



final report

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Professional Development Strategy and Implementation (2009 – 2012)

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Abstract

Meat & Livestock Australia (MLA) is dedicated to ensuring the Australian red meat industry remains competitive, sustainable and profitable in both national and international marketplaces. In order to achieve this goal it is essential that the professional capability of the industry be continually improved and expanded.

The Graduate Program, which formed part of the Red Meat Industry Professional Development Program, has been developed by MLA to increase the professionalism and innovative capacity of both individuals and companies within the red meat sector.

The Graduate program is a long term commitment by a company to the development and encouragement of young professionals into the red meat industry. The Graduate Program is a three year program designed to assist companies in engaging, developing and retaining university graduates. The aim of the program is to provide each graduate with a broad exposure to the red meat industry, in addition to gaining specialist skills and training which will enable them to develop their career in the industry.

The current project focuses on delivering a strategic Program at introducing professionals to the Industry. The program is specifically aimed at increasing the professional capability (and ultimately the innovation capability) by introducing new professionally minded individuals to the industry and simultaneously developing their specific meat professional skills.

The program provides graduates with the required support infrastructure to develop their own professional strengths and work ethics during their first few years in employment and deliver the outcomes expected of them. This contract provides the required human and systems resource to develop, implement, deliver, and evaluate a whole of company (JBS Australia) professional development program.

The following report is documented as a learning journal that describes learning experiences, challenges and opportunities.

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1 Background

The Red Meat Industry's Graduate Program is a significant initiative in both encouraging employment opportunities and professional development of future industry leaders and managers. The program is aimed at increasing the professional capability (and ultimately the innovation capability) by introducing new professionally minded individuals to the industry and simultaneously developing their specific meat professional skills.

The program provides graduates with the required support infrastructure to develop their own professional strengths and work ethics during their first few years in employment and deliver the outcomes expected of them. This contract provides the required human and systems resource to develop, implement, deliver, and evaluate a whole of company (JBS Australia) professional development program.

The following report is documented as a learning journal that describes learning experiences, challenges and opportunities.

2 Project Objectives

JBS to develop:

- an induction program targeted specifically at young graduates entering the meat industry;
- a documented three year on-going annual group development and networking program.;
- a methodology and administration of a graduate learning and development template, administered against each graduate;
- a whole of company rotational schedule for each graduate to suit each graduates particular circumstances;
- reporting templates for each graduate to MLA for the required MLA quarterly reports as detailed under the JBS contracts
- The MLA & JBS contract for each graduate; and
- Agreement by MLA & JBS on a suite of program KPIs that are quantitative and qualitative.

3 Methodology

- Ensure each graduate has undergone a company developed professional training program. This can occur in 6-9 month period. Program to be provided to MLA.
- Ensure each graduate provides updated written reports on identified projects and presents this to MLA. The written report is to also include an update on the individuals progress in relation to their learning and development plan.
- Ensure graduates participate in at least one MLA organised professional networking activity. This could occur in the 6-9 month period.
- Assist MLA in engaging and undertaking and independent review against agreed KPIs

4 Program Overview

4.1 Overview of contracts

Generation 1 contracts sit in isolation from other contracts and has now been completed

Generation 2 contracts – a number of the contracts have been 'varied' to make room for the new graduates coming on-board. In essence the only thing which has changed is the graduates name – all terms and conditions (including the duration) of the contract remain the same. Generation 2 contracts have now been completed.

Generation 3 contracts – are variations of the Generation 2 contracts. Generation 3 contracts have now been completed.

4.2 JBS's commitment to the program

JBS is committed to providing graduates with a holistic overview of the whole business.

Generation 3 graduates on a 12 month program will spend 4-6 months rotating through the whole business before returning to their 'home' department for the final 6 months to work on project based work.

4.3 MLA contacts

Dean Gutzke

dgutzke@mla.com.au

Liz Allen

lallen@mla.com.au

07 3620 5237

4.4 MLA Development weeks

Development weeks are attended by all MLA graduates.

The contracts have been varied to cover all costs except travel and breakfast.

Attendance at the development weeks is a compulsory obligation of the contracts.

4.5 Invoicing

JBS pay MLA 'contributions' for each graduate and MLA pay JBS on each successfully completed 'milestone'. To successfully complete a milestone JBS generally provides MLA with a report from each graduate.

JBS must invoice MLA in accordance with the contracts. Each contract has a table of fees/milestones.

4.6 Advertising

The Land – Malcolm Sear

Malcolm.sear@ruralpress.com

R.M. Williams Outback Magazine – Bronte Smith

0414 383 619

Graduate Careers Guide

4.7 Career Expos

Griffith University

Sydney University

University of Southern QLD

Charles Sturt University (Wagga)

4.8 Marketing

Felicity Corbett - Facet Marketing

0412 663 244

felcity@facetmarketing.com.au

5 Outcomes

MLA will continue to promote this program and learning's from this Project and the Graduate will be used to promote the overall program. This will include writing graduate based case studies that will be used to promote the industry and the graduate program to future graduates and other processing companies :

1. Documented three year on-going annual group development and networking program;
2. Agreed list of KPIs including expected values
3. Learning and development plans for each appointed graduate under other JBS-MLA contracts

5.1 One of our Success Stories

Certain departments within JBS Australia experienced some outstanding results with the graduate program. JBS Australia has seen multiple candidates enter the program as graduates and accelerate through the program and step into Management positions within the Company.

Emily Perkins was a Generation 1 graduate and has achieved great success since joining the graduate program. In 2007, Emily was in the graduate program for 12 months in the capacity of Management Trainee and quickly progressed to Induction Foreperson at the JBS Prime City Feedlot.

Whilst in the graduate program, Emily undertook a project to analyse the efficiency of the current loading of feed trucks at Prime City. As a result of Emily's project and in combination with a detailed analyse, Prime City Feedlot went from manually loading feed trucks to having two (2) batch boxes.

Emily's initiative and demonstrated talent for the Feedlots saw her accelerated out of the graduate program and promoted to the role of Livestock Supervisor. After 3 years mastering the role of Livestock Supervisor, Emily was promoted to the role of Mill Supervisor at the JBS Prime City Feedlot.

2010 saw an opportunity for Emily to apply for, and succeed in securing, the position of Livestock Supervisor at the larger JBS Riverina Beef Feedlot. Emily had been working at the Riverina Beef Feedlot for 4 years when she was recently approached with an amazing opportunity to relocate back to the JBS Prime City Feedlot in the capacity of Feedlot Manager.

When talking to Emily about her experience with the graduate program she said "*The program is a good way to network with people across the industry and to see different production systems. Some of the contacts in my intake I still use today*".

5.2 Ongoing Programs

As a result of the success of the JBS-MLA graduate program, JBS Australia has adopted the current graduate program and are actively promoting the internal development of staff. JBS have adopted the graduate program and have developed the following positions outside of the MLA program:

- Trainee Plant Managers
- Trainee Forepersons
- Trainee QA Officers
- Trainee HR Managers
- Trainee Admin Assistants

In addition to this, JBS has also developed two (2) internal leadership programs for employees progressing into more senior positions within the business. Our Approach and Career Leadership Opportunities (CLO) program

are aimed at identifying the leaders of tomorrow and providing them with development and training for the next phase of their career.

6 Acknowledgements

JBS would like to thank the many people who have assisted and supported the graduate program. Specifically, JBS would like to thank the following people:

- All of the JBS graduates;
- JBS senior management and staff for their ongoing support and teachings;
- MLA for their financial assistance and dedication to the graduate program.