

Recruitment & Induction Options for the Meat Industry

Is the world really flat?



Michael Grogan
Director FGM Consultants



Enablers and Barriers

- Employers believe in the critical importance of ongoing workforce training for the survival of the firm.
- Some firms are placing ongoing, whole-of-workforce skills development at the centre of their strategy for the future sustainable growth of their businesses.
- Employers' training decisions are affected by a number of issues. These include the:
 - need to comply with industry regulations, particularly those relating to hygiene, and health and safety
 - quality and source of entry-level labour supply, which is affected by working conditions and turnover in the industry
 - availability of a public subsidy for training, which may affect whether firms support full qualifications
 - quality and flexibility of training providers
 - availability of reliable information on the training market.
- Public subsidies for training help firms to offer formal training and partly offset costs, but a firm's decision to provide training support to an employee is generally independent of the receipt of a subsidy. However, in the absence of a subsidy some firms may choose to ration training support for formal qualifications.
- Why not start at the recruitment stage?



MEAT INDUSTRY REPUTATION

- The industry's reputation for unappealing 'dirty work' puts it at a disadvantage relative to other industries in attracting and retaining workers.
- New recruits to the industry often do not hold formal qualifications and have little or no employment experience. Many are migrants with limited English language skills.
- Labour turnover is high in the industry. In two firms in our sample, about 20% of the entry-level workforce was continually being replaced. In the third firm, the turnover of labourers was as high as 50% on some occasions.





Margins are always tight

- Employers' decisions on training are affected by a number of factors, including: industry regulations; the quality of entry-level labour supply; conditions of work in the industry and labour turnover; information about the training market; and the availability of a public subsidy for training.
- Employer-supported training provides benefits to employees through higher wages, better career prospects and lower risk of unemployment. Benefits to the firms providing training through improved productivity and lower staff turnover.
- **So, As a Industry Can we do it better?**



Is there a clear answer?

- Confusion over the number of different programs on offer.
- Dislike of Job Agencies
- Ill prepared / Job Ready candidates
- Do we **Really** want to keep doing what we are doing?
- Induction Costs V's Return
- Are these costs actually known?
- Are Government Incentives used effectively or just added to Bottom Line?
- Do we **Really** have effective HR Controls?
- Do we **Really** welcome New Staff?

What's the objective ?

- Getting the right staff for my business effectively, efficiently and cost effective.
- Have suitable qualifications and Experience
- Want them to be the “Right Fit” for the business
- Right Attitude & Reliable
- Ability to learn and develop new skills
- Longevity
- Return on Investment





Recruitment Process

Past Practices

- Application
- Interview
- Start Work
- How long does this process take?
- What is the success rate?
- *Results are 20%-50% Staff Turnover

Sort of New Practices

- Information Sessions
- Interview
- Pre -Employment Training
- Work Trial
- Decision Time
- On-Going Support & Mentoring

FGM Funded Programs

- Jobs Victoria
- Disadvantaged
- Min 6 mths unemployed or potential risk to long term
- Usually Streams B & C
- PaTH Program (Prepare and Trial Hire)
- Age 15-24 yrs
- Min 6 mths unemployed
- Referred to Program if not learning or earning
- Block 1 and Block 2 Programs



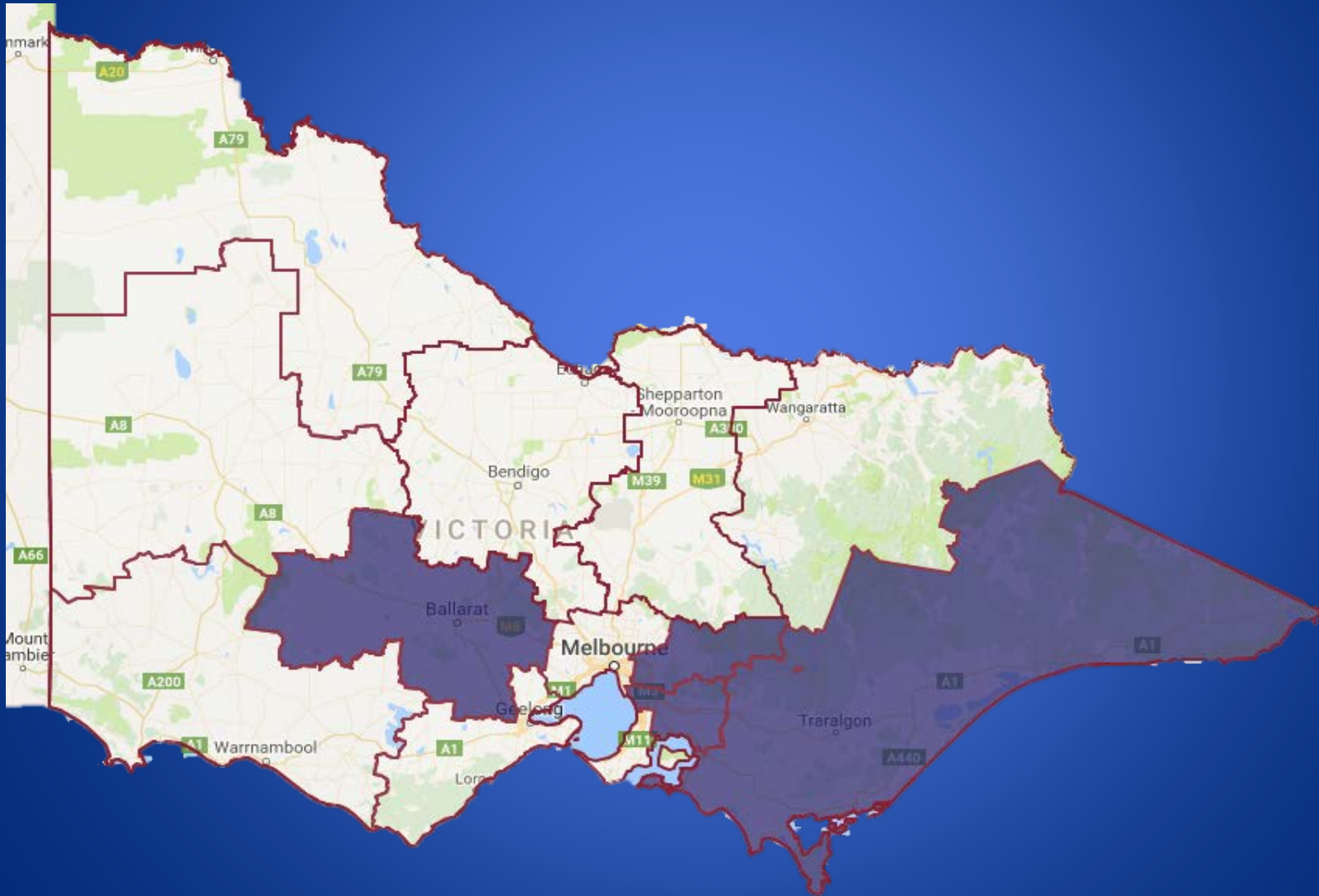
Jobs Victoria

Funding support provided by the Victorian Government



- Innovative Response
- RTO Direct Connection / Relationship to Employers
- Link individuals to employers through unique understanding of job requirements
- RTO's to manage and operate individually
- Assistance to Employers
- Jobs Vic Providers can support;
- Medical Costs including Q Fever
- Pre Screened
- Support the Individual through Mentoring and Pastoral care





Jobs Victoria

Funding support provided by the Victorian Government



- Jobs 1 Program Nov 16'
- Objective:100 26 week outcomes
- Areas: Dandenong and surrounding areas including Gippsland through to NSW Border
- Currently Achieved 30% Full Outcomes
- Registered over 320
- Commenced into Jobs:200 plus
- Tracking:57
- Program Ends: Dec 2019

- Jobs 2 Program Sept 17'
- Objective:85 26 week outcomes
- Areas: Eastern Metropolitan and Central Highlands
- Currently Achieved 12% Full Outcomes
- Registered 40
- Commenced into Jobs:40
- Tracking:20
- Program Ends: March 2020



The Program



- Information Sessions
- Short One on One Interview
- Invitation to Attend Pre-Employment Program
- Why would they Attend?
- Real Jobs Real Money
- Must demonstrate Commitment!

Pre Employment Training

- Personality shows during the 4 days.
- Pressure is slowly increased over the period.
- Typically we will loose 15% of candidates by day 3
- A further 15% of candidates by day 4
- At the end of Day 4 we have our candidates ready.



Valuable Work Experience



- Work Experience for 2 Day's
- FGM match candidate Job Role and Supervisor
- Supervisor Briefed on Candidate S &W
- Decision and Feedback following Day 2 Work Experience

What are the Learnings?

- Identifies the last problems or issues
- Allows individual to demonstrate capability
- Removes final barriers of individual be it poor resume, language or interview technique problems





Specific Cohort Measured Outcome since June.

- 38 Candidates taken up.
- 13: 34% Dropped out during Pre Employment.
- 25 have commenced work.
- 22 : 88% remain employed, 3 dropped out.

Greenham's Gippsland

- FGM appointed to conduct Recruitment and Training of the new plant
- Very Tight Timeline 6-7 weeks
- Structured Induction for Experienced Operators
- Refresh of Core Requirements
- Specific Company Policies
- Completion of All Company necessary Paperwork

Site Specific Inductions

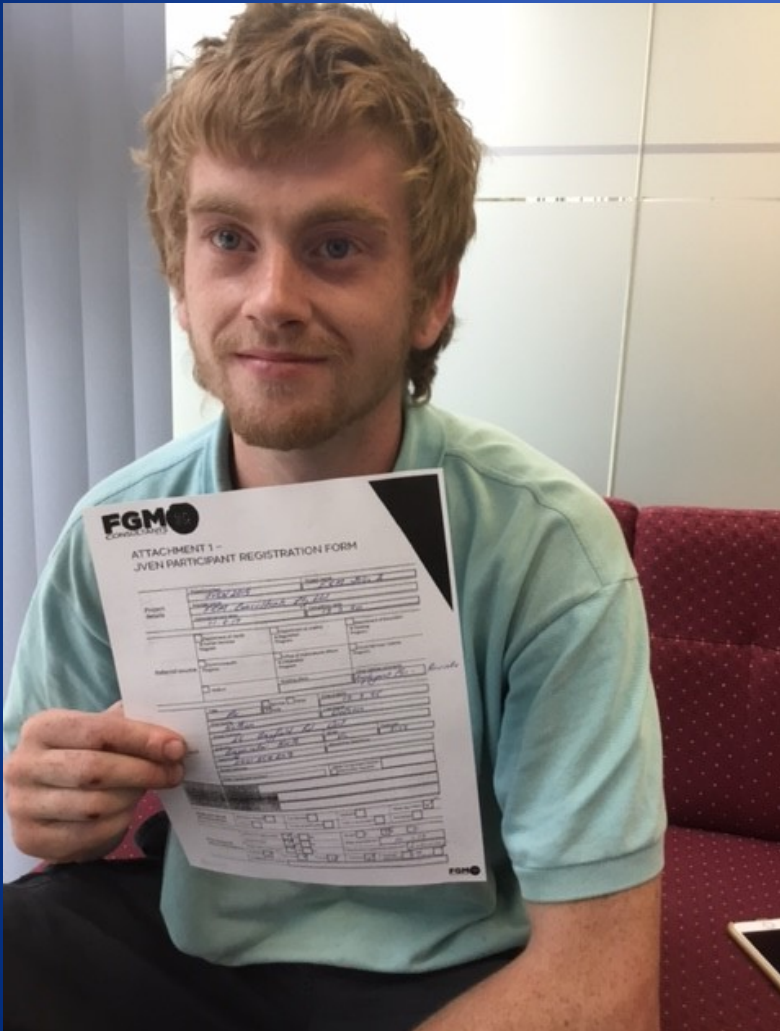


Virtual Reality Work Experiences

- Industry Linkages
- New Technology
- Innovation



Little Makeovers

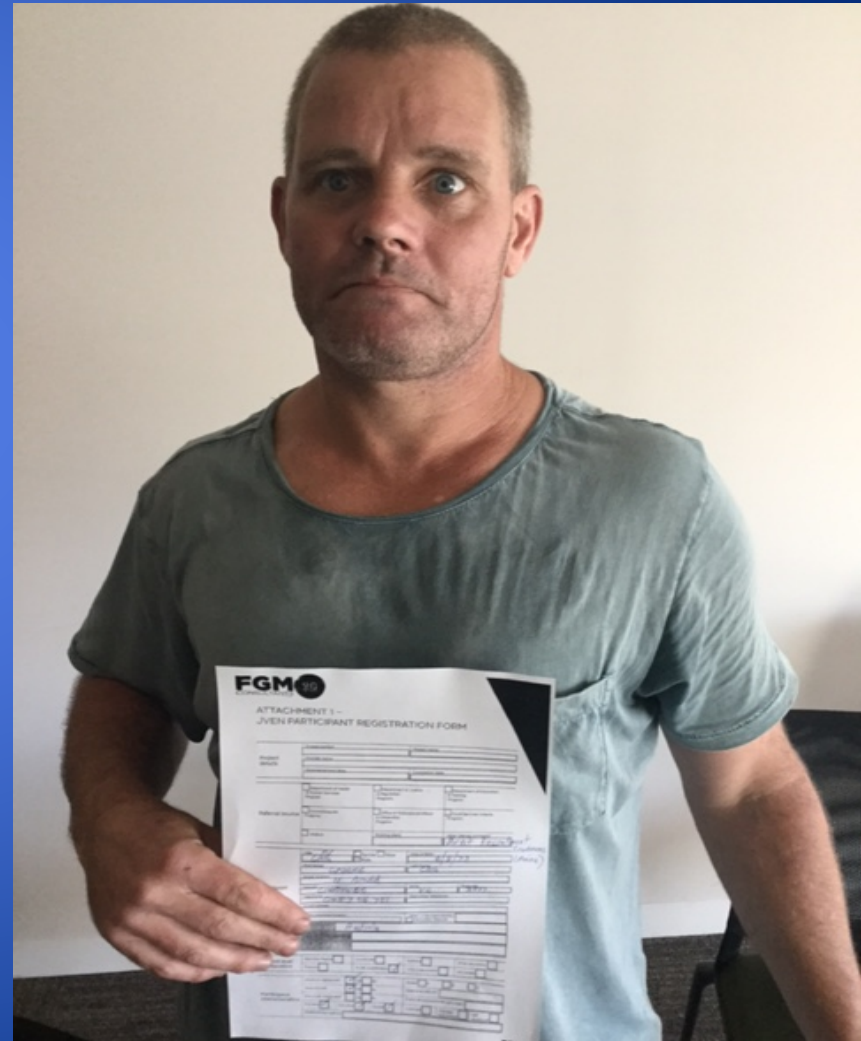




Great Outcomes

“If only Justice made this available years ago you might not have spent the last 7 years in Prison”

— Graeme’s Mum.



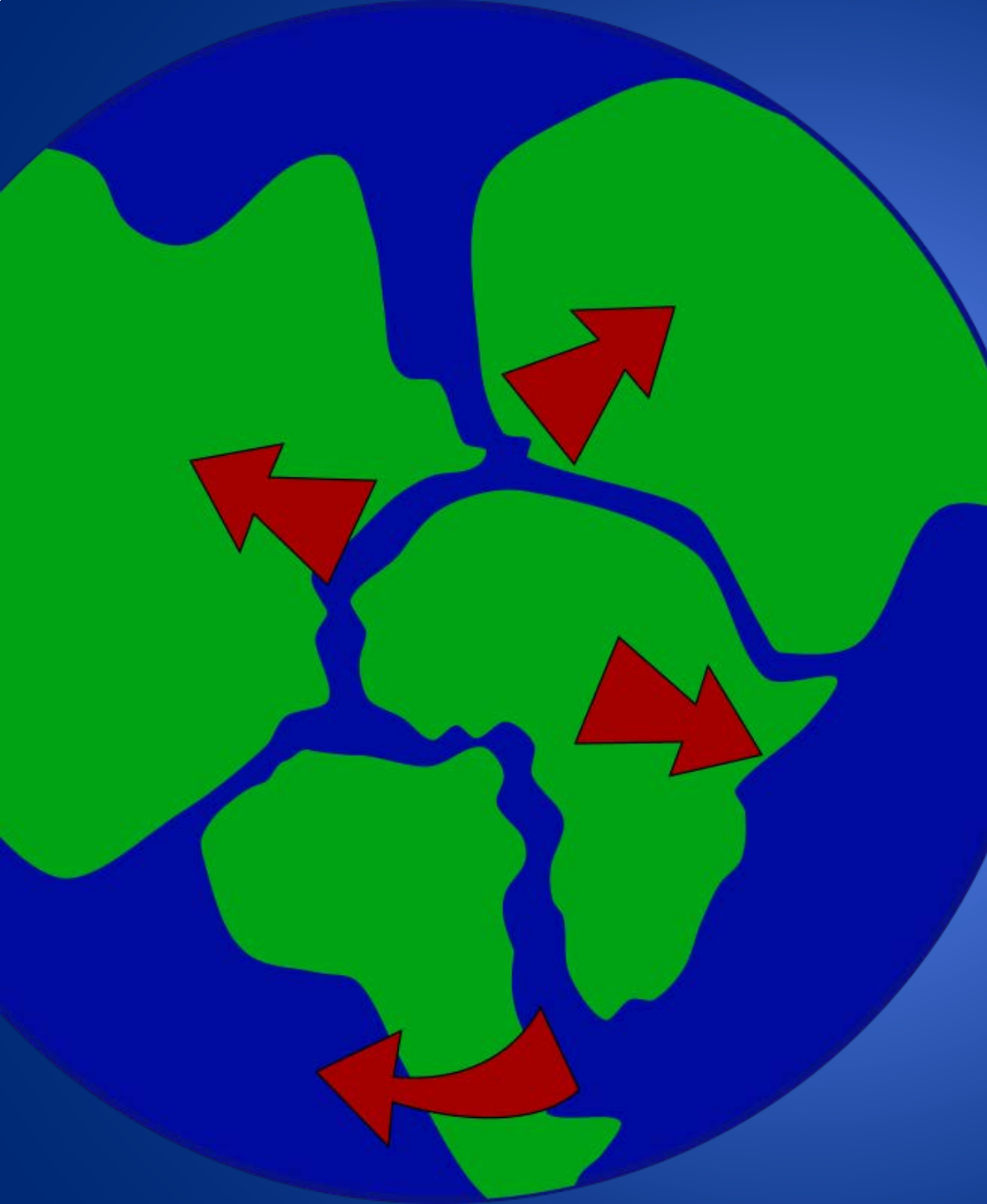
What is the Cost of Staff Turnover?

- On Line Calculators
- <https://au.drakeintl.com/hr-news/cost-of-turnover-calculator.aspx>



Great Results





Thank You
for your
time

Its Robbo's Shout!