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**PLANNING A MAJOR EXPANSION – WHAT
STAFFING REQUIREMENTS TO CONSIDER**

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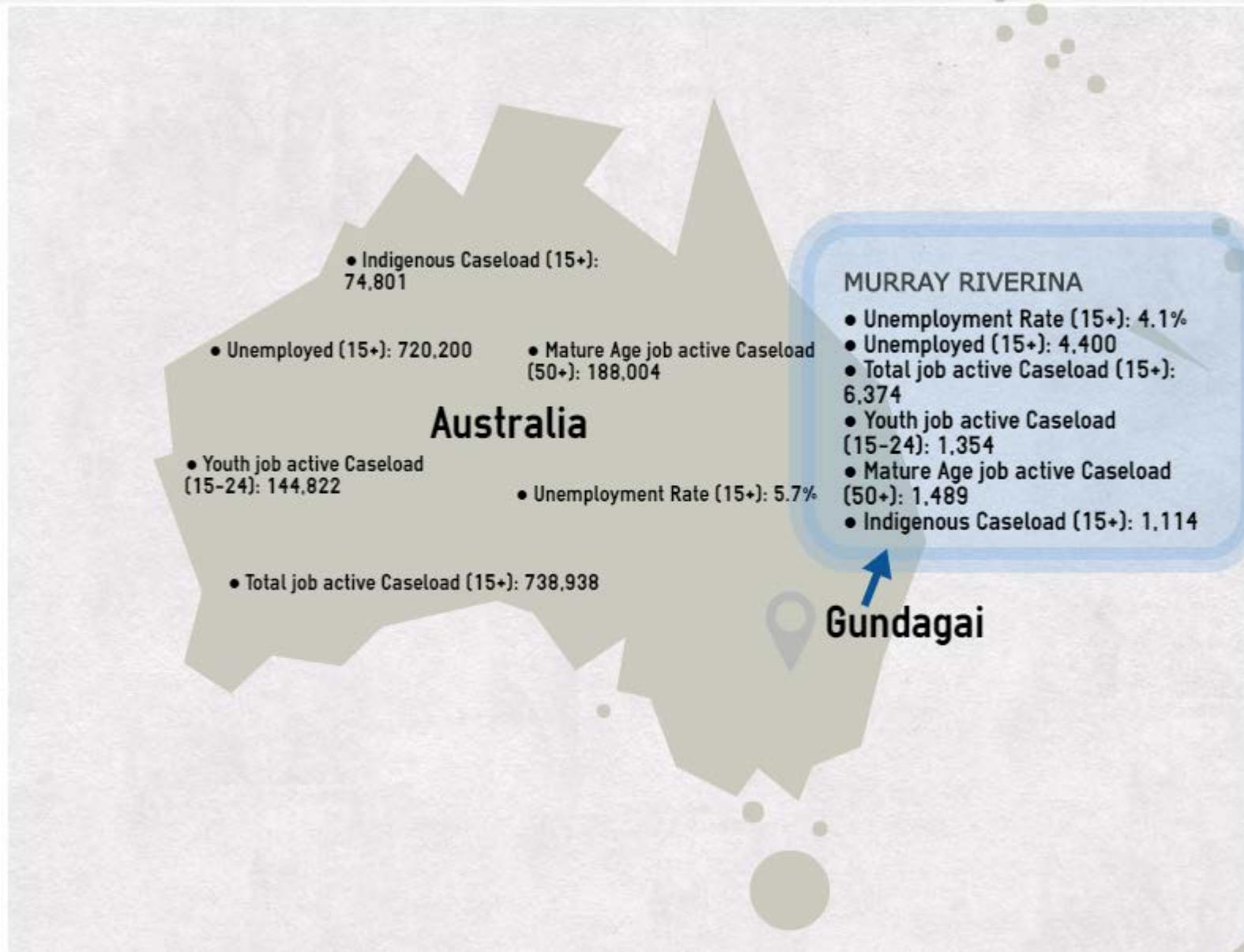
- The Barton family has been associated with the meat industry of Gundagai for almost **100 years**, spanning three generations.
- In 1974, Tony and Bill Barton constructed a small abattoir on the outskirts of South Gundagai where GMP operates today
- From an operation initially processing around **100 lambs per week**, they've gone on to secure major supply contracts with **Coles Supermarkets**, and today process in excess of **625,000 lambs** annually
- GMP is one of the **largest employers** in the region

OUR \$30 MILLION EXPANSION PROJECT



- In 2016, GMP announced a \$30 million expansion project
- The expansion will create **76 new full-time** jobs and lead to a **40% increase in annual production** capacity over the next 5 years
- The expansion will also **boost local spending** by an estimated **\$3 million** during the construction phase alone and generate **ongoing stimulus to the local economy**, estimated to be in excess of **\$150 million** per year
- This was made possible by a \$4 million loan guarantee from **Jobs for NSW** which enabled GMP to secure a **Commonwealth Bank Loan** to finance the expansion project

RECRUITMENT CHALLENGES



Employing Staff Fit for Task

- 38% of applicants do not pass our physical medical process
- 7% of applicants fail the GMP AOD policy
- 3% of applicants are not offered a position following the interview process

Nature of operations can be challenging for those re-joining the workforce

- Unable to accommodate flexible working arrangements
- Early starts – 5.40 am for a 6.00 am start
- Long-term unemployed – mentoring programs to assist those re-joining the workforce

Opportunities

- Investigate and adopt options to increase the success rate at the medical process
- Improve the retention rate of employees in the first 3 months.

BIG PICTURE

- Working from the top down, we've restructured to ensure the right management team is in place to guide the business through change and to position GMP for success
- New roles created:
 - General Manager
 - Human Resource Officer
 - WHS Manager
 - Training Coach
 - Dedicated Trainer in the Boning Room
 - Upskilling opportunities
 - Personal Assistant to CEO



LOCAL WHERE WE CAN

- Tapping into local talent
- Partnering with organisations such as Boys from the Bush, local sporting associations, refugee settlement programs, school careers days and pre-vocational training programs
- Our preference is always to hire locally vs. visa workers:
 - Less investment as we are training employees who are here for the long term
 - Supports the community and surrounding towns

UPSKILLING

- Full rotation – most plants only offer three rotation options to different roles
- Investment in training to build the skills of our employees

EMPLOYEE RETENTION STRATEGIES

- We are determined to not just be the 'largest employer in the region' but the employer of choice
- Above award pay
- Attendance bonuses
- Supportive team structure where every employee is valued for their contribution
- Annual employee engagement survey
- Workforce Communication – Employee Constative Group, Toolboxes, Table Talks
- Onboarding program for all new starters
- Support new employees and their families into the community

POSITIVE EFFECTS OF AN EXPANSION

- The creation of new positions including Day Cleaner, Meat Inspection Roles and Quality Control and Training Positions
- Boost to overall morale as the community becomes more aware of the work being done – we've already picked up one new recruit!
- Positive vibe around the plant that we are a secure business offering stable employment
- Increased focus on upskilling

THANK YOU

QUESTIONS OR COMMENTS?



www.gmpgundagai.com.au

