

# Training and Competency Framework

Training and Competency Framework – Stage 1  
(Support Roles)

Project Code  
2020-1099

Prepared by

Date Submitted  
10/02/2022

Published by  
AMPC

Date Published  
10/02/2022

# Contents

<b>Contents</b>	<b>2</b>
<b>1. Executive Summary</b>	<b>3</b>
<b>2.0 Introduction</b>	<b>6</b>
2.1 Purpose	6
2.2 Background	6
2.3 Scope	7
2.4 Previous research	7
<b>3.0 Project Objectives</b>	<b>7</b>
<b>4.0 Methodology</b>	<b>7</b>
<b>5.0 Project Outcomes</b>	<b>9</b>
5.1 Milestone One	9
5.2 Milestone Two	9
5.3 Milestone Three	11
5.4 Milestone Four	12
5.5 Milestone Five	12
5.6 Milestone Six	12
<b>6.0 Discussion</b>	<b>14</b>
<b>7.0 Conclusions / Recommendations</b>	<b>16</b>
<b>2.0 Appendices</b>	<b>18</b>
1. Appendix 1 – Career Pathways	18
2. Appendix 2 – Competency Framework	23
3. Appendix 3 – Marking Material	<b>Error! Bookmark not defined.</b>

**Disclaimer** The information contained within this publication has been prepared by a third party commissioned by Australian Meat Processor Corporation Ltd (AMPC). It does not necessarily reflect the opinion or position of AMPC. Care is taken to ensure the accuracy of the information contained in this publication. However, AMPC cannot accept responsibility for the accuracy or completeness of the information or opinions contained in this publication, nor does it endorse or adopt the information contained in this report.

No part of this work may be reproduced, copied, published, communicated or adapted in any form or by any means (electronic or otherwise) without the express written permission of Australian Meat Processor Corporation Ltd. All rights are expressly reserved. Requests for further authorisation should be directed to the Executive Chairman, AMPC, Suite 2, Level 6, 99 Walker Street North Sydney NSW.

# 1. Executive Summary

The purpose of this project was to improve retention of operational employees in the Red Meat Industry through development of clear career pathways for team members, including identification of development requirements and promotion of available mechanisms to address capability “gaps”.

Competency frameworks are regarded as effective employee retention mechanisms, through communication of clear expectations and promotion of pathways for career progression.

Creating a competency framework is an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of team members, ensuring staff have the expertise needed to add value to the business. It also helps managers make informed decisions about talent recruitment, retention, and succession strategies and, through identification of specific behaviours and skills needed for each role, it facilitates effective budgeting and planning for required training and development activities.

The project focused on technical and behavioural competency requirements for entry, mid-level and senior level roles in the following areas:

- Human Resources
- Quality Assurance
- Safety
- Training
- Return to Work/ Rehabilitation

The methodology undertaken incorporated the following key activities:

- Identification of roles and levels to be incorporated as part of the project
- Determination of competencies required for identified roles, including technical and behavioural competencies
- Mapping of roles and competencies to potential career paths
- Linking of competencies and roles to training pathways, including identification of internal and external, as well as formal and informal, training opportunities
- Development of an overarching process and integration with existing HR processes
- Development of an internal communication program to promote the framework and educate team members on how to apply for development opportunities

The project was successful in delivering against specified milestones with the framework currently being promoted to team members as part of implementation.

A key observation of this project is that the development of a competency framework is a long and complex process, highly dependent on comprehensive engagement with people who actually do the roles. The efforts associated with the framework do not cease once it is developed. Success is dependent on ongoing integration with existing HR processes such as recruitment and performance management. There is also a

need for ongoing monitoring of potential changes to competency requirements and ensuring the framework is updated to reflect this and maintain currency.

Conclusions made within this report reflect these factors, as outlined in the following table.

Conclusion	Overview
Careful consideration	Competency frameworks can be a valuable component of an organisation's employee retention strategy, providing clear pathways for career progression and encouraging individual development. However, organisations need to be mindful of the effort required to develop a framework and to ensure its continued currency. Development of a framework on its own will have limited effect. The ability of a competency framework to contribute to employee retention is dependent on clear integration with HR processes and regular updates to reflect changes in competency requirements.
Cultural requirements	The effectiveness of competency frameworks is also dependent on the existence of certain cultural attributes. Managers and team leaders need to be prepared to let team members go and explore career development opportunities with other teams or at other plants. Effectiveness is also dependent to some extent on employees taking ownership of their own careers, promoting their own interests and capabilities and undertaking self-directed learning opportunities. A culture of positive psychological safety will further support employees to pursue opportunities for development and career progression.
Comprehensive engagement and consultation	Development of an effective competency framework is largely dependent on the involvement of people actually doing the work. Significant engagement and consultation is needed to ensure competency requirements are accurate and supported by employees.
Ongoing resourcing and support	Consideration for how the framework will be integrated with HR processes and maintained into the future should be determined at the outset of the project to ensure adequate ongoing resourcing and support. HR needs to be a critical stakeholder in the project to ensure effective integration with HR processes such as recruitment and performance management practices. There also needs to be clear responsibility for maintaining currency of the framework, including monitoring of external and internal trends such as changing technologies, and modification of the framework as required to reflect these changes.
Monitoring of trends and new approaches	<p>The nature of work is changing. The increased adoption of activities such as RPA (robotic processing automation) and AI (artificial intelligence) will continue to impact on the workforce and likely lead to the change of many roles.</p> <p>Other trends such as the rise of the gig economy and continued hybrid working arrangements will further impact the concept of a traditional worker.</p> <p>Concepts such as competency frameworks may need to alter over time in response to these changes to remain meaningful and ensure relevance to modern workers and roles. It's recommended that organisations that choose to implement competency frameworks also</p>

**Conclusion**

**Overview**

---

maintain sight of changes to how competency frameworks are utilised and integrated into ever-changing workplace practices.

---

## 2.0 Introduction

### 2.1 Purpose

The purpose of this project was to improve retention of operational employees in the Red Meat Industry through development of clear career pathways for team members, including identification of development requirements and promotion of available mechanisms to address capability “gaps”.

### 2.2 Background

The manufacturing sector has traditionally faced employee attraction and retention challenges due to the physical and sometimes unglamorous nature of daily task requirements, often exacerbated by unusual hours associated with shift work. The current environment wherein more employees are leaving the workforce than joining it is further increasing these challenges.

With research showing that retaining quality workers is by far more cost effective than hiring and training new starters, employee retention has become a critical issue for the meat industry.

Anecdotal evidence suggests the gruelling nature of operational production roles can leave employees with little time or energy to focus on potential pathways into more satisfying careers within the same organisation, leading to consideration of changing organisations before fully considering existing options.

#### *Competency frameworks*

The introduction to the United States’ IAEA (International Atomic Energy Agency) competency framework provides an overview of competency frameworks and their relative value to organisations and individuals:

*A competency framework is a model that broadly describes performance excellence with an organisation. Such a framework usually includes a number of competencies that are applied to multiple occupational roles within the organization. Each competency defines, in generic terms, excellence in working behaviour; this definition then establishes the benchmark against which staff are assessed. A competency framework is a means by which organizations communicate which behaviours are required, valued, recognized and rewarded with respect to specific occupational roles. It ensures that staff, in general, have a common understanding of the organization’s values and expected excellent performance behaviours.* The Competency Framework, IAEA, [www.iaea.org](http://www.iaea.org)

Competency frameworks are often used as a mechanism to ensure alignment with organisational roles and strategic direction and to assist with workforce planning. These frameworks also present a valuable opportunity in terms of employee retention – by mapping out potential career pathways, including clear strategies for how to pursue those pathways. Organisations use competency frameworks to:

- Facilitate the recruitment and selection process of employees with a strong fit to the role, as well as the organization.
- Set performance expectations and evaluate employee contributions objectively.
- Expedite employees to enhance their performance and increase their level of work satisfaction.
- Map an employee’s professional development and further career planning.
- Assess ‘competency gaps’ in individuals and teams and provide effective inputs for creating modules for increased development and training resources.

## 2.3 Scope

This project focused on the development of career pathways by identifying technical and behavioural competency requirements for entry, mid-level and senior-level roles in the following areas:

- Human Resources
- Quality Assurance
- Safety
- Training
- Return to Work/ Rehabilitation

## 2.4 Previous research

Desktop research undertaken as input to the project proposal identified the encouragement of career growth as critical requirements for organisations if they want to retain quality team members with lead companies investing in employee success.

An example from a leading company in the non-meat sector noted: “We’ve spent a lot of time trying to figure out what our team members are looking for, and a lot of it comes down to just listening to their career aspirations.”. “We find out what inspires them and why then use the resources at our disposal to help. Frequently, people don’t come to the company with a very large network, and we work to leverage our alumni network to change that. When challenges come up in discussions, we’ll try to tap into people that can help—both in-person and through technology.”

## 3.0 Project Objectives

As per the final contract agreement, the identified objectives for the project are as outlined below:

*This project is designed to promote career opportunities to do that we want to be able to promote a deep understanding of what each role requires:*

1. *Identify and commit to the support roles at the entry, mid-level and senior-level to be included in the project.*
2. *Identify the technical and behavioural requirements of each role and standardise the role descriptions.*
3. *Encourage career growth.*
4. *Encourage employees to look outside of your existing field for inspiration.*
5. *Improve retention and attraction.*
6. *Have a marketing strategy to promote internal career opportunities with different entry points.*
7. *Have clear training pathways (internal and external training) identified.*

## 4.0 Methodology

The methodology for this project is outlined below:

1. *Identify and commit to the support roles at the entry, mid-level and senior level to be included in the project. Identify competencies required for each of the identified roles and standardise the role descriptions (e.g. what does an ideal trainer look like?). This will include technical and behavioural competencies.*
2. *Map the roles and competencies to potential career paths*
3. *Link competencies and roles to training pathways.*
4. *Overlay training opportunities, both internal and external, offering mixed-mode deliveries (e.g. online, short courses, etc).*
5. *Design an internal promotion system to allow employees to apply for training opportunities which may lead to career growth.*
6. *Conduct an internal marketing campaign to promote career pathways.*



## 5.0 Project Outcomes

This section provides a summary of project outcomes based on the agreed project methodology.

### 5.1 Milestone One

**Identify internal working team from management and operational staff. Identify roles and plants in the scope of the project.**

A cross section of subject matter experts were identified and engaged for the project. Team members were chosen based on their understanding of operational requirements and the specific support roles they are responsible for.

---

---

---

---

---

---

---

---

A number of key support roles/ job families were identified as of strategic importance. These included:

- Food Safety and Quality Assurance
- Human resource management
- Training and development
- Workplace health and safety
- Return to work and injury management

### 5.2 Milestone Two

**Define roles to be included in the project, review these roles at multiple sites as (to include at least one sheep and one beef processing plant).**

The identified support roles were confirmed and the current structure of each job family identified. This process revealed significant differences in the way job families are structured. Discussions also revealed significant differences between sites/ divisions. Descriptions of the current structure of job families were shared, outlining a basic overview of the operational requirements of each position.

#### **FOOD SAFETY AND QUALITY ASSURANCE**

<b>Role</b>	<b>Description</b>
-------------	--------------------

---

Step-up Quality Assurance Officer	Entry Level, developmental role
QA Officer	(either specific area or whole of site) overseeing tasks, approved arrangements for market access and provision of wholesome food, Aus-Meat products to align with industry standards of retail sale of meats.
QA Officer in Charge (OIC)	Overseeing the implementation of mandatory HACCP, internal audits, reading and interpreting legislative instruments, interpreting and creating materials.
QA Manager	As per OIC but working closely with divisional QA teams, developing site related strategy, planning and overseeing compliance and the quality of the system implementation.

## HUMAN RESOURCES

Role	Description
Step-up Human Resource (HR) Officer	Entry level, developmental role.
HR Administrator	Implementing administrative support for the implementation of the HR system.
HR Officer	Implementing key elements of the HR system. Ensuring compliance with legislation, support and guidance of managers when working with people.
HR Manager	Overseeing the implementation of the HR system. Reading and interpreting legislation, establishing site-based HR strategy, liaising with divisional and group HR managers to define and implement change on site.

## WORKPLACE HEALTH & SAFETY

Role	Description
Safety Champion	Base level, trained adjunct position. Additional responsibilities in conjunction with substantive operational role.
Health and Safety Representative	Position duties covered by the Health and Safety legislation, formal responsibilities on site as part of the H&S Committee
Step up WHS Resource	Developmental role in preparation for a WHS Resource position.
WHS Resource	Permanent position on site. Implementing key elements of the safety system on site. Providing guidance and support to managers and team members in relation to health and safety matters.
WHS Manager	Overseeing the implementation of the safety system. Liaising with divisional and group resources, developing site specific strategy.

## RETURN TO WORK & INJURY MANAGEMENT

Role	Description
------	-------------

Step-up injury management officer	Developmental role in preparation for a WHS Resource position.
Injury management and rehabilitation coordinator	Implementing key elements of the injury management return to work system on site. Providing guidance and support to managers and team members in relation to injury management and return to work matters.

## TRAINING

Role	Description
Buddy Trainer	Base level, adjunct position. Additional responsibilities in conjunction with substantive operational role. May receive additional training in preparation for a formal training role (or a range of salaried roles).
Area Tutor	Position to work above the team. Working closely with learners in training and people requiring support, coaching and adjustments to technique. Capacity to deliver training and assessments.
Training Administrator	Implementing administrative support for the implementation of the training system
Workplace Trainer and Assessor	Implementing key elements of the training system on site. Providing guidance and support to managers and team members in relation to training and development matters.
Training Coordinator	Overseeing the implementation of the training system. Liaising with site HR manager, divisional and group resources.

## 5.3 Milestone Three

### Mapping of roles to career pathways

Subject matter experts were brought together for initial discussions about the project with Project Team members sharing views on the potential value of the project for the areas they oversee. Positions in scope for this project are those based on site within operations and do not include divisional or group positions in the relevant job family.

To facilitate this stage of the project, an external supplier was engaged. MINTRAC were awarded this work based on their industry experience and ability to identify and understand training requirements in the meat industry.

Intake meetings were conducted with all HR and Plant Managers during which they were provided with a project overview and confirmed a schedule of interviews for support roles.

All interviews were conducted onsite in meetings rooms not on the job. This was to ensure honest and candid feedback was obtained during these interviews. A total of 49 stakeholder interviews were conducted across all in scope roles;

- 18 interviews conducted across the Human Resources job family
- 9 interviews conducted across the FSQA job Family
- 9 interviews conducted across the Training job family

- 10 interviews conducted across the Safety job family
- 3 interviews conducted across the Return to work job family

It was noted that there is a degree of variability between facilities. Individual people demonstrated a range of skills and techniques to get the job done. It is not likely that each job family would be mapped to one specific way of completing a task, rather a series of generic competencies were more appropriate, relevant to each position.

[Appendix 1 – Career Pathways](#)

## 5.4 Milestone Four

### Identifying training pathways

Information gathered from teams on site was collated into a single table to help clarify career path options, and alignment with AQF training and non-accredited training for all job families and their substantive positions.

Analysis of the data collected during the interviews with team members was used to develop a competency framework. The framework will provide clear training pathways that empower team members to appreciate what learning and development interventions they will need to undertake to remain effective in their job role, or to develop the necessary competencies to progress their career along the pathway they identify.

Review of the competency requirements of each in scope Job Role was cross referenced the Australian Qualifications Framework and identified suitable accredited training programs that employees can undertake to develop the required competencies. In addition, the framework also identifies and recommends un-accredited training for the career development within the job families.

[Appendix 2 – Competency Framework](#)

## 5.5 Milestone Five

### Internal Communications strategy development and roll out

The relevant audience was determined to be a mix of employees are looking to progress in their current function or looking to switch functions and hiring managers.

Following confirmation of the audience, consideration was then given to key messages for each target group. The focus of key messages was on team members being the organisation's most important asset and demonstrating to team members support for to them to develop and grow in their careers The framework will provide team members with clear career pathways and identified training mechanisms to address skills gaps. The framework will also be of use to hiring managers as part of a suite of tools to support attraction and retention of top talent across a variety of functions.

## 5.6 Milestone Six

### Design a HR system to track employees who wish to seek promotion

It was determined that an HR system focused on tracking employees wishing to seek a change in career or level would ensure a consistent approach across sites, eliminating potential bias and ensuring equity in opportunity.

The resulting HR system incorporates the following core components:



### 1. **Submit Expression of Interest**

Following on from the communication of role descriptions and competency framework, employees are invited to submit an expression of interest for positions they are interested in.

### 2. **Capture data**

This step incorporates entry of information from the EOI into a national database. It is intended that HR will collate and oversee all EOIs received, allow HR Managers from various sites to access information from across all sites nationally.

Following on from the communication of role descriptions and competency framework, employees are invited to submit an expression of interest for positions they are interested in.

Expression of Interest

Employee ID	First Name	Last Name	Current Position	Time in position	Willing to reloc	Relocation	Values	Attributes

### 3. **Manager meeting**

The purpose of the manager meeting is to allow the plant leadership team to discuss vacancies and assess current employees for potential role suitability. It's envisaged that the HR Manager, Plant Manager and Plant Leadership Team would participate in this meeting and complete the following activities:

- Identify current vacancies across all roles in the plant
- Refer to national data base to check for expressions of interest
- Once interested employees are identified: confirm performance in current role; review attendance; assess attributes for role and suitability
- Create a shortlist for interview

### 4. **Conduct interviews**

Once a shortlist is determined, HR would then conduct behavioural interviews with shortlisted employees, with interview guidelines based on the required competencies for the role. Psychometric assessment would also be undertaken as required.

### 5. **Development Plan**

Once a successful candidate is appointed, the HR and Leadership Team then work together to create a development plan to address any competency and skills gaps. The development plan is then entered into the HR System for self-directed learning and tracking purposes.

The true value of a competency framework is when it connects to and adds value to a number of underpinning HR processes. In this stage, the competency framework was connected to a number of HR processes, including:

- Position Descriptions (outlining key knowledge skills and attributes)
- Workforce planning and skill matrices
- Selection tools and processes and
- Development plans for either unsuccessful candidates and or for new workers

Moving forward, the team will continue to liaise with the internal communications team to develop and communicate the new policy and forms to ensure all plants have a consistent approach to internal promotion for support roles.

Future training may also be required to assist area supervisors and site HR to engage with the new tools.

## 6.0 Discussion

This section provides a summary of observations and learnings identified as a result of this project.

### 1. **Separate competencies from tasks**

It became apparent early in this project that task descriptions varied greatly between plants, with no one specific accepted way of completing a task. This highlighted the importance of retaining focus on competencies and not confusing competencies with task requirements.

Tasks may sit within job descriptions and be the subject of procedures at designated plants, but competencies refer to the higher-level capabilities that are common across roles, regardless of difference in task process steps.

In particular, designing a framework with competencies defined at different levels allows a range of jobs to be described using the same competency set.

### 2. **Competency frameworks as an employee retention strategy**

Research shows that it is far more cost effective for organisations to retain and develop existing quality employees than to attract new employees and bring them up to speed. As such, employee retention strategies are currently in high demand across most sectors and organisations.

Competency frameworks have been shown to improve employee satisfaction because employees are made aware from the very beginning which behaviours and skills are needed to excel in a particular position. However, it can be argued that the effectiveness of competency frameworks as an employee retention strategy is dependent on certain conditions being in place, such as:

- Support for mobility – Managers and leadership teams may be reluctant to release employees to pursue development opportunities elsewhere in the organisation, despite what may be obvious benefits to the employee.
- Self-directed learning – Use of frameworks to progress the careers of individuals is often dependent on those individuals being willing to undertake self-directed learning opportunities

and to put themselves forward to managers and team leaders for development programs or job rotation opportunities.

**3. Engagement and consultation**

Critical to the success of this project was the involvement of people who actually did the work to develop the competency framework. Conducting a range of interviews with all stakeholders represented ensured the development of a framework that was understood and accepted..

**4. Integration and ongoing support**

Integration was another critical aspect of this project. Development of a competency framework on its own has minimal value. The value is realised when HR processes and systems are integrated with the framework to drive activities such as performance reviews and internal recruitment processes.

To achieve this integration, it's vital that the HR team is engaged as a key stakeholder and that responsibilities post development of the framework are clearly understood.

**5. Considerations**

The development of a meaningful competency framework is no small task and typically requires the engagement of an external consultancy company to undertake the detailed work.

As outlined above, once completed, there is a need for ongoing management and integration of the framework with core HR processes.

Another key consideration that should be addressed prior to development of a competency framework is the effort required to maintain the framework to ensure its currency on an ongoing basis.

In the current environment of constant change, largely driven by new technologies, the frequency of competency framework updates is likely to increase significantly.

Roles and associated competency requirement are set to change dramatically as mechanisms such as RPA (robotic process automation) and AI (artificial intelligence) significantly influence the nature of work as we currently know it.

Competency frameworks run the risk of being detrimental to organisational success if they focus too much on the past and do not keep up with rapidly changing environments.

## 7.0 Conclusions / Recommendations

Subsequent to the discussion points outlined above, the following conclusions are made in relation to future competency framework initiatives:

**1. Careful consideration**

Competency frameworks can be a valuable component of an organisation's employee retention strategy, providing clear pathways for career progression and encouraging individual development. However, organisations need to be mindful of the effort required to develop a framework and to ensure its continued currency. Development of a framework on its own will have limited effect. The ability of a competency framework to contribute to employee retention is dependent on clear integration with HR processes and regular updates to reflect changes in competency requirements.

**2. Cultural requirements**

The effectiveness of competency frameworks is also dependent on the existence of certain cultural attributes. Managers and team leaders need to be prepared to let team members go and explore career development opportunities with other teams or at other plants. Effectiveness is also dependent to some extent on employees taking ownership of their own careers, promoting their own interests and capabilities and undertaking self-directed learning opportunities. A culture of positive psychological safety will further support employees to pursue opportunities for development and career progression.

**3. Comprehensive engagement and consultation**

Development of an effective competency framework is largely dependent on the involvement of people actually doing the work. Significant engagement and consultation is needed to ensure competency requirements are accurate and supported by employees.

**4. Ongoing resourcing and support**

Consideration for how the framework will be integrated with HR processes and maintained into the future should be determined at the outset of the project to ensure adequate ongoing resourcing and support. HR needs to be a critical stakeholder in the project to ensure effective integration with HR processes such as recruitment and performance management practices. There also needs to be clear responsibility for maintaining currency of the framework, including monitoring of external and internal trends such as changing technologies, and modification of the framework as required to reflect these changes.

**5. Monitoring of trends and new approaches**

The nature of work is changing. The increased adoption of activities such as RPA (robotic processing automation) and AI (artificial intelligence) will continue to impact on the workforce and likely lead to the change of many roles.

Other trends such as the rise of the gig economy and continued hybrid working arrangements will further impact the concept of a traditional worker.



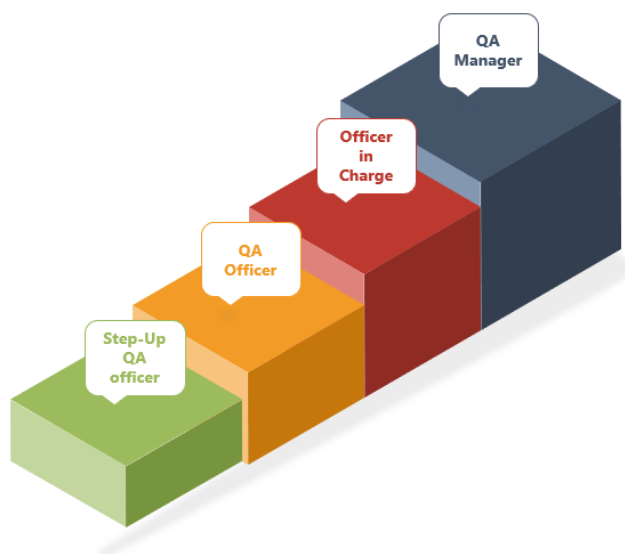
Concepts such as competency frameworks may need to alter over time in response to these changes to remain meaningful and ensure relevance to modern workers and roles. It's recommended that organisations that choose to implement competency frameworks also maintain sight of changes to how competency frameworks are utilised and integrated into ever-changing workplace practices.

## 2.0 Appendices

The author should any supporting documentation which has been referenced in the report. Each Appendix must be named and numbered.

### 1. Appendix 1 – Career Pathways

## FSQA



#### QA Manager

As per OIC but working closely with divisional QA teams, developing site related strategy, planning and overseeing compliance and the quality of the system implementation.

#### QA Officer in Charge (OIC)

Overseeing the implementation of mandatory HACCP, internal audits, reading and interpreting legislative instruments, interpreting and creating materials.

#### QA Officer

(either specific area or whole of site) overseeing tasks, approved arrangements for market access and provision of wholesome food, Aus-Meat products to align with industry standards of retail sale of meats.

#### Step-Up QA Officer

Entry Level, developmental role

## Food Safety & Quality Assurance

#### QA Manager

As per OIC but working closely with divisional QA teams, developing site related strategy, planning and overseeing compliance and the quality of the system implementation.

##### Key Competencies

Develop & implement policy  
Business partner  
Conflict resolution

##### Personal Attributes

Decision making skills  
Diplomacy  
Confidence

##### Training Opportunities

Internal Auditing  
Leadership Training

#### QA Officer in Charge (OIC)

Overseeing the implementation of mandatory HACCP, internal audits, reading and interpreting legislative instruments, interpreting and creating materials.

##### Key Competencies

Critical thinking  
Engagement  
Manage Relationships

##### Personal Attributes

Inquisitive  
Influencer  
Attention to detail

##### Training Opportunities

Time Management  
Communication Skills  
Diploma of Food Safety Quality Assurance  
Management

#### QA Officer

(either specific area or whole of site) overseeing tasks, approved arrangements for market access and provision of wholesome food, Aus-Meat products to align with industry standards of retail sale of meats.

##### Key Competencies

Compliance  
Contribute to workplace safety  
Communication Skills

##### Personal Attributes

Time Management  
Relationship building  
Attention to detail

##### Training opportunities

Communication Skills  
Conflict resolution training

#### Step-Up QA Officer

Entry Level, developmental role

##### Key Competencies

Plan and organize work  
Working effectively with others

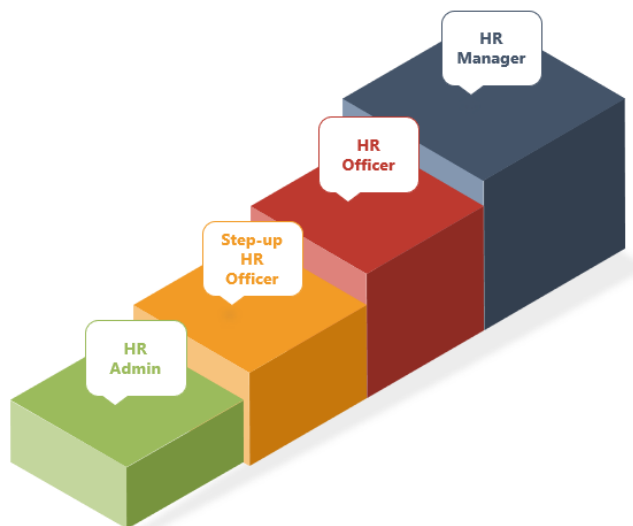
##### Personal Attributes

Accuracy  
Motivated  
Tenacity

##### Training Opportunities

JBS Internal systems

# Human Resources



## HR Manager

Overseeing the implementation of the HR system. Reading and interpreting legislation, establishing site-based HR strategy, liaising with divisional and group HR managers to define and implement change on site.

## HR Officer

Implementing key elements of the HR system. Ensuring compliance with legislation, support and guidance of managers when working with people.

## Step-Up HR Officer

Entry Level, developmental role

## HR Administrator

Implementing administrative support for the implementation of the HR system.

# Human Resources

## HR Manager

Overseeing the implementation of the HR system. Reading and interpreting legislation, establishing site-based HR strategy, liaising with divisional and group HR managers to define and implement change on site.

### Key Competencies

- Develop & implement policy
- Business partner
- Conflict resolution

### Personal Attributes

- Ethical
- Decision Making skills
- Integrity

### Training opportunities

- Mental Health First Aid
- Leadership Training
- Diversity & Inclusion

## HR Officer

Implementing key elements of the HR system. Ensuring compliance with legislation, support and guidance of managers when working with people.

### Key Competencies

- Manage Compliance
- Develop personal work priorities
- Work effectively with others

### Personal Attributes

- Attention to detail
- Professionalism
- Ethical

### Training Opportunities

- Time Management
- Dealing with difficult people
- Mental Health First Aid

## Step-Up HR Officer

Entry Level, developmental role

### Key Competencies

- Compliance
- Contribute to workplace safety
- Communication Skills

### Personal Attributes

- Time Management
- Relationship building
- Attention to detail

### Training opportunities

- Communication Skills
- Conflict resolution training

## HR Administrator

Implementing administrative support for the implementation of the HR system.

### Key Competencies

- Manage data
- Plan & organize work
- Apply communication Skills

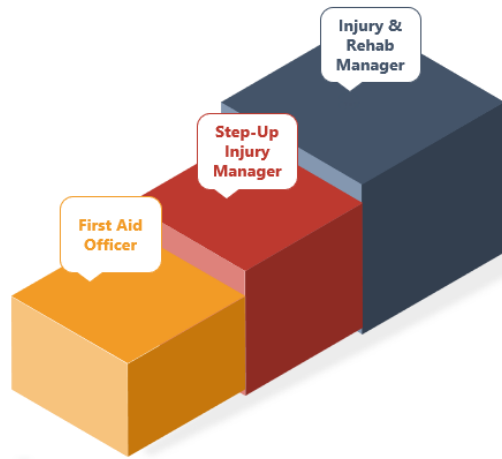
### Personal Attributes

- Attention to detail
- Professionalism
- Accuracy

### Training Opportunities

- Time Management
- JBS Systems Training

# Return to Work & Injury Management



## Injury management and rehabilitation coordinator

Implementing key elements of the injury management return to work system on site. Providing guidance and support to managers and team members in relation to injury management and return to work matters.

## Step-up injury management officer

Developmental role in preparation for a WHS Resource position.

## First Aid Officer

Provide immediate care to an injured or ill person until they have either recovered or medical attention is provided.

# Return to Work & Injury Management

## Injury management and rehabilitation coordinator

Implementing key elements of the injury management return to work system on site. Providing guidance and support to managers and team members in relation to injury management and return to work matters.

### Key Competencies

- Implement Process and Policy
- Negotiator
- Decision Making Skills

### Personal Attributes

- Excellent Communication Skills
- Influencer
- structured

### Training opportunities

- Certificate IV in Personal Injury Management

## Step-up injury management officer

Developmental role in preparation for a WHS Resource position.

### Key Competencies

- Senior First Aid Training
- Mental Health First Aid

### Personal Attributes

- Senior First Aid Training
- Mental Health First Aid

### Training Opportunities

- Senior First Aid Training
- Mental Health First Aid

## First Aid Officer

Provide immediate care to an injured or ill person until they have either recovered or medical attention is provided.

### Key Competencies

- Senior First Aid Training
- Mental Health First Aid

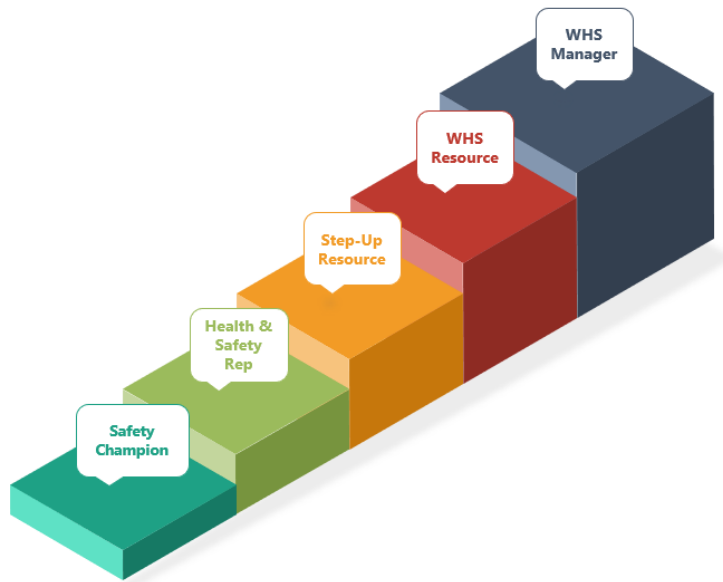
### Personal Attributes

- Senior First Aid Training
- Mental Health First Aid

### Training Opportunities

- Senior First Aid Training
- Mental Health First Aid

# Workplace Health & Safety



## WHS Manager

Overseeing the implementation of the safety system. Liaising with divisional and group resources, developing site specific strategy..

## WHS Resource

Permanent position on site. Implementing key elements of the safety system on site. Providing guidance and support to managers and team members in relation to health and safety matters.

## Step up WHS Resource

Developmental role in preparation for a WHS Resource position.

## Health and Safety Representative

Position duties covered by the Health and Safety legislation, formal responsibilities on site as part of the H&S Committee.

## Safety Champion

Base level, trained adjunct position. Additional responsibilities in conjunction with substantive operational role.

# Workplace Health & Safety

## WHS Manager

Overseeing the implementation of the safety system. Liaising with divisional and group resources, developing site specific strategy.

### Key Competencies

- Policy implementer
- Stakeholder management
- Influencing

### Personal Attributes

- Proactive thinking
- Assertiveness
- Confidence

### Training opportunities

- Internal Auditor Training
- Diploma in Workplace Health and Safety

## WHS Resource

Permanent position on site. Implementing key elements of the safety system on site. Providing guidance and support to managers and team members in relation to health and safety matters.

### Key Competencies

- Problem Solving
- Proactive thinking
- Employee engagement

### Personal Attributes

- Tolerance
- Confidence
- Common sense

### Training opportunities

- Certificate IV in Work, Health and Safety
- Communication Skills

## Step up WHS Resource

Developmental role in preparation for a WHS Resource position.

### Key Competencies

- Relationship building
- Listening
- Employee Engagement

### Personal Attributes

- Patience
- Approachable
- Confidence

### Training opportunities

- Communication Skills
- Time management

## Health and Safety Representative

Position duties covered by the Health and Safety legislation, formal responsibilities on site as part of the H&S Committee.

### Key Competencies

- Patience
- Approachable

### Personal Attributes

- Inquisitive nature
- Patience
- Approachable

### Training opportunities

- Health & Safety Rep Training

## Safety Champion

Base level, trained adjunct position. Additional responsibilities in conjunction with substantive operational role.

### Key Competencies

- Confidence
- Relationship building

### Personal Attributes

- Safety Focused
- Common Sense

### Training opportunities

- First Aid Officer

# Training



## Training Coordinator

Overseeing the implementation of the training system. Liaising with site HR manager, divisional and group resources.

## Workplace Training and Assessor

Implementing key elements of the training system on site. Providing guidance and support to managers and team members in relation to training and development matters.

## Training Administrator

Implementing administrative support for the implementation of the training system

## Area Tutor

Position to work above the team. Working closely with learners in training and people requiring support, coaching and adjustments to technique. Capacity to deliver training and assessments.

## Buddy Trainer

Base level, adjunct position. Additional responsibilities in conjunction with substantive operational role. May receive additional training in preparation for a formal training role (or a range of salaried roles).

# Training

## Training Coordinator

Overseeing the implementation of the training system. Liaising with site HR manager, divisional and group resources.

### Key Competencies

- Stakeholder management
- Influencing
- Compliance

### Personal Attributes

- Proactive thinking
- Assertiveness
- Confidence

### Training opportunities

- Certificate IV in Meat Processing (Leadership)

## Workplace Training and Assessor

Implementing key elements of the training system on site. Providing guidance and support to managers and team members in relation to training and development matters.

### Key Competencies

- Problem Solving
- Proactive thinking
- Employee engagement

### Personal Attributes

- Professionalism
- Confidence
- Common sense

### Training opportunities

- Certificate IV in Training and Assessment

## Training Administrator

Implementing administrative support for the implementation of the training system

### Key Competencies

- Attention to detail
- Problem Solving
- Time Management

### Personal Attributes

- Common Sense
- Flexibility
- Organisation

### Training opportunities

- Communication Skills
- Time management

## Area Tutor

Position to work above the team. Working closely with learners in training and people requiring support, coaching and adjustments to technique. Capacity to deliver training and assessments.

### Key Competencies

- Patience
- Approachable
- Business partner

### Personal Attributes

- Employer engager
- Patience
- Approachable

### Training opportunities

- Time Management
- Communication Skills

## Buddy Trainer

Base level, adjunct position. Additional responsibilities in conjunction with substantive operational role. May receive additional training in preparation for a formal training role (or a range of salaried roles).

### Key Competencies

- Employee engagement

### Personal Attributes

- Patience
- Approachable

### Training opportunities

## 2. Appendix 2 – Competency Framework

Job Family	Sort	Competency Groups & Key Competencies					Skills & Experience Required		Training Pathways	
		Achieve and Deliver	Individual Effectiveness	Work Together	Creativity & Innovation	Leadership	Technical	Soft	Accredited Learning	Non-Accredited Training
Human Resources	HR Manager	Results Focused Policy/Project Implementer Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Assertive Attention to detail Structured Planner	Communicator Listener Clear in Messaging Consistent in Messaging Conflict Resolver Team Work	Negotiator Interpreter Problem Solver	Business Advisor Coach & Mentor Professionalism Ethical Decision Making Skills Integrity	HR Specialist IE and ER Knowledge Workforce Planning Work Health & Safety Learning & Development	Flexibility Adaptability Empathy Compassion Discretion Diversity Inclusion Ambassador Collaborator Cultural Awareness Design Thinking Leadership	Graduate Diploma in Human Resource Management and Industrial Relations	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program Mental Health Leadership Dealing with Difficult People HRIS Legislative & Regulatory
	Senior HR Officer	Policy/Project support Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Attention to detail Structured	Communicator Listener Clear in Messaging Consistent in Messaging	Negotiator Interpreter Problem Solver	Coach & Mentor Professionalism Ethical Decision Making Skills	HR Generalist HRIS Administration	Flexibility Adaptability Empathy Compassion Discretion Diversity Inclusion Ambassador Collaborator Cultural Awareness Design Thinking	AQF L4 BSB 50320 Diploma of Human Resource Management	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program Mental Health Leadership Dealing with Difficult People HRIS Legislative & Regulatory

**Disclaimer** The information contained within this publication has been prepared by a third party commissioned by Australian Meat Processor Corporation Ltd (AMPC). It does not necessarily reflect the opinion or position of AMPC. Care is taken to ensure the accuracy of the information contained in this publication. However, AMPC cannot accept responsibility for the accuracy or completeness of the information or opinions contained in this publication, nor does it endorse or adopt the information contained in this report.

No part of this work may be reproduced, copied, published, communicated or adapted in any form or by any means (electronic or otherwise) without the express written permission of Australian Meat Processor Corporation Ltd. All rights are expressly reserved. Requests for further authorisation should be directed to the Executive Chairman, AMPC, Suite 2, Level 6, 99 Walker Street North Sydney NSW.

	HR Officer	Policy/Project support Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Attention to detail Structured	Communicator Listener Clear in Messaging Consistent in Messaging	Problem Solver Critical Thinker	Professionalism Ethical	HR Generalist HRIS Administration	Flexibility Adaptability Empathy Compassion Discretion Diversity Inclusion Collaborator Cultural Awareness	AQF L3 Certificate IV in Human Resource Management,	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program Mental Health Leadership Dealing with Difficult People HRIS Legislative & Regulatory
	Trainee HR Officer	Policy/Project support Stakeholder Manager Data Manager	Time Manager Attention to detail Structured	Communicator Listener	Common Sense	Professionalism Ethical	HRIS Administrator	Flexibility Adaptability Empathy Compassion Discretion Diversity Inclusion Collaborator Cultural Awareness	AQF L3 Certificate IV in Human Resource Management	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program Mental Health Leadership Dealing with Difficult People HRIS Legislative & Regulatory
	HR Administrator	Stakeholder Manager Data Manager	Time Manager Attention to detail Structured	Communicator Listener	Common Sense	Professionalism Ethical	HRIS Administrator	Flexibility Adaptability Empathy Compassion Discretion Diversity Inclusion Collaborator Cultural Awareness	AQF L3 Certificate IV in Human Resource Management	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program Mental Health Leadership Dealing with Difficult People HRIS Legislative & Regulatory



Training	Training Coordinator	Learning Technology enabler Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Planner	Communicator Business Partner Collaborator	Workplace Scanner Critical Thinker Innovative Thinker	Business Advisor Professionalism Ethical	Training & Assessment Business Planning Work Health & Safety	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills Design Thinking Leadership	AQFL5 TAE50216 Diploma of Training Design and Development; TAE50116 Diploma of Vocational Education Training; AMP40315 - Certificate IV in Meat Processing (Leadership)	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	Workplace Training Assessor	Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Planner	Communicator Business Partner Collaborator	Critical Thinker Innovative Thinker	Professionalism Ethical Assertive	Training & Assessment Work Health & Safety	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQFL3 TAE40116 Certificate IV in Training and Assessment; AMP40315 - Certificate IV in Meat Processing (Leadership)	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	Training Officer	Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Planner	Communicator Business Partner Collaborator	Critical Thinker Innovative Thinker	Professionalism Ethical Assertive	Training & Assessment Work Health & Safety Systems Administration	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQFL3 TAE40116 Certificate IV in Training and Assessment	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	Tutor	Compliance Focused Safety Focused Stakeholder Manager	Time Manager Employee Engager Planner	Communicator Collaborator	Innovative Thinker Problem Solver	Professionalism Ethical Assertive	Training & Assessment Work Health & Safety Systems Administration	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQFL3 TAE40116 Certificate IV in Training and Assessment	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	Training Administrator	Compliance Focused Stakeholder Manager Data Base Manager	Time Manager Employee Engager Planner	Communicator Collaborator	Problem Solver	Professionalism Ethical	Business Administration Systems Administration	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQFL3 TAE40116 Certificate IV in Training and Assessment	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program

Rehab - Injury Management	Injury Management Coordinator (IMC)	Stakeholder Management 3rd Party Coordinator Process and Compliance manager	Structured Follow through Detail driven Tenacity	Listening Communication Negotiator	EQ Curious in nature "What if" thinking Create & Sell options Root Cause Analysis	Cultural Awareness Sensitivity Decision Making Skills Influencer	Business Administration Systems Administration	Diversity Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQF5 FNS50110 - Diploma of Personal Injury Management; AQF L5 Bachelor of Health Science	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program PC Skills Regulatory & Legislative Mental Health
	Workers Compensation Officer (WCO)	Stakeholder Management 3rd Party Coordinator Process and Compliance	Structured Follow through Detail driven Tenacity	Listening Communication Negotiator	EQ Curious in nature "What if" thinking Create & Sell options Root Cause Analysis	Cultural Awareness Sensitivity Decision Making Skills Influencer	Business Administration Systems Administration	Diversity Inclusion Cultural Awareness Time Management Communication Skills	FNS42115 Certificate IV in Personal Injury Management,	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program PC Skills Regulatory & Legislative Mental Health
	Return to Work Coordinator (RTWC)	Stakeholder Management 3rd Party Coordinator Process and Compliance	Structured Follow through Detail driven Tenacity	Listening Communication Negotiator	EQ Curious in nature "What if" thinking Create & Sell options Root Cause Analysis	Cultural Awareness Sensitivity Decision Making Skills Influencer	Business Administration Systems Administration	Diversity Inclusion Cultural Awareness Time Management Communication Skills	FNS42115 Certificate IV in Personal Injury Management,	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program PC Skills Regulatory & Legislative Mental Health
	First Aid Officer (FAO)	Stakeholder Management 3rd Party Coordinator Process and Compliance	Detail Focused	Listening Communication	Root Cause Analysis	Cultural Awareness Sensitivity Decision Making Skills	Database and Information Management	Diversity Inclusion Cultural Awareness Time Management Communication Skills	AQFL3 HLTSS00068 - Occupational First Aid Skill Set; FNS42115 Certificate IV in Personal Injury Management	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program PC Skills Regulatory & Legislative Mental Health

Food Safety Quality Assurance	FSQA Manager	Results Focused Policy Implementer Compliance Focused Safety Focused Stakeholder Manager	Assertiveness Detail driven Structured Accuracy Self Driven Motivated Interpretation	Communication Collaboration Listening Teamwork Suggestive Educators	Inquisitive Continual Improvement mindset	Relationship building Challenge Status Quo Coach & Mentor Influencing Diplomacy Integrity Decision Making	Auditing QA Systems Food Technology Scientific Equipment	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills Design Thinking Leadership	AQFL7 Degree in Food Science/Technology; Postgraduate Diploma in Science - Food Science; Masters of Business Administration; BSBSS00114 - Organisational Governance Skill Set; AQFL6 10140NAT Diploma of Food Safety Quality Assurance Management; BSB50420 Diploma of Leadership & Management	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	QA Officer in Charge	Results Focused Compliance Focused Safety Focused Stakeholder Manager	Assertiveness Detail driven Structured Accuracy Self Driven Motivated Interpretation	Communication Multicultural awareness Collaboration Listening Teamwork Suggestive Educators	Inquisitive Continual Improvement mindset	Relationship building Challenge Status Quo Coach Influencing Diplomacy Integrity Decision Making	Auditing QA Systems Food Technology Technical Equipment	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills Leadership	AQFL6 10140NAT Diploma of Food Safety Quality Assurance Management; BSB50420 Diploma of Leadership & Management	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
	QA Officer	Results Focused Compliance Focused Safety Focused Stakeholder Manager	Assertiveness Detail driven Structured Accuracy Self Driven Motivated Interpretation	Communication Multicultural awareness Collaboration Listening Teamwork Suggestive Educators	Inquisitive Continual Improvement mindset	Relationship building Coach Influencing Diplomacy Integrity Decision Making	QA Systems Food Technology	Flexibility Diversity & Inclusion Ambassador Cultural Awareness Time Management Communication Skills	AQFL6 10140NAT Diploma of Food Safety Quality Assurance Management	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program
Work Health & Safety	Senior WHS Coordinator	Results Focused Policy Implementer Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Leadership Presentation skills Leadership	AQFL7 Graduate Diploma in Workplace Health and Safety; BSB50420 Diploma of Leadership & Management	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program

WHS Coordinator	Results Focused Policy Implementer Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Leadership Presentation skills Leadership	AQF L5 Advanced Diploma in Work, Health and Safety; BSB42015 Certificate IV in Leadership and Management	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Design Thinking Internal Rotation Program
WHS Officer	Results Focused Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Presentation skills	AQFL3 Certificate IV in Work, Health and Safety	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program
Step Up WHS	Results Focused Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Presentation skills	AQFL3 Certificate IV in Work, Health and Safety	Auditor Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program
Health Safety Rep	Results Focused Policy Implementer Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Presentation skills	AQFL3 Certificate IV in Work, Health and Safety	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program
Champion	Results Focused Compliance Focused Safety Focused Stakeholder Manager	Confidence Assertiveness Common Sense	Communication Listening Patience Tolerance Employee Engagement Approachable Consultative style	Proactive thinking Probing Problem Solving	Influencing Relationship Building	WHS First Aid Warden Workplace Training Incident Management	Cultural Awareness Mental Health Presentation skills	AQFL3 Certificate IV in Work, Health and Safety	Diversity & Inclusion Ambassador Cultural Awareness Time Manager Communication Internal Rotation Program