
- Our supervisors have received leadership and management training
- Our supervisors support and mentor their staff and develop work plans with them and provide them with regular feedback on their performance
- Our supervisors develop training plans for their staff in association with their work plans
- Our supervisors encourage training and development
- There are opportunities for our staff to progress their careers and the staff have career development plans
- Our supervisors encourage their staff to get involved and make suggestions for improvement

## 4.2 The Strategies

### 4.2.1 Understanding your workforce and responding to risks

In order to manage staff turnover you need to understand why people leave your company and make changes to manage turnover. Maintenance engineering staff generally have a lower turnover rate than production staff but this is no reason to be complacent. It is important to recognise employee dissatisfaction before people leave and respond to staff concerns before they leave. Staff need to have opportunities to raise concerns with their supervisors and feel confident that when they do raise them they will be treated seriously, considered and resolved.

Opportunities to raise issues may be provided at regular performance review meetings, toolbox and staff meetings. Additionally, staff surveys and questionnaires may be conducted to gain constructive feedback from staff and address issues that are affecting productivity. HR monitors staff resignations and conducts exit interviews to identify the reasons why staff leave. Workforce data can be analysed to identify trends such as turnover, average age of staff, skills development, participation in training etc, and develop and implement strategies to manage the risks identified.

“An industry truism is that age makes a difference – older new recruits stay longer.... The research also says the longer a person is with an organisation, the more likely they are to stay – that length of service is one of the best single predictors of turnover.”

Qualified, experienced tradespersons and engineering graduates are extremely hard to come by and it takes considerable time to train them internally to gain the skills you need – you cannot afford to lose a single person from your workforce. You need to do everything in your power to support them to work to their capacity and make their contribution to your organisation.

### 4.2.2 First three months critical

“The research says that employees leave soon after they start work if induction programs are poorly designed or non-existent and because of poor employment decisions. Not only does the employer make poor decisions but also the employees, particularly if their expectations are raised too high during the recruitment process. This includes having little or no understanding of what the work and industry really entails.”<sup>6</sup>

In order to have the best opportunity of meeting the needs of your new recruits and thereby keeping them beyond that critical, initial first three months probationary period your organisation needs to:

- Consider pre-employment programs as a strategy for providing realistic expectations of the job and of the industry
- Include a meat industry and meat plant familiarisation program as part of the recruitment and induction programs
- Include ongoing familiarisation with the business and its personnel, terms and conditions, HR and WHS policies and procedures, company code of conduct, methods of communication, performance management program, career development etc in induction program
- Introduce new recruits to key plant personnel and their roles

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<sup>6</sup> MINTRAC, 'Workforce retention and training' Volume 1, Issue 1

- Introduce supervisors and begin the performance management process with the new recruit working with their supervisor to go over their job description and develop a work plan for the first three months and organise regular times to meet to review progress
- Begin supervising the new recruit on the job, providing them with support and training until they are competent in the specific situations in their work area
- Meet with the new recruits regularly to review their progress and give them opportunities to provide feedback
- Ensure the supervisor conducts a performance appraisal immediately prior to the end of the probation period to give feedback and recognition on completion of the initial work plan and discuss the experience over the first three months. Ensure action is taken on feedback and commence planning for the remainder of the year.

### 4.2.3 Familiarisation with the meat industry

It is particularly important for maintenance engineering personnel to be provided with induction training to familiarise them with the meat industry, and your plant in particular because the majority of personnel joining the maintenance team will not have had prior experience in the meat processing industry. Just as for production staff, maintenance engineering personnel need to be competent in areas including the production line itself, how meat is produced safely and hygienically and their role in ensuring this, work health and safety and quality assurance measures that are particularly important in the meat industry and how they are applied in your plant.

Training in meat industry skills for maintenance personnel is available and may provide credits towards additional qualifications. The units of competency that help familiarise maintenance tradespersons and engineers with the industry vary according to the level of qualification that personnel are seeking to undertake. For personnel seeking to undertake meat industry qualifications in a maintenance engineering stream at Certificate II or III the meat industry specific units of competency include:

- MTMCOR201A Maintain personal equipment
- MTMCOR204A Follow safe work policies and procedures
- MTMCOR202A Apply hygiene and sanitation practices
- MTMCOR205A Communicate in the workplace
- MTMCOR203A Apply Quality Assurance practices
- MTMCOR206A Overview the meat industry

For personnel undertaking meat industry qualifications in a maintenance engineering stream at Certificate IV the meat industry specific units of competency include:

- MTMCOR402C Facilitate Quality Assurance process
- MTMCOR403A Participate in OH&S risk control process
- MTMCOR404A Facilitate hygiene and sanitation performance.

### 4.2.4 Satisfaction with supervisors

“One reason why people leave is because they are dissatisfied with the supervision they receive. Supervision includes familiarisation with the job, feedback on performance, team development, a positive working environment and recognition. It also includes supervisor treatment of employees, with bullying or failure to prevent bullying an example of poor supervision. Supervisors who have the skills and knowledge make time to answer a new recruit’s questions,

provide feedback to individuals and develop their skills, resolve problems faced by new recruits and other work mates and work comfortably and confidently with younger people.”<sup>7</sup>

“The reason most frequently given by employees for leaving their jobs is that they are disconnected or disengaged from their bosses or work. Managers including those on the front line, project leaders or senior managers have more power than anyone else to improve employee satisfaction and commitment in the workplace. Managers can do this by providing recognition and feedback regularly, offering opportunities to learn and grow, ensuring fair compensation for employee contributions and value to the organisation, fostering a safe and happy work environment, and respecting and recognising employee’s needs, desires and working style.”<sup>8</sup>

Just as staff need professional development to gain competencies in technical and professional areas such as PLCs or hydraulics, staff taking on supervisory roles need to gain competencies in leadership and management. The meat industry qualifications framework includes qualifications in leadership at Certificate IV Meat Processing (Leadership). There is also the opportunity to major in leadership at the Diploma and Advanced Diploma levels.

All staff need to be managed through your performance management process. As part of this process you may identify staff members with the potential to become supervisors. You can then work together to develop and implement a training plan to assist them to gain the competencies they need to lead and manage other staff, and to give them support as they take on supervisory responsibilities.

Good Practice in Workforce Development Tools & Tips for the Australian Meat Industry identifies a number of top retention tips that are all the responsibilities of supervisors. These include:

- Building employee engagement and satisfaction to improve staff retention. Employee engagement is about building employee commitment to the organisation and trust in leadership
- Ensuring clear communication and feedback between management and employees
- Resolving employee problems in a timely manner. Finding the cause and implementing solutions
- Encouraging training and development for current and future roles, and aligning into the business succession plan
- Broadening responsibilities rather than have narrowly-defined job functions
- Managing workplace diversity – knowing your staff needs and motivations
- Implementing work health and safety so that staff secure and safe in the workplace, free from harassment and discrimination
- Encouraging independence and innovation, allowing employees to get involved and make suggestions on how to improve performance.

#### 4.2.5 Remuneration

Industry consultation conducted in association with this project reflected that wages for tradespersons in the meat industry are ‘reasonable but considered middle of the road for tradespersons.’ Salaries in some other local industries such as mining are generally more competitive. This makes it difficult for the meat industry to compete for labour when other local

<sup>7</sup> MINTRAC, ‘Workforce retention and training’ Volume 1, Issue 1

<sup>8</sup> Good Practice in Workforce Development Tools & Tips for the Australian Meat Industry

industries are offering a more competitive salary. There needs to be factors in addition to a 'reasonable' salary for tradespersons to consider employment in the meat processing industry over working in other local industries that have more competitive salaries. These factors may include:

- More certainty and stability of continuing work (than other industries suffering a downturn currently e.g. mining and automotive industries)
- Opportunities for continuing development linked with regular salary increases
- Some career development opportunities in technical and leadership and management areas
- Offering choices in scheduling of shifts and working hours
- Some financial incentives and bonuses such as bonuses for keeping production line downtime low.

#### **4.2.6 Recognition and rewards**

Recognition and rewards for work well done and continuing development are top motivators for staff. It is important to have a formal reward program in place that includes financial and non-financial benefits and is fair, timely and specific. The recognition and reward program needs to include:

- A workplace culture that values and respects employees, supports, mentors and develops them
- Regular, set salary increases linked with set criteria and learning and development (set in awards)
- A workplace culture of continuing learning and professional development
- Career development and career progression
- Annual salary aligned with increases in cost of living and market rates
- Incentives and bonuses
- Employee benefits
- Flexible rosters and working hours
- Initiatives that encourage work-life balance
- Salary increments linked with skills development and career progression, and performance management that incorporates a training plan and regular review to ensure training plan and skills development is achieved and career development and salary progression is attained
- Training pathway reflecting career path from entry level through to trade and post trade skills defining options for progression to more complex technical skills and/or gaining skills across trades and/or progression to leadership and management
- Building a positive industry culture.

#### **4.2.7 Improving workplace flexibility**

In a competitive and declining labour market it is important to keep your skilled, experienced workforce. You need to understand your workforce and identify and implement strategies to meet their needs if that means they can continue to work for you.

Flexible rosters were cited as incentives for maintenance staff in industry consultation associated with this project. This included rotating shift rosters and regular RDOs, e.g. 4 days x 10 hours/day and 3 days off/week and 1 RDO/fortnight or month.



If you have an ageing workforce you may consider options such as phased retirement and job sharing for workers transitioning to retirement. Similarly you may consider more flexible work arrangements such as job sharing, part-time work, more flexibility in scheduling of shifts for parents in your workforce.

## 5.0 Developing your people

One response from the industry consultation was 'Candidates are usually very interested in further training opportunities and we struggle to convince them that we have an effective training policy and systems in place that will meet their development needs.'

Plants need to take a systematic approach to training, development, advancement and remuneration that includes workforce planning, identifying skills needs, developing training plans with each member of the maintenance team and supporting them to achieve their training and career goals through performance management and in so doing gain salary increases.

The performance management process should begin when the person joins your company and the new recruit and their supervisor jointly develop a work plan for the probation period. In association with developing the work plan they can determine the training needs for that particular person. This will include:

- Induction training
- Meat industry specific training covering areas such as the production line, hygiene and sanitation, quality assurance and work health and safety
- Job specific training.

There may also be additional areas required by that person to perform their job such as confined space entry or safe working at heights.

Each year the supervisor and worker meet to develop the work plan for the ensuing year. They also consider the training needs for the worker to be able to meet the outcomes in their work plan, as well as planning a career path for the worker and determining the training needs to be able to fulfil the career aspirations, e.g. enrolling in a Certificate IV Meat Processing (Leadership) so that they gain competencies in leadership and management in preparation for taking on a supervisory role. They may also consider a pathway that includes planning for succession so that workers have the opportunity to learn skills from personnel whom they may be backing up when they are absent or taking on their role in other shifts.

## 6.0 Resources

- MINTRAC Induction manual
- MINTRAC Traineeship induction kit
- MINTRAC Overview the Meat Industry (in a variety of different languages)
- MINTRAC Careers poster
- MINTRAC Careers in the Australian Meat industry brochure
- MINTRAC Managing diversity in the Meat Industry
- MINTRAC Career development handbook
- MINTRAC Essential skills for supervisors kit
- MINTRAC Basic meat industry training skills set
- MINTRAC Delivering training in the meat industry
- MINTRAC Developing an enterprise training system in the Australian Meat industry

- MINTRAC Delivering training in a meat processing plant
- MINTRAC Vocational education and training in schools for the Meat Industry
- Good Practice in Workforce Development, Tools & Tips for the Australian Meat Industry, FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- How to become an employer of choice in an industry of choice: A practical guide to workforce development in the Australian Meat Industry, FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- Fact Sheet 1 – Community Relations: How to get more ‘bang for your buck’! FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- Fact Sheet 2 – Keeping employees through the first three months! FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- Fact Sheet 3 - Good workers are worth keeping! Ideas that can help. FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- Fact Sheet 4 - Career progression for employees – make it work for you too! FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008
- Fact Sheet 5 - Succession planning: What makes an effective Supervisor? FTH Skills Council South Australia and the SA Meat Industry Workforce Development Steering Group, August 2008.