

Training and Competency Framework

Training and Competency Framework – Stage 1
(Support Roles)

Project Code
2020-1099

Prepared by

Date Submitted
10/02/2022

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Project Description

The purpose of this project was to improve retention of operational employees at an Australian processing plant through development of clear career pathways for team members, including identification of development

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

Project Content

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.

Project Outcome

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

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

Benefit for Industry

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. However, it can be argued that the effectiveness of competency frameworks as an employee retention strategy is dependent on certain conditions being in place.

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.

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.