

## MTMPS5606B Benchmark enterprise performance

Unit descriptor	This unit covers the skills and knowledge required to conduct benchmarking exercises, identify appropriate benchmarks and use them to focus enterprise operations and improve performance. In the meat industry benchmarking is a tool for measuring and developing an enterprise's performance.
Employability Skills	The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit of competency is packaged, will assist in identifying Employability Skill requirements.
Application of the unit	<p>This unit is suitable for all managers working in a meat <i>industry context</i> and supports them in their responsibility for measuring, evaluating and improving enterprise performance. This unit has applicability for engineers, refrigeration/chiller managers, production and operations managers, OH&amp;S, environment, quality, Human Resources (HR), finance, livestock, logistics managers.</p> <p>At this level individuals exercise considerable responsibility and accountability within enterprise structures and are required to make primary contributions to the values, goals and operations of the enterprise. They will typically have responsibility for the establishment and review of systems for the site or department. They may work with the assistance of external experts to develop plans and strategies.</p>

### ELEMENT

Elements describe the essential outcomes of a Unit of Competency.

### PERFORMANCE CRITERIA

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

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1 Identify the need for <i>benchmarking</i>	1.1 Benchmarking is identified in enterprise planning processes as a tool for achieving strategic goals.
	1.2 Customer requirements, perceptions and satisfaction data are analysed to identify the need for improvement.
	1.3 Scope and parameters of the benchmarking exercise are determined according to enterprise priorities and plans.

	1.4	Benchmarking resource requirements are estimated and included in budgets and operational plans.
	1.5	Benchmarking strategy is planned around realistic time frames and enterprise planning cycles.
2	Prepare for benchmarking	<p>2.1 Goals of benchmarking are developed in consultation with <i>stakeholders</i>.</p> <p>2.2 <b>Benchmarking teams</b> are selected according to agreed criteria.</p> <p>2.3 Team roles and responsibilities are confirmed and supported with training.</p> <p>2.4 <b>Benchmarking partners</b> are identified, according to the scope, parameters and goals of the benchmarking exercise.</p> <p>2.5 Cooperative and open relationships are built with benchmark partners.</p>
3	Determine appropriate benchmarks	<p>3.1 Logistical requirements and impacts of the benchmarking exercise are identified and negotiated with stakeholders.</p> <p>3.2 Problem-solving processes are developed and agreed.</p> <p>3.3 Enterprise or department functions, processes and operations are analysed and documented.</p> <p>3.4 Partner's functions, processes and operations are analysed and documented.</p> <p>3.5 Comparisons of performance are made to identify commonalities, differences and gaps.</p> <p>3.6 Change strategies are developed from analysis and evaluation of divergences and gaps.</p>
4	Capitalise on benchmarking outcomes	<p>4.1 Opportunities for using benchmarking and benchmarking results in continuous improvement processes are identified.</p> <p>4.2 Customer consultation and feedback is built into continuous improvement processes.</p> <p>4.3 Enterprise personnel are supported through the change process.</p> <p>4.4 Benchmarking information is utilised to develop the enterprise's competitive advantage and market profile.</p>

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge required for this unit. Where bold italicised text is used, further information is detailed in the Range Statement.

- Analyse and interpret a range of complex qualitative and quantitative data relating to enterprise operations and benchmarking activities.
- Apply relevant *communication* and *mathematical skills*.
- Demonstrate ability to work effectively as an individual and as a member of a team.
- Demonstrate effective communication, negotiation and leadership skills in a range of benchmarking interactions eg with benchmarking teams, benchmarking partners, internal stakeholders dealing with change.
- Demonstrate problem-solving skills in a range of situations.
- Determine criteria for the identification of appropriate benchmarking partners and maintaining positive partner relationships, consistent with enterprise goals and directions.
- Develop and implement a communication and marketing strategy to inform stakeholders (including senior management, personnel at all levels of the organisation and customers) of benchmark goals, progress and outcomes.
- Develop and implement strategies for the resolution of logistic, resource, cultural, ethical and political issues raised during the benchmarking process, including scheduling team release and involvement, supporting individuals through change, managing group dynamics, confidentiality and commercially sensitive information, dealing with diversity.
- Develop and maintain positive relationships with benchmarking partners.
- Develop performance indicators for the enterprise, function, department or process being benchmarked.
- Explain the role of performance indicators in benchmarking.
- Identify and apply relevant *OH&S*, *workplace* and *regulatory requirements*.
- Identify enterprise goals and directions and explain the role benchmarking can have in achieving enterprise goals.
- Implement the findings of benchmarking exercise. This includes interpreting benchmarking results, identifying areas for improvements, building findings into targets and planning, identifying possible indicators of enterprise and/or department competitive edge and preparing a market profile.
- Outline the critical factors required for successful and effective benchmarking processes and outcomes, and the implications for enterprise benchmarking activities.
- Plan quantitative and qualitative *data* management strategies (collection, collation, analysis, presentation and reporting).
- Prepare a strategy for gathering and analysing customer feedback.
- Prepare benchmarking action plans that specify resource requirements, methodologies, milestones, communication strategies and timelines, and include mechanisms for linking with enterprise planning cycles and continuous improvement strategies.
- Present reports according to legal and enterprise requirements.
- Take action to improve own work performance as a result of feedback from others, self-evaluation, or in response to changed work practices and technologies.
- Utilise information and communications technology including performance management, project management, statistical and modelling software.

## RANGE STATEMENT

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments within the meat industry and situations that may affect performance. This includes any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts. Bold italics wording in the Elements and Performance Criteria, and Required Skills and Knowledge, is detailed below.

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- Industry context*** includes:
- cost centres or departments operating semi-autonomously within guidelines of the parent enterprise or company, eg retail meat departments, boning rooms, food service and meat retail
  - domestic and export establishments
  - medium and large enterprises.
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- Benchmarking*** may be undertaken:
- between companies, including competitors
  - between departments or sections:
    - boning, slaughter, rendering, stockyards, sales
    - curing, corning, smokehouse, rasher room
    - for functional areas eg human resources, finances, production, marketing and sales
  - between sites
  - between the company and industry
  - internally, externally or across industries.
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- Stakeholders*** may include:
- company owners, directors, shareholders, financiers
  - competitors
  - management and employees
  - suppliers, customers, consumers
  - unions and employer associations.
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- Benchmarking teams*** may include:
- lead team
  - preparation team
  - visit team.
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- Benchmarking partners*** and benchmarks may be:
- competitors
  - generic or cross industry
  - industry
  - internal.
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- Communication*** may:
- be formal or informal and involve face-to-face and technological/electronic methods
  - be inclusive of the cultural, ethnic and social diversity of individuals and groups
  - involve preparation of reports which may be complex, contain information from a range of technical sources and include mathematical and graphic information and
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data

- involve reading and interpreting workplace-related documentation
  - occur in a variety of sensitive, conflictive, collaborative and supportive environments
  - require analysis and presentation of complex concepts, technical information, mathematical information and other data in simple or complex formats
  - require persuasion, negotiation and assertiveness skills.
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**Mathematical skills** may:

- be complex and relate to product and product quality, financial operations, personnel, operations, sales and turnover, exports, etc
  - involve the use of information and communications technology and services, online and offline data bases, information management and storage systems, e-commerce etc
  - relate to complex actual and hypothetical, technical and financial modelling, calculations, interpretation or analysis.
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**OH&S requirements** may include:

- enterprise OH&S policies, procedures and programs
  - hygiene and sanitation requirements
  - OH&S legal requirements
  - Personal Protective Equipment (PPE) which may include:
    - coat and apron
    - ear plugs or muffs
    - eye and facial protection
    - head-wear
    - lifting assistance
    - protective boot covers
    - protective hand and arm covering
    - protective head and hair covering
    - uniforms
    - waterproof clothing
    - work, safety or waterproof footwear
  - requirements set out in standards, codes of practice etc.
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**Workplace requirements** may include:

- enterprise-specific requirements
  - Export Control Act
  - OH&S requirements
  - Quality Assurance requirements
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- Standard Operating Procedures
  - state and federal regulations regarding meat processing
  - the ability to perform the task to production requirements
  - work instructions.
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**Regulatory requirements** may include:

- animal welfare
  - commercial law including fair trading, trade practices
  - consumer law
  - corporate law, including registration, licensing, financial reporting
  - environmental impact, sustainability and waste management
  - equal opportunity, anti-discrimination and sexual harassment
  - Export Control Act
  - industrial awards, agreements
  - relevant regulations
  - risk management
  - state regulations regarding meat processing
  - taxation
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Benchmarking **data** may include:

- input, output (process output) information
  - performance indicators
  - qualitative data, formal and informal feedback, reports, interviews
  - quantitative data, statistics, surveys.
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## EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

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Overview of assessment

The meat industry has specific and clear requirements for evidence. A minimum of three forms of evidence is required to demonstrate competency in the meat industry. This is specifically designed to provide evidence that covers the demonstration in the workplace of all aspects of competency over time.

These requirements are in addition to the requirements for valid, current, authentic and sufficient evidence.

Three forms of evidence means three different kinds of evidence – not three pieces of the same kind. In practice it

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	<p>will mean that most of the unit is covered twice. This increases the legitimacy of the evidence.</p> <p>All assessment must be conducted against Australian meat industry standards and regulations.</p>
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Competency must be demonstrated through sustained performance over time, at an appropriate level of responsibility and authority under typical operating and production conditions for the enterprise.
Context of and specific resources for assessment	<p>Resources may include:</p> <ul style="list-style-type: none"> <li>• access to appropriate information sources including industry standards and research data, similar businesses and industries</li> <li>• enterprise system information</li> <li>• workplace environment with typical operation and production conditions.</li> </ul>
Method of assessment	<p>Recommended methods of assessment are:</p> <ul style="list-style-type: none"> <li>• a third party referee report of sustained performance at appropriate level of authority and responsibility</li> <li>• assignment focusing on understanding and application of principles and theory to workplace operations</li> <li>• simulation</li> <li>• workplace projects with a focus on company environment and conditions.</li> </ul> <p>Assessment practices should take into account any relevant language or cultural issues related to Aboriginality, gender, or language backgrounds other than English. Language and literacy demands of the assessment task should not be higher than those of the work role.</p>
Guidance information for assessment	<p>Camp, RC 1995, <i>Business Process Benchmarking: Finding and Implementing Best Practices</i>, ASQC Quality Press, Milwaukee.</p> <p>Chang, RY &amp; Kelly PK 1999, <i>Improving Through Benchmarking</i>, Pfeiffer, Wiley Publishers, Indianapolis.</p> <p>Meat and Livestock Australia (<a href="http://www.mla.com.au">www.mla.com.au</a>):</p> <ul style="list-style-type: none"> <li>• <i>Benchmarking of Environmental Performance – summary</i> (Oct 1999) PPI 221</li> <li>• <i>Benchmarking of Environmental Performance</i> (2004)</li> <li>• <i>Benchmarking – Sheep Processing</i> (Dec 1994) PPI 076</li> <li>• <i>International Comparisons in the Beef Processing Industry</i> (1993) PPI 066</li> <li>• <i>Performance of the Australian Meat Processing Industry</i> (1994) PPI 074.</li> </ul>

