



final report

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Evaluating employee skills and capabilities and developing new processes to achieve KPC's business improvement priorities

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Abstract

The primary objective of this project was for KPC to evaluate the skills and capabilities of their workforce and subsequently develop new processes to achieve KPC's business improvement priorities. This project was delivered utilising a broad scope of methodology including consultation; analysis, review and evaluation; design & development; trial, review and evaluation; and implementation stages. The process applied in the current project has demonstrated that KPC as a leading employer in the industry has been able to identify its workforce capability requirements. Furthermore, KPC has been able to determine the route to achieving these capability requirements through a series of capability building exercises. As a result, KPC has been able to develop a capability roadmap that is aligned to KPC's business priorities and has enabled KPC to deliver its growth plan and business improvement targets.

Overall, the project successfully delivered a broad range of business improvement outcomes for KPC through the evaluation of the skills and capabilities of their workforce. As a result, KPC was able to identify its workforce capability requirements, determine the route to achieving these capability requirements, through a series of capability building activities and have confidence in its ability to deliver the on the capability requirements into the future, which will allow KPC to deliver on its growth plan and desired objectives. In addition, this project presents the opportunity for organisations in the wider industry to apply a generic process to determining their internal workforce capability requirements and subsequently identify their own route to bridging the capability gaps should result in widely beneficial industry outcomes.

The outcomes of the project are potentially transferrable to other companies and the wider industry. There is the opportunity for organisations in the wider industry, who are operating in volatile and unpredictable markets to identify their own internal workforce capability requirements and subsequently determine their own route to bridging their capability gaps.

Executive Summary

The critical driver for this project was the current and proposed impacts of the significant KPC business growth plans, which involve an expansion of current production capacity and efficiencies over the next two years by a further 50%. This growth poses many challenges for KPC to significantly influence the required changes and build its workforce capability to allow the business to grow as planned. The key objective of this project to address these impacts is for KPC to evaluate the skills and capabilities of their workforce and subsequently develop new processes to achieve KPC business improvement priorities. KPC's Human Resources Department currently responsible for the recruitment and development of more than 920 employees to provide the operational people resources and the leadership structure and capability to coach. In addition, KPC's HR role is to guide and manage those employees who are not adjusting to such imminent changes and unable to perform those critical tasks related to their new roles. It was recommended that a key operational review and restructure of KPC's Human Resources Department was required a critical business activity. This included reviewing the operational structure and delivery of Human Resources (HR) services across the business, specifically focussing on performance development and review, workforce planning and development, disciplinary frameworks and advanced recruitment options to achieve workforce capability requirements and ensure planned changes impact on employees positively during the period of significant change.

A staged process was used by KPC to determine the performance of key managers across the business:

- Consultation with key stakeholders to review and map the required capabilities and skills of individual roles and work groups associated with KPC's business improvement priorities, focussing on both current and future capability requirements. Supported by an assessment of the roles, responsibilities and performance capability to determine future capability requirements and recommend solutions for developing the required capability. Whilst the focus was on organisational capability, it predominantly focused on the roles of Supervisors and Managers at all levels and the role of HR in developing the required capability.
- Development and facilitation of a series of in house KPC workshops with defined work groups and individuals involved in KPC's business priority areas and aligned with KPC growth strategies, facilitated from the executive level through to the supervisory level across the business.
- KPC's General Manager Corporate Services (GMCS), attended the Advanced Leadership Program for Women. This program provided the foundation for the development of HR processes and support programs to facilitate the transfer of knowledge attained from the course content to the KPC workplace. Specifically, the course deliverables enabled KPC to focus on the development of mechanisms to enable the advancement of high potential women across KPC.
- An integrative knowledge and resource sharing process, conducted between the GMCS and the Provider, CKC Services, focused on the collaboration of leadership resources, their suitability for transfer into the KPC environment and exploration of a potential development framework to transfer the key learnings into the KPC potential leadership talent pool.
- A series of discovery exercises of the KPC Group's subsidiary companies were conducted by the GMCS in consultation with the relevant executive level HR representatives in each company. Specifically, each of the subsidiary company's HR programs were reviewed and a comparability analysis was conducted on the various tools, resources and approaches applied to determine individual company's capability development.

- This research and analysis led to the exploration of potential local KPC systems and capability processes for future development in this project, along with consideration for concepts and designs of future possible HR team structures to deliver the overall KPC capability outcomes.
- In the final stages the project involved taking the design and concept mapping activities to culminate in the facilitation of a trial rollout for agreed activities with defined groups within KPC and critical capability development areas were identified as follows:
 - Clarity of Roles & Responsibilities
 - Performance & Development
 - Managing Underperformance & Disciplinary Matters
 - Leadership
 - Teamwork
 - Internal Customer Service
- Priority groups were then applied and for each of the capability areas, development tools designed and trialled in test groups initially, followed by the prioritised staged rollout, which is ongoing beyond the completion of the project.

Overall, the project successfully delivered a broad range of business improvement outcomes for KPC through the evaluation of the skills and capabilities of their workforce. Specific outcomes delivered include:

- Workforce Capability Framework
- Performance & Development Framework
- Recognition and prioritisation of critical at risk capability areas
- HR Team Review and Restructure
- Focused Learning and Development Tools and Resources to Build Capability
- Industry Tool to Determine Internal Capability Requirements
- Focused workforce capability building activities designed and implemented, such as:
 - KPC Group HR Manual released to wider KPC Group for approval
 - Local HR Action Plan developed to address any gaps in compliance to overall Group HR Manual
 - Supervisor/Manager Handbook developed to incorporate tools and resources for areas of leadership capability, focused on Performance Development, Coaching and Managing Underperformance and Disciplinary Matters
 - Development of a Supervisor/Manager Induction session that introduces new Supervisors/Managers to the above areas of leadership capability
 - Series of Supervisor/Manager session resources and tools for future delivery to reinforce initial framework rollouts and capture new Supervisors and Managers
 - Design, development and rollout of Leadership Development Modules for the Senior Corporate Services Leaders & identified women in leadership roles
 - Supervisor/Manager Workforce Planning Day designed and delivered offsite to all Supervisor/Managers in Production.

The process applied in the current project has demonstrated that KPC as a leading employer in the industry has been able to identify its workforce capability requirements. Furthermore, KPC has been able to determine the route to achieving these capability requirements through a series of capability building exercises. As a result, KPC has been able to develop a capability roadmap, which is aligned to KPC's business priorities and has enabled KPC to deliver its growth plan and business improvement targets.

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1 Background

Kilcoy Pastoral Company (KPC) is one of Australia's leading premium grain-fed beef processors and exporters. KPC employs 920 staff and processes more than 250,000 grain-fed cattle annually at its abattoir north-west of Brisbane. Established in 1953, KPC enjoys significant market share, exporting premium beef to over 20 countries worldwide. With stage one of KPC's major expansion and redevelopment complete, KPC has further improved its facility efficiencies, processing capabilities and continues to develop Japan, South Korea, USA and China markets.

KPC recognises that investing in its people will be critical to succeed and are committed to providing a rewarding work environment with opportunities for training and career advancement for its employees. The diversity and scale of KPC's business means that there are a range of career opportunities available including skilled meat processing, trades, labourers with career paths and career advancement opportunities available in leadership roles and interdepartmental transfers. KPC offers full-time, part-time or school-based traineeships and apprenticeships, providing the opportunity to combine training, working, earning an income and completing a qualification.

The development of mentoring programs to facilitate and influence practice change at KPC will also be undertaken and support the recently awarded Advanced Leadership Program scholarship, where KPC's project leader was the successful recipient. This Advanced Leadership Program is designed to develop and accelerate female leaders' career progression and innovation capability.

KPC is currently in significant business growth with plans to expand its production capacity and efficiencies over the next two years by a further 50%. This poses many challenges for KPC to significantly influence the required changes and build its workforce capability to allow the business to grow as planned. KPC's Human Resources Department is currently responsible for the recruitment and development of more than 920 employees. A restructure of its Human Resources operational structure is proposed to deliver its HR services, allow the company to focus on performance development and review workforce planning and development.

This project proposes to undertake a series of evaluations and benchmarking exercises and through attending events and engaging with targeted network groups to develop capability to build and deliver change to KPC people learning and development processes thereby allowing KPC's people to build capabilities consistent with the company's business and innovation growth path.

The Human Resources Department is facilitating an enhanced partnership role across KPC's subsidiary operations that will enable KPC to deliver the required workforce capability to ensure KPC's growth strategy is achieved through its people and change is embraced positively. This initiative aligns with the overarching KPC Collaborative Innovation Strategies Partnership program (CISP) for capability development and collaboration for innovation strategy as part of an enterprise's business strategy.

The aim of this project was to undertake a series of evaluations and benchmarking exercises and through attending events and engaging with targeted network groups to develop capability to build and deliver change to KPC people learning and development processes thereby allowing KPC's people to build capabilities consistent with the company's business and innovation growth path.

2 Project Objectives

The overall project objective was to develop a framework to undertake a series of activities to enable KPC to periodically monitor and facilitate the development of required skills and capabilities for individuals and working groups involved in day-to-day improvements across the business.

Specific objectives of the project included:

- Develop and implement a skills and capability analyses mapping tool aligned with the business improvement priorities of the company.
- Pilot a self-managed (by KPC) benchmarking and capabilities diagnostic tool to allow KPC to continuously monitor skills and capabilities across all departments involved in business improvement priorities.
- Develop capability and processes at KPC to better equip their learning and development program to enable the advancement of high potential women across the business.
- Develop and implement people learning and development tools and processes including company mentoring program.

The project was a capability building project in itself in that it was designed to develop internal capability to undertake skills and capability mapping, that can be replicated as required. The project also aimed to document a generic process to determine internal capability requirements that will benefit organisations in the industry.

3 Methodology

Overall, this project was delivered utilising a broad scope of methodology, which can be summarised in Figure. 1:

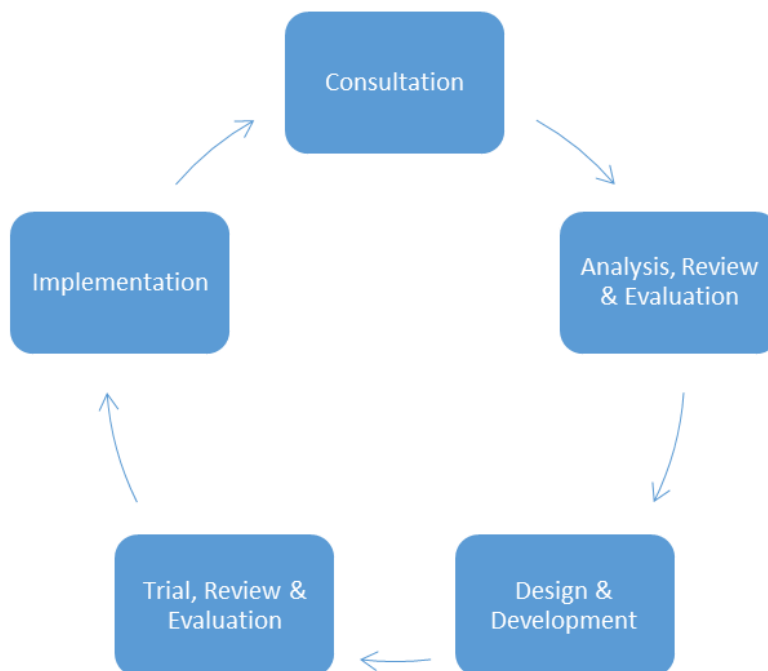


Figure 1: Project Methodology.

The detail of how this method was applied to each stage of the project is outlined below:

3.1 Performance capabilities and needs analyses (Stage 1).

In stage 1 of the project, involved the Provider undertaking a number of consultation mechanisms to review and map the required capabilities and skills of individual roles and work groups associated with KPC's business improvement priorities, focussing on both current and future capability requirements. These mechanisms included:

- One-on-one consultation with key roles, such as:
 - CEO
 - GM Production
 - GM Corporate Services
 - Production Managers & Supervisors
 - Non-Production Managers & Supervisors
 - HR Manager
 - IR Consultant
- Development and facilitation of a series of in house KPC workshops with defined work groups and individuals involved in KPC's business priority areas and aligned with KPC growth strategies. These were facilitated across all leadership levels throughout the business.

Following the consultation process, an assessment of the roles, responsibilities and performance capability was undertaken to determine future capability requirements and recommend solutions for developing the required capability. This capability was focused on organisational capability but predominantly focused on leadership roles and the role of HR in developing the required capability.

3.2 Review and transfer of knowledge in building capability and influence change practice systems & processes (Stage 2).

In the initial phase of the project (i.e. Milestone 2), KPC's GMCS attended the Advanced Leadership Program for Women (as a nominated successful scholarship recipient). The Advanced Leadership Program was comprised of eight (8) off-site workshops, supported by coaching and mentoring sessions conducted by tele-conference. The themes addressed throughout the program included:

- Mindful Leadership
- Communication and Presence
- Foundations of Empowered Teams
- Building High Performance Teams
- Strategic Leadership & Innovation
- Leading Change
- Building Resilience
- Career Focus

The full leadership program is detailed in Appendix A, with the Table of Contents from the workshop resource book.

This program provided a strong foundation for the development of HR processes and support programs to facilitate the transfer of knowledge attained from the course content to the KPC workplace. Specifically, this included a focus on the development of mechanisms to enable the advancement of high potential women across KPC.

The methodology in stage 2 involved an integrative knowledge and resource sharing process, conducted between the GMCS and the Provider. This focused on the collaboration of leadership resources, their suitability for transfer into the KPC environment and exploration of a potential development framework to transfer the key learnings into the KPC potential leadership talent pool.

Further, the development framework was reviewed against the outcomes achieved in stage 1, to focus on capability building to address the identified workforce capability requirements in the area of Leadership and associated components of the framework.

3.3 Review systems and capability building processes used by comparable companies (Stage 3).

The methodology in stage 3 involved the following key elements:

- Study tours to KPC Group's subsidiary companies;
- Collection of organisational resources;
- Comparable analysis of these resources;
- Identification and initial concept mapping and scoping for HR tools and resources; and
- Identification of current and potential future HR department structures.

In Milestone 3, KPC's GMCS completed separate study tours of the following KPC Group's subsidiary companies:

- USA based company, Ruprecht Company, a producer of raw and fully cooked meat products for international and domestic markets, located in Chicago; and
- China based company, WeiHai Weidao Food Co. Ltd, a comprehensive food processing enterprise for the production of frozen and prepared food, located in WeiHai.

During these visits, GMCS spent time with the relevant executive level HR representatives in each company reviewing their HR programs, tools, resources and approaches to capability development.

The outcome of these study tours was that a number of organisational resources were obtained to conduct a comparability analysis between the individual KPC subsidiary companies and the local KPC HR systems and capability building processes. The initial comparability analysis was conducted in a collaborative way between the local KPC HR Manager, GMCS and the Provider.

Further, this stage involved identification of a set of HR policies and procedures that could set the corporate capability expectations for delivery by local HR teams and create corporate sustainability. This research and analysis enabled the exploration of potential local KPC systems and capability processes for future development in this project, along with consideration for concepts and designs of future possible HR team structures to deliver the overall KPC capability outcomes.

3.4 Development and trialling of capability processes (Stage 4).

Milestone 4 of the project involved taking the design and concept mapping activities undertaken in the previous project stages to culminate in the facilitation of a trial rollout for agreed activities with defined groups within KPC. This process involved:

- Consultation with key stakeholders;
- Agreement on trial group composition;
- Preparation and refinement of resources and tools for trial rollout;
- Approval from Project Lead, relevant GMs and CEO;
- Sign-off on calendar of activities for trial groups;
- Delivery of trial rollout; and
- Collation of feedback from the trial rollout groups.

3.5 Final report and materials delivered (Stage 5)

Stage 5 of the project was focused on delivering the overall project objectives and involved applying the following methodology to achieve this:

- Collation, analysis and evaluation of trial outcomes;
- Revision and refinement of initial design of tools, processes and systems; and
- Commencement of the wider organisational rollout to prioritised groups.

4 Results

Overall, the project successfully delivered a broad range of business improvement outcomes for KPC through the evaluation of the skills and capabilities of their workforce. Specific outcomes delivered are outlined below.

4.1 Workforce Capability Framework

A Workforce Capability Framework was designed and developed to document the identified internal capability requirements to meet future organisational objectives as outlined in Figure 2.

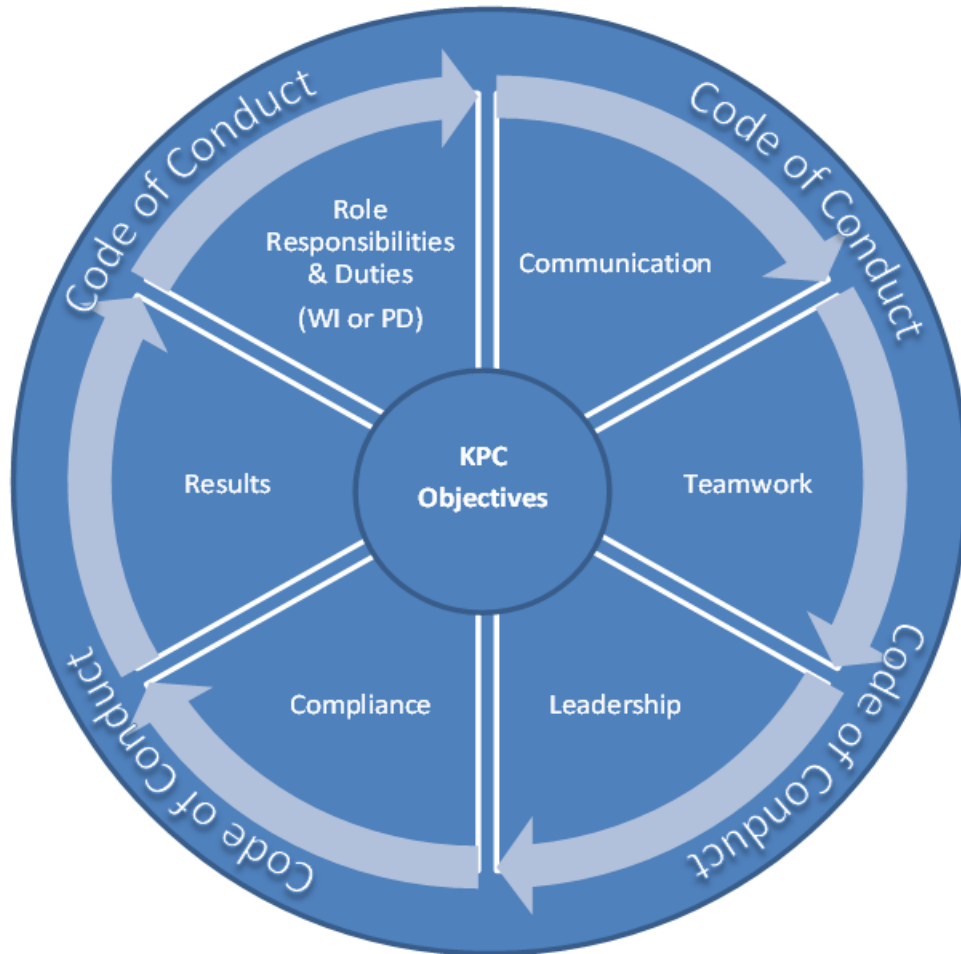


Figure 2: Workforce Capability Framework applied in the pilot rollout

This model identified the key areas of capability in the organisation to include:

- Technical Role Responsibilities & Duties
- Behavioural/Social Expectations

The Technical Role Responsibilities and Duties are the expectations set for individual roles and are captured in this model in the Position Description or Work Instructions. This is then complemented by the Behavioural/Social Expectations framework (Appendix B) which applies to all employees and sets behavioural expectations based on the employee's role (Level A-E) in the organisation. The minimum level of behavioural expectation for all employees are those outlined in Level A. The behaviours expected for employees at each level in the framework compounds, i.e. If the role is allocated to Level C in the behavioural expectations, then the employee is expected to demonstrate the behaviours outlined in Level A, B and C in the framework.

4.2 Performance & Development Framework

A Performance & Development Framework was developed and delivered across the leadership levels of the organisation for all Supervisor roles and above to support the achievement of the Workforce Capability requirements as outlined in Figure 3. The Rollout Record for this framework is provided in Appendix C.

This rollout included clarity of roles, responsibilities and behavioural expectations in the Workforce Capability Framework being implemented with all Supervisor roles and above, with the design and delivery of new Positions Descriptions.

Further, performance feedback mechanisms were introduced including scheduled reviews undertaken for prioritised groups and an on-going schedule developed for continued delivery of performance feedback processes. All of these activities incorporated in the Performance Development Framework rollout are documented in Appendix C.

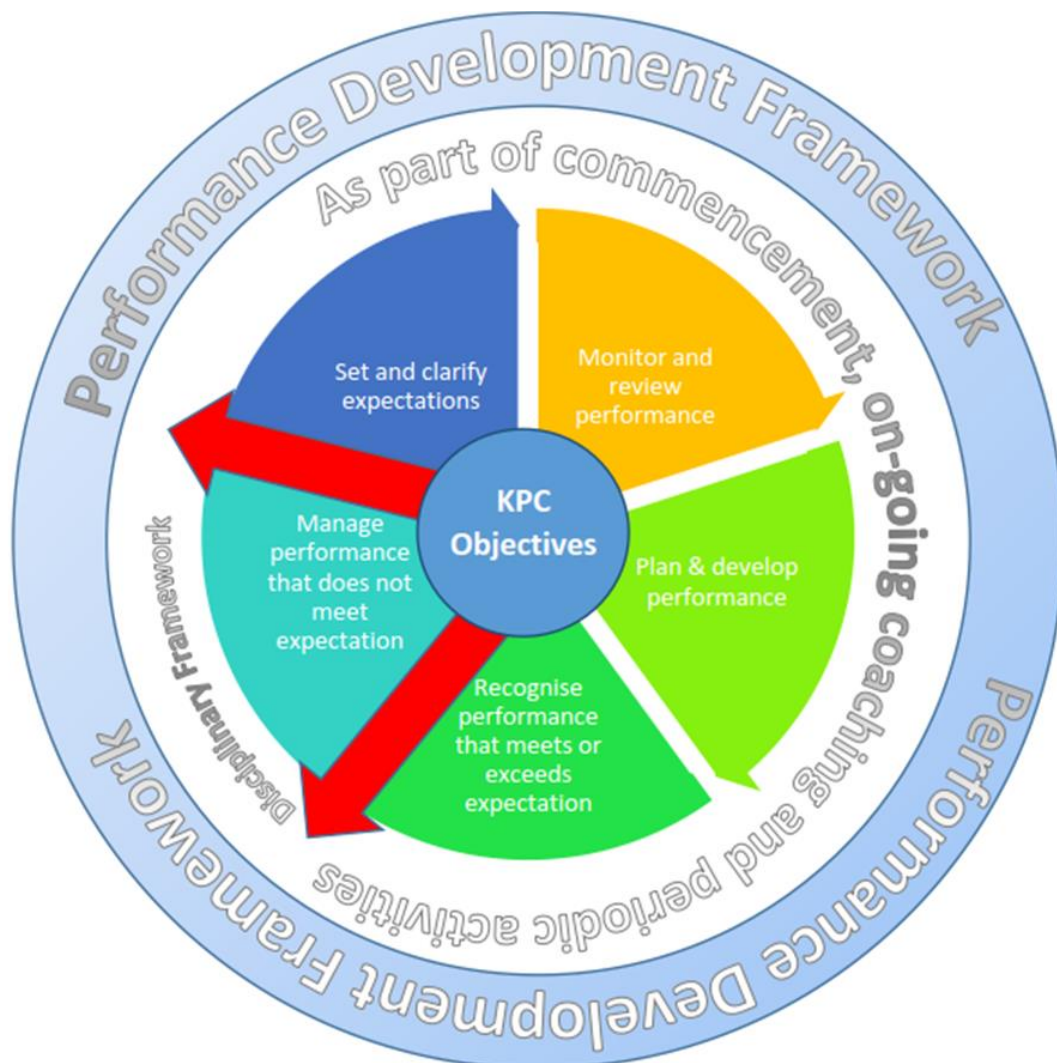


Figure 3: Performance Development Framework.

During the project a feedback survey was developed to seek input on the trial rollout of the Performance Development Framework and included questions in relation to:

- How participants found the Performance & Development Framework rollout sessions prior to their review and whether it provided them with enough information to prepare for their review?
- Whether participants thought their Manager/Supervisor was prepared for their review?
- How difficult participants felt their personal preparation for the review was?
- How participants felt as a result of the review?
- How participants rated the value of the review process to their role? and
- What participants felt could be improved in the process.

Collation and analysis of feedback has been critical in understanding the success of the trial rollout, in terms of both qualitative and quantitative information and data. This feedback has contributed to the refinement of tools and delivery for the future programs and capability modules developed. Key results from the feedback are provided in Figures 4-6. The outcomes of the surveys showed that participants were generally satisfied with the way the rollout were conducted. The participant's response provided in principle support to the rollout pilot session.

I found the rollout session prior to my review provided me with enough information to prepare for my review:

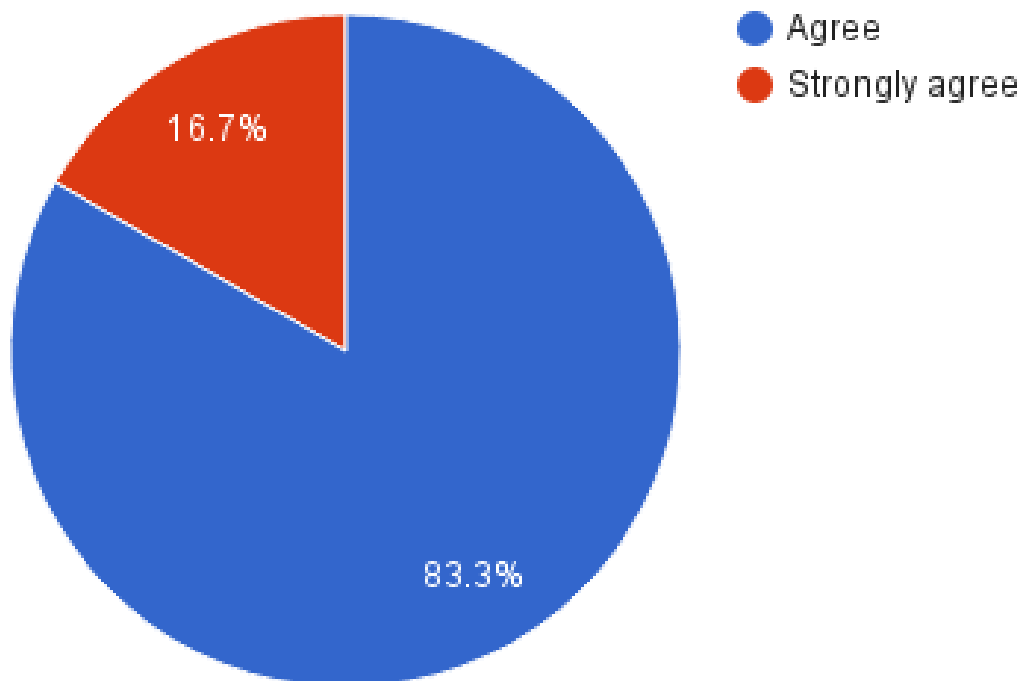


Figure 4: Participant's survey feedback providing in principle support to the rollout pilot session.

My personal preparation for the review was:

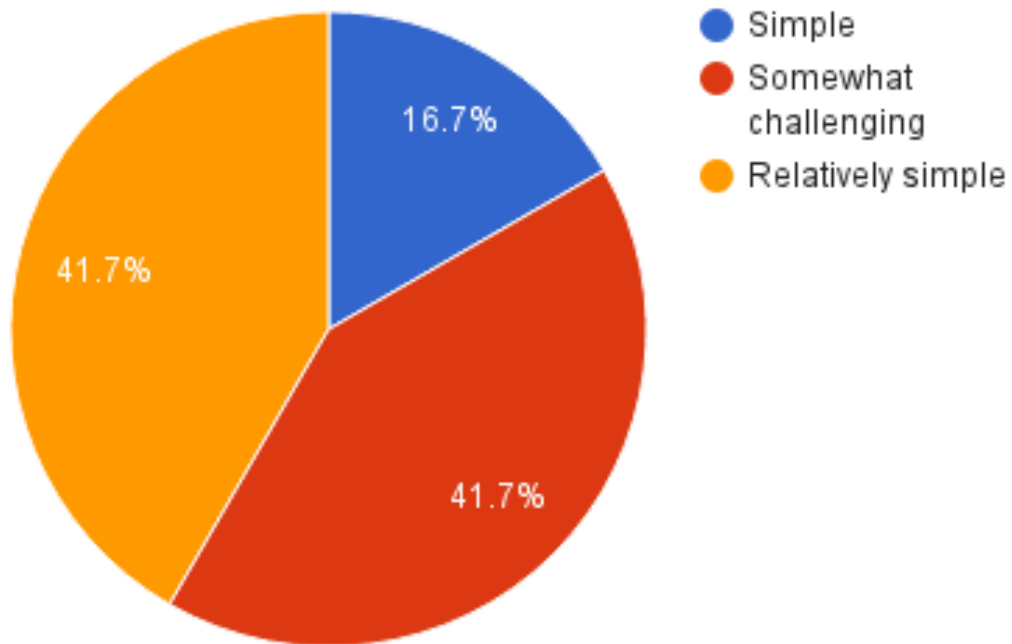


Figure 5: Participant's survey feedback to the rollout pilot session.

My Manager/Supervisor was prepared for my review:

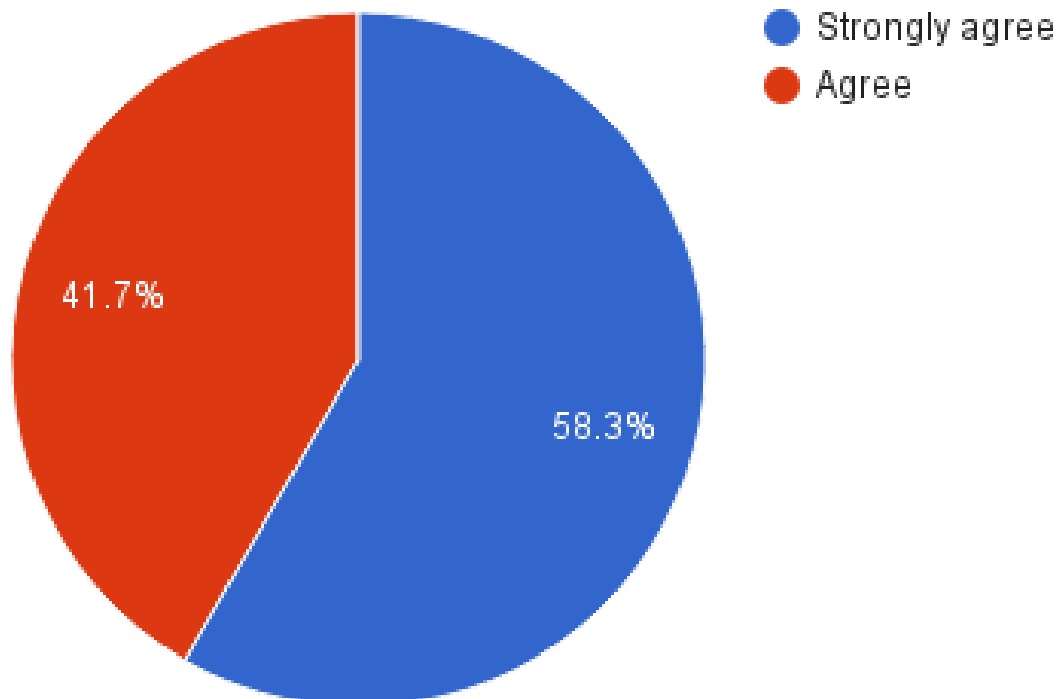


Figure 6: Participant's survey feedback to the rollout pilot session.

Qualitative feedback was also received and the majority of respondents indicated following the performance feedback session they felt:

- more clarity about what was expected of them;
- an increased sense of engagement with their Supervisor/Manager;
- listened to; and
- able to express their opinions and thoughts in the process.

Further comments included:

- 'I felt much more focused after the review'
- 'I feel like I have more clarity around my role and the expectations on me'

Recommendations included:

- Exchange of forms before the meeting.
- Less talking from the person on review and more from management, also include relevant comments from other senior members/managers of KPC
- 12 monthly instead of 6 monthly

4.3 Recognition and prioritisation of critical at risk capability areas

Stage 4 of the project identified the critical capability areas as follows:

- Clarity of Roles & Responsibilities
- Performance & Development
- Managing Underperformance & Disciplinary Matters
- Leadership
- Teamwork
- Internal Customer Service

Priority groups were then identified and for each of the capability areas and are listed in order of priority in Table 1. Each capability area was designed into modules and these modules trialled in test groups initially, based on these priorities.

Table 1: Prioritised Rollout Groups

	Roles & Responsibilities	Performance & Development	Under Performance/ Disciplinary Matters	Leadership	Teamwork	Internal Customer Service
HR Team	Priority 1	Priority 5	n/a	Priority 2	Priority 3	Priority 4
ICT Team	Priority 1	Priority 4	n/a	Priority 5	Priority 3	Priority 2
Finance Team	Priority 1	Priority 2	n/a	Priority 3	Priority 4	Priority 5
Production Supervisors/ Managers	Priority 1	Priority 4	Priority 2	Priority 3	Priority 5	Priority 6
Non-Production Supervisors/ Managers	Priority 1	Priority 2	Priority 6	Priority 3	Priority 4	Priority 5

Each of the capability areas were developed and comprised of individual modules as outlined below.

Individual Capability Modules Developed

Roles & Responsibilities

- Capability/Behavioural Framework Introduction
- Position Descriptions

Performance & Development

- P& D Framework Introduction
- Coaching Model
- Performance Review Tools

Managing Underperformance & Disciplinary Matters

- Framework Introduction
- Disciplinary Case Studies
- Disciplinary Matters Documentation
- Disciplinary Matters for Non English Speaking Background
- Dealing with Difficult Employees
- Conflict Resolution
- Adverse Action & Unfair Dismissal
- Underperformance

Leadership

- My Leadership Purpose
- Introducing Self-Reflection as a Leadership Tool
- Team Dynamics & Mindsets
- Our Team Functioning
- High Performing Team Tools
- Principles of Adaptive Leadership
- Problem Solving

Teamwork

- Understanding behaviours in the workplace
- Using McQuaigs to recognise own and others' behaviours
- Leveraging different behavioural styles for maximum team results
- What's our Why?
- Adaptation of Leadership Development Program sessions (as bite-size sessions)

Internal Customer Service

- Recognising the internal customer
- Defining the customer needs
- Setting service delivery standards for the team
- Dealing with challenging customer interactions

4.4 HR Team Review and Restructure

The project outcomes included a review of the HR Team and restructure bedded down and Service Delivery Standards rolled out to build HR capability to support meeting wider workforce capability requirements (Appendix D).

4.5 Focused Learning and Development Tools and Resources to Build Capability

Finally, workforce capability building activities and learning and development tools and resources were designed and implemented, including:

- KPC Group HR Manual released to wider KPC Group for approval;
- Local HR Action Plan developed to address any gaps in compliance to overall Group HR Manual (Appendix E);
- Supervisor/Manager Handbook developed to incorporate tools and resources for areas of leadership capability, focused on Performance Development, Coaching and Managing Underperformance and Disciplinary Matters;
- Development of a Supervisor/Manager Induction session that introduces new Supervisors/Managers to the above areas of leadership capability;
- Series of Supervisor/Manager session resources and tools for future delivery to reinforce initial framework rollouts and capture new Supervisors and Managers (Appendix K);
- Design, development and rollout of Leadership Development Modules for the Senior Corporate Services Leaders & identified women in leadership roles (Appendix F); and
- Supervisor/Manager Workforce Planning Day designed and delivered offsite to all Supervisor/Managers in Production.

The rollouts that have been completed are highlighted in yellow and those to be completed have a date allocated and are highlighted in green in Table 2.

Table 2: Rollout Schedule.

	Roles & Responsibilities	Performance & Development	Under Performance/ Disciplinary Matters	Leadership	Teamwork	Internal Customer Service
HR Team	Priority 1	Priority 5	n/a	Priority 2	Priority 3	Priority 4
ICT Team	Priority 1	Priority 4	n/a	Priority 5 Dec 2017	Priority 3	Priority 2
Finance Team	Priority 1	Priority 2 Feb 2017	n/a	Priority 3	Priority 4 Feb 2017	Priority 5 July 2017
Production Supervisors/ Managers	Priority 1	Priority 4 Feb 2017	Priority 2	Priority 3 (Women) July 2017	Priority 5 July 2017	Priority 6 Jul 2017
Non-Production Supervisors/ Managers	Priority 1	Priority 2 Feb 2017	Priority 6 Dec 2017	Priority 3 (Corporate Services) Dec 2017	Priority 4 Dec 2017	Priority 5 Dec 2017

4.6 Industry Tool to Determine Internal Capability Requirements

A tool was developed to document a generic process for wider industry use to determine internal capability requirements in a structured manner that supports the evaluation and mapping of skills and capability requirements across an organisation to enable the organisation to achieve its business objectives (Appendix G).

5 Discussion

5.1 Interpreting the Results

Utilising organisational capability as a competitive advantage has been well documented in the literature (Ulrich & Lake 1991; Stalk, Evans & Shulman 1992; Smallwood & Ulrich 2002). However, defining, mapping and developing workforce capability is still a challenge that many organisations face across a broad spectrum of industries. The results of this project provide some insight into the effectiveness of any capability project. These insights centre on the requirement for simplicity in the process. Breaking down the approach to this project into manageable pieces assisted in KPC achieving its resulting business improvements.

These manageable pieces focused on understanding that the core capability requirements of any organisation are based on the basic behaviours, social skills and technical requirements the organisation's people must possess to be successful (Smallwood & Ulrich 2002). To keep it simple, initially the project required an in-depth review and understanding of where the organisation is currently and where it is heading. Next, it required an understanding of the current workforce's capability, i.e. is it delivering currently across the organisation at all levels, all roles, both behaviourally and technically? Further, once the measure of current capability against the achievement of business objectives was recognised, forecasting this to the future objectives and subsequent capability requirements, the gap appeared in what will be needed in terms of KPC workforce capability to reach the future business objectives.

This challenge however is further complicated by rapid growth in the case of KPC's capability project, but the overarching message from the activities undertaken in this project is to keep it simple and involve the key stakeholders. Defining and developing organisational capability is a strategic partnership project across HR and Operations and this is key to any such capability development project's success (Galbraith, Lawler & Mohrman 1998).

In delivering the project outcomes, one of the barriers to success was in the distraction to a 'business as usual' mode of operation, which redirected project resources and activities to the reactive operational and transactional activities that prevent the strategic development of organisational capability. This was challenging at times and the reality of a fast-paced, dynamic production environment but the key to success was to keep the Senior Executives, across both HR and Operations, well informed and to create quick wins as activities were rolled out and gained momentum, leveraging this in a timely manner was critical so that the project itself had a role in capability development. The side benefit of these distractions though, was often incorporating other business priorities into the project scope and achieving a wider range of solutions and business activities, all aligning to the ultimate project objectives. In summary, each objective is reviewed against the results as follows:

5.1.1 Project Objective 1:

- Develop and implement a skills and capability analyses mapping tool aligned with the business improvement priorities of the company.

In delivering on Project Objective 1, the project produced a simple Workforce Capability Requirements model that focused on core, high level capability requirements for technical skills, knowledge and behaviours to match the organisational requirements now and into the future. This model grew from the process followed and as the project progressed became solidified in its structure and contribution to the wider project outcomes. This model is outlined in Figure 1.

5.1.2 Project Objective 2:

- Pilot a self-managed (by KPC) benchmarking and capabilities diagnostic tool to allow KPC to continuously monitor skills and capabilities across all departments involved in business improvement priorities.

A Performance Development Framework (refer 2) was designed to objectively determine and continuously monitor skills and capabilities across all departments, benchmarking them with the Workforce Capability Requirements model. This framework is outlined in Figure 2 and includes the following key elements:

- Setting & Clarifying Expectations;
- Developing, Planning and Reviewing Performance;
- Recognising and Rewarding Performance that aligns and meets the capability requirements; and
- Manage performance that does not align or meet the capability requirements.

The key activities in achieving this objective were achieved through a full roll out of Position Descriptions covering all applicable roles within the organisation (Appendix C) and for general production workers, the Work Instructions are being revised in line with the expectations for those functions. This was challenging in format and delivery to ensure that it was the right fit for the organisation. The Workforce Capability Requirements model set the key capability areas, which then informed the structure of the Position Descriptions and reinforced the equitable critical behavioural/social capability requirements, as well as technical capability requirements.

The Framework is explained in more detail in Appendix B.

5.1.3 Project Objective 3:

- Develop capability and processes at KPC to better equip their learning and development program to enable the advancement of high potential women across the business.

5.1.4 Project Objective 4:

- Develop and implement people learning and development tools and processes including company mentoring program.

In achieving Objective 3 and 4 of the project the focus was on innovative design and development of leadership capability building mechanisms and specifically included:

- Mini-mentoring sessions and communication methods with identified leaders within KPC;
- A Leadership Development Program for the Senior Corporate Services Leaders for future leverage across the larger KPC leadership structure in the future (Appendix F); and
- Supervisor/Manager workshop series for key identified areas of leadership capability.

Whilst the development and design aspects of objectives 3 and 4 have been achieved, the delivery of these programs will be ongoing for the KPC workforce and will be capitalised on well into the future and this where the maximum leverage and workforce capability will occur.

The structure for delivery of such programs was the biggest challenge during the project and will be an on-going challenge. One significant learning that can be gained from this project and applied into the future at KPC and leveraged by the industry is to break down any program into right-sized delivery components to minimise impact on operational production activities but to also maximise intake of information and commitment to such programs. This has without a doubt been a key gain of the project. Prior to the commencement of the project there was resistance to the likelihood of learning and development activities becoming a regular component of the leadership capability development program, however, this became evident through consultation that the realistic barriers could be overcome in the various program delivery design and structure, which was achieved.

6 Conclusions/Recommendations

This project was delivered utilising a broad scope of methodology including consultation; analysis, review and evaluation; design & development; trial, review and evaluation; and implementation stages. The process applied in the current project has demonstrated that KPC as a leading employer in the industry has been able to identify its workforce capability requirements. Furthermore, KPC has been able to determine the route to achieving these capability requirements through a series of capability building exercises. As a result, KPC has been able to develop a capability roadmap that is aligned to KPC's business priorities and has enabled KPC to deliver its growth plan and business improvement targets.

A staged process was used by KPC to determine the performance of key managers across the business:

- Consultation with key stakeholders to review and map the required capabilities and skills of individual roles and work groups associated with KPC's business improvement priorities, focussing on both current and future capability requirements. Supported by an assessment of the roles, responsibilities and performance capability to determine future capability requirements and recommend solutions for developing the required capability. Whilst the focus was on organisational capability, it predominantly focused on the roles of Supervisors and Managers at all levels and the role of HR in developing the required capability.
- Development and facilitation of a series of in house KPC workshops with defined work groups and individuals involved in KPC's business priority areas and aligned with KPC growth strategies, facilitated from the executive level through to the supervisory level across the business.
- KPC's General Manager Corporate Services (GMCS), attended the Advanced Leadership Program for Women. This program provided the foundation for the development of HR processes and support programs to facilitate the transfer of knowledge attained from the course content to the KPC workplace. Specifically, the course deliverables enabled KPC to focus on the development of mechanisms to enable the advancement of high potential women across KPC.
- An integrative knowledge and resource sharing process, conducted between the GMCS and the Provider, CKC Services, focused on the collaboration of leadership resources, their suitability for transfer into the KPC environment and exploration of a potential development framework to transfer the key learnings into the KPC potential leadership talent pool.
- A series of discovery exercises of the KPC Group's subsidiary companies were conducted by the GMCS in consultation with the relevant executive level HR representatives in each company. Specifically, each of the subsidiary company's HR programs were reviewed and a comparability analysis was conducted on the various

tools, resources and approaches applied to determine individual company's capability development.

- This research and analysis led to the exploration of potential local KPC systems and capability processes for future development in this project, along with consideration for concepts and designs of future possible HR team structures to deliver the overall KPC capability outcomes.
- In the final stages the project involved taking the design and concept mapping activities to culminate in the facilitation of a trial rollout for agreed activities with defined groups within KPC and critical capability development areas were identified as follows:
 - Clarity of Roles & Responsibilities
 - Performance & Development
 - Managing Underperformance & Disciplinary Matters
 - Leadership
 - Teamwork
 - Internal Customer Service
- Priority groups were then applied and for each of the capability areas, development tools designed and trialled in test groups initially, followed by the prioritised staged rollout, which is ongoing beyond the completion of the project.

In conclusion, the process applied in the current project has demonstrated that KPC as a leading employer in the industry has been able to identify its workforce capability requirements. Furthermore, KPC has been able to determine the route to achieving these capability requirements through a series of capability building activities. As a result, KPC has been able to develop a capability roadmap that is aligned to KPC's business priorities and will enable KPC to deliver its growth plan and business improvement targets.

The outcomes of the project are transferrable to other companies and the wider industry. There is the opportunity for organisations in the wider industry, who are operating in volatile and unpredictable markets to identify their own internal workforce capability requirements and subsequently determine their own route to bridging their capability gaps.

7 Key Messages

Overall, the project successfully delivered a broad range of business improvement outcomes for KPC through the evaluation of the skills and capabilities of their workforce. The project identified the following leadership activities as critical to support organisational sustainability and growth:

1. Establishing organisational objectives;
2. Establishing current workforce capability;
3. Identifying desired capability requirements;
4. Recognising and acknowledging the capability gap; and
5. Developing an on-going plan to close the capability gap.

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9 Appendix – Supporting Documents

Appendix A: Advanced Leadership Program Content

Appendix B: Behavioural Capability Matrix

Appendix C: Performance & Development Framework Rollout Record

Appendix D: Proposed KPC HR Team Structure and Roles

Appendix E: Local HR Plan to comply with Corporate Group HR Manual

Appendix G: Industry Tool for Determining Internal Capability Requirements

Appendix H: Performance and Development Framework Detail

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9.2 Appendix B: Behavioural Capability Matrix

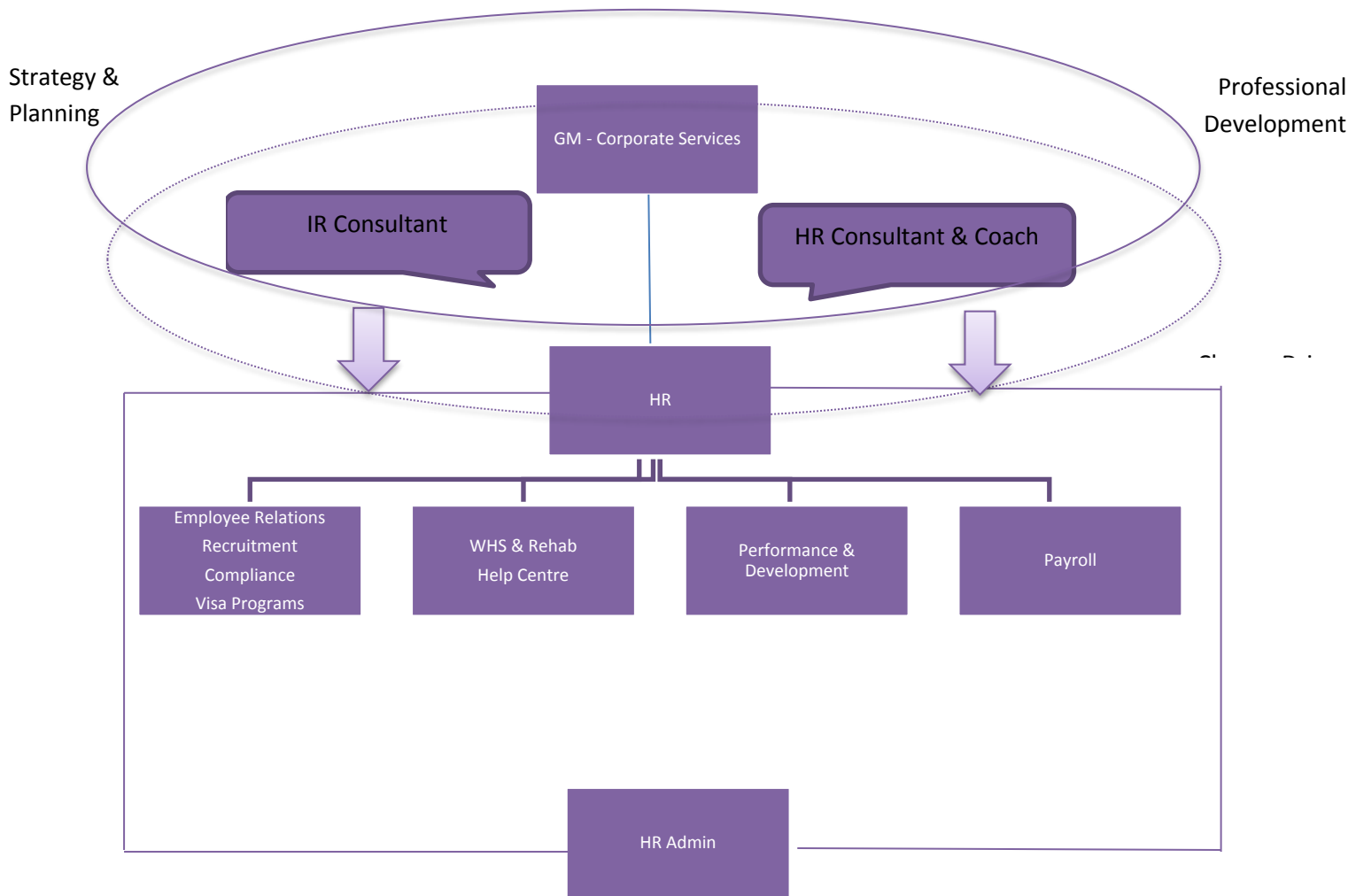
	Behavioural Expectations A	Behavioural Expectations B	Behavioural Expectations C	Behavioural Expectations D	Behavioural Expectations E
Communication	<p>You are positive and show respect.</p> <p>You are open and honest.</p> <p>You listen to instructions from your Supervisor.</p> <p>You remain calm, fair and consistent.</p>	<p>You role model effective communication.</p> <p>You provide clear directions.</p> <p>You show understanding and support to others.</p>	<p>You can diffuse disagreements and know when to escalate further.</p> <p>You remain focussed on facts and not emotions.</p> <p>You actively listen and provide appropriate responses and feedback.</p> <p>You consider all opinions and differing ideas and can bring these together in a constructive way.</p>	<p>You understand how to negotiate and influence others to a win-win outcome.</p> <p>You are able to mediate conflict to achieve a win-win outcome.</p> <p>You develop your team members in a broad range of communication skills and methods.</p> <p>You manage poor communication that results in negative outcomes for KPC.</p>	<p>You understand and adjust to the broad scope of communication styles and drive effective communication in all situations.</p> <p>You set the standard of effective communication and manage to that.</p> <p>You build constructive relationships at all levels internally and external to the business.</p>
Teamwork	<p>You understand how well you do your job affects others.</p> <p>You show flexibility with rostered shifts.</p> <p>You are reliable and punctual in attending work and on your return from breaks.</p> <p>You assist others in the team and provide training.</p>	<p>You identify opportunities to provide on-the-job coaching.</p> <p>You share your developed knowledge and experience to assist the team.</p> <p>You value differences and diversity.</p>	<p>You recognise team success.</p> <p>You will use the full range of skills across the team.</p> <p>You proactively coach team members in both the technical and behavioural expectations of their job.</p> <p>You lead meetings and discussions with your team.</p>	<p>You set the expectations for your team and monitor and review their performance against those expectations.</p> <p>You accept responsibility for the work of your team.</p> <p>You put the team's success ahead of your own.</p>	<p>You provide a solid framework for all employees to work within.</p> <p>You provide an informal and formal meeting structure to ensure collaboration and integration across teams.</p> <p>You engage as a team, setting the standard for multi-disciplinary teams to problem solve and make decisions that affect the business.</p>
Leadership	<p>You ask for feedback on your performance and use it to improve your performance.</p> <p>You manage your own wellbeing and know when you should seek medical attention.</p> <p>You are willing to learn.</p> <p>You learn from your mistakes.</p> <p>You take pride in your work.</p>	<p>You control your emotions under pressure.</p> <p>You are positive when change is introduced.</p> <p>You encourage others to learn from mistakes.</p> <p>You honour your commitments.</p> <p>You provide continuous feedback on performance.</p>	<p>You encourage pride in what the business produces.</p> <p>You actively seek to position employees in the right role at the right time to match their capability.</p> <p>You promote the benefits of change and develop practical solutions to overcome barriers to change.</p> <p>You identify improvements and suggest these to your Manager.</p>	<p>You think outside the box.</p> <p>You provide opportunities for succession and knowledge sharing.</p> <p>You are a professional representative of the business externally and internally.</p> <p>You lead change.</p> <p>You identify opportunities for change and consult with the key stakeholders internally and externally.</p>	<p>You engage in critical reflection.</p> <p>You are continually reviewing your leadership skillset and adjusting your style to suit the situation.</p> <p>You guide the business to achieve its objectives.</p> <p>You delegate the operational and transactional tasks to the right people.</p> <p>You role model, structured, inclusive change management processes across the business.</p>
Compliance	<p>You follow the Code of Conduct and policies and procedures at all times.</p> <p>You understand and comply with the legal compliance standards for your role (including, but not limited to: quality, people & food safety, hygiene, animal welfare).</p> <p>You comply with the requirements outlined in your employment contract, WI and/or PD.</p> <p>You comply with the required dress standard, including PPE.</p>	<p>You monitor and address breaches of compliance.</p> <p>You remind employees about their compliance obligations.</p> <p>You raise risks in all areas of compliance to your Supervisor/Manager.</p>	<p>You continually evaluate and provide feedback on work processes and outputs against quality standards.</p> <p>You understand and role model adherence with the high risk, legal areas of compliance.</p>	<p>You participate in developing policies and procedures.</p> <p>You set, implement and achieve compliance with high risk, legal areas of compliance (including, but not limited to: quality, people & food safety, industrial, and animal welfare).</p> <p>You effectively utilise the industrial instruments to maximise the allocation and use of human resources.</p>	<p>You drive KPC policy and procedure to be best practice for the industry.</p> <p>You drive the quality standards and outputs to ensure profitability and compliance.</p> <p>You take ultimate responsibility for compliance breaches.</p> <p>You set and model a compliance culture.</p> <p>You identify and create opportunity for leading edge industrial employment arrangements to protect profit, whilst valuing all people in the business.</p>
Results	<p>You follow reasonable and lawful direction.</p> <p>You have a 'can do' attitude.</p> <p>You know what is important in doing your job and meeting expectation.</p> <p>You show a sense of urgency.</p>	<p>You communicate on progress to achieving goals.</p> <p>You can identify and suggest solutions to situations within your control.</p> <p>You look for continuous improvement opportunities.</p>	<p>You encourage others to find solutions.</p> <p>You evaluate suitable solutions and implement them within your scope or escalate to your Manager.</p> <p>You plan, set, monitor and review daily targets, recognising results achieved.</p> <p>You deal with daily interruptions to producing outputs and remove barriers to deliver results.</p>	<p>You plan, set, monitor and review performance for individuals and teams within the performance development framework.</p> <p>You provide the leadership, tools and procedures to demand high performance and results.</p>	<p>You contribute to setting the organisational goals and objectives.</p> <p>You provide the resources that will enable the organisation to deliver on its commitments.</p> <p>You recognise how the output of individual employees contributes to overall success.</p> <p>You communicate results and outputs in a way that inspires high performance.</p> <p>You provide the organisational context to current performance.</p>

9.3 Appendix C: Performance & Development Framework Rollout Record

Performance & Development Framework Rollout Summary

Position	P&D Framework Rollout Session Attended	Role & Responsibilities signed off	Coaching Session attended	P&D Review Rollout Session Attended	P&D Review Completed
Executive Assistant	Y	Y	n/a		
Projects/Environment Manager	Y	Y			
Farm Manager	Y	Y	Y	Y	
CORPORATE SERVICES					
General Manager Corporate Services	Y	Y	Y	Y	
Corporate Compliance Officer	Y	Y	n/a	Y	Y
HR Manager	n/a	Y	n/a	n/a	Y
Rehabilitation Manager	Y	Y	Y	Y	Y
WHS Manager	Y	Y	Y	Y	Y
Performance & Development Manager	Y	Y	Y	Y	Y
HR Assistant - Performance and Development	Y	Y	Y	Y	Y
HR Officer - Generalist	Y	Y	n/a	Y	
HR Officer - Recruitment	Y	Y	n/a	Y	Y
HR Assistant - Recruitment	Y	Y	n/a		
HR Officer - Compliance	Y	Y	n/a	Y	Y
HR Officer - 417 Program	Y	Y	Y	Y	Y
Help Centre Co-Ordinator	NEW APT	Y	n/a		
Help Centre Co-Ordinator	Y	Y	n/a	Y	Y
Payroll Supervisor	Y	Y	Y	Y	Y
Production/Payroll	Y	Y	n/a	Y	Y
Production/Payroll	Y	Y	n/a	Y	Y
Facilities Manager	Y	Y	Y	Y	Y
Facilities Supervisor	Y	Y	Y		
Facilities Assistant	Y	Y	Y		
Maintenance Stores Officer	Y	Y	n/a		
Purchasing Officer	Y	Y	n/a		
IT Manager	Y	Y		Y	Y
Senior Network Administrator	Y	Y	n/a	Y	Y
Service Delivery Supervisor	Y	Y	Y	Y	Y
Senior Systems Support Development Officer	Y	Y	n/a	Y	Y
Technical Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Technical Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Technical Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Technical Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Production Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Production Service Delivery Officer (Help Desk)	Y	Y	n/a	Y	Y
Financial Controller	Y	Y	Y	Y	Y
Management Accountant	Y	Y	n/a		
Strategic Management Accountant	Y	Y	Y		
Accountant	Y	Y	n/a		
Accountant	Y	Y	n/a		
Financial Officer	Y	Y	n/a		
Project Accountant	Y	Y	n/a		
Creditors Clerk	Y	Y	n/a		
Accounts Clerk / Receptionist	Y	Y	n/a		
SALES & MARKETING					
General Manager Sales & Marketing	Y	Y	Y	Y	
Sales Manager	Y	Y	n/a	Y	
Export Trading Officer	Y	Y	n/a	Y	
Export Trader	Y	Y	n/a	Y	
Planning & Logistics	Y	Y	Y	Y	
Weekend Shipping	Y	Y	n/a	Y	
Export Documentation Manager	Y	Y	Y	Y	
Export Documentation Clerk	Y	Y	n/a	Y	
Export Documentation Clerk	Y	Y	n/a	Y	
Export Documentation Clerk	Y	Y	n/a	Y	
Export Documentation Clerk	Y	Y	n/a	Y	
Export Documentation Clerk	Y	Y	n/a	mat leave	
LIVESTOCK					
General Manager Livestock	Y	Y	Y	Y	
Assistant Livestock Manager	Y	Y	n/a	Y	Y
Livestock Procurement Coordinator	Y	Y	n/a	Y	
Livestock Clerk	Y	Y	n/a	Y	Y
Livestock Clerk	Y	Y	n/a	Y	
Head Stockman	Y	Y	Y	Y	
Leading Hand	Y	Y	n/a		

9.4 Appendix D: KPC HR Team Structure and Roles



9.5 Appendix E: Local Human Resources Action Plan – ESMS (HR Manual)

(Developed August 2016)

Potential Gap in local policy/procedure	Company Guideline Requirement from HR Manual	Proposed action to address gap/s	Timeframe	Completed
No set cyclical wage review processes for non-CA employees	Setting Working Terms and Conditions	Develop cyclical processes, where required for non-CA employees	6 months	
All benefits are not available in all employee languages or access to interpreter	Setting Working Terms and Conditions	Review best practice and identify any required gaps and potential actions	n/a	
No current communication process in place to advise employees of govt enforced deductions by KPC (ie. Child support)	Setting Working Terms and Conditions	Review risk and responsibility	n/a	
Full R&S Policy & Procedures (incl non-disc & EEO) are not documented and relevant areas communicated to applicants externally	Non-Discrimination & Equal Opportunity Recruitment & Selection of Workers	Develop and rollout full R & S procedure Included training for Sup/Mgrs Consider creating a statement to contact HR for access to Anti-discrimination/EEO Policy and make a complaint	12 months	
Training regarding workers' rights and obligations is not provided at regular intervals.	Non-Discrimination & Equal Opportunity	Develop schedule of Toolbox Talks Seek buy-in & approval from GMs & Managers to rollout	12 months	
There is limited documentation rolled out on Disciplinary Frameworks & Investigation principles	Non-Discrimination & Equal Opportunity	Develop Supervisor Handbook to include Disciplinary Frameworks and Investigation principles etc	3 months	
Limited Discrimination & EEO Training to Supervisors	Non-Discrimination & Equal Opportunity	Develop and Roll-out a program	12 months	
Affirmative Action is not specifically mentioned in Disc/EEO Policy	Non-Discrimination & Equal Opportunity	Update policy	Next policy review	
Child Labor Policy does not refer to responsibilities specifically for WHS for children employed. No reference to PS2 and IFC obligations. Only currently both internal policies and should be revised for wider release.	R&S - Child Labour	Revise policy in line with new HR Manual and roll out to Supervisors. Include Child Labour Policy in future Employee Handbook and release fully.	12 months	

Child Labour not specifically mentioned in WHSMS	R&S Child Labour	Add to WHSMS	6 months	
Full R&S Policy & Procedures are not documented and relevant areas communicated to applicants externally – indicating children are identified in process	R&S Child Labour	Develop and rollout full R & S procedure	12 months	
Identifying situations where may be in breach of Forced Labour Policy eg extra days	Force Labour	Seek method of identification Supervisor / HELP Centre Training in ED engagement	6 months	
Limited documentation on using brokers or agencies	Recruitment & Selection of Workers	Develop and rollout full R & S procedure Provide Forced and Child Labor Policies to Suppliers	12 months	
Limited cost comparison/benchmarking evidence of wages/salaries	Recruitment & Selection of Workers	Review ad-hoc processes to look at future cyclical process	6 months	
Full R&S Policy & Procedures are not documented and relevant areas communicated to suppliers	Recruitment & Selection of Workers	Develop and rollout full R & S procedure	12 months	
Forced and Child Labor Policies not provided to Suppliers	Recruitment & Selection of Workers	Provide Forced and Child Labor Policies to Suppliers	12 months	
Long standing employees may not have documented contract on file	Recruitment & Selection of Workers	Review any risk and implement appropriate controls	3 months	
Full R&S Policy & Procedures are not documented in relation to collecting worker documents/id/money etc and relevant areas communicated to suppliers	Recruitment & Selection of Workers	Develop and rollout full R & S procedure	12 months	
Are all the following within all contracts/communicated etc: The name and legal name of the employer; The worker’s job title; The date employment began; Where the employment is not permanent, the anticipated duration of the contract; The place of work or, where the work is mobile, the main location; Hours of work, leave entitlements and other related matters; Applicable rules relating to overtime and	Recruitment & Selection of Workers	Review Contracts/LOO templates	6 months	

<p>overtime compensation; The levels and rules relating to the calculation of salary, wages and other benefits, including any rules related to deductions; The pension and other social security arrangements applicable to the worker; The length of notice which the worker can expect to give and receive on termination of employment; The disciplinary procedures which are applicable to the worker, including details of representation available to the worker and any appeals mechanism; Details of Grievance procedures, including the person to whom Grievances should be addressed; and Any collective bargaining arrangements which apply to the worker.</p>				
<p>There is no ongoing training program to clearly communicate all conditions and terms of employment, as well as wages and benefits in accordance with national law or as defined by a collective bargaining agreement, if applicable.</p>	Commencement of Workers	Develop information sessions/factsheets (in worker native languages)	12 months	
<p>When workers transfer job – not a seamless process to track ppe and tools provided etc</p>	The Working Relationship	Review Request for Transfer process and system update	12 months	
<p>Employee Handbook ‘obligations’ focused in the past and not emphasising ‘rights’ aspect of booklet</p>	The Working Relationship	Review name of Handbook to reflect ‘rights and obligations’ or ‘Policy Handbook’	12 months	
<p>Employee Handbook does not include Child or Forced Labour and these are not currently provided to workers</p>	The Working Relationship Child & Forced Labour	Add to Policy Update Register for updating in next Policy review	next Policy review	
<p>Regular updates of policies procedure not rolled out, ie. Protocol on Policy not finalised</p>	The Working Relationship	Finalise and roll out Protocol on Policy	12 months	
<p>Protocol on Policy not finalised Check if Policy Updates Register active</p>	The Working Relationship	Finalise and roll out Protocol on Policy Set up Policy Updates Register	12 months	

Child Labor Policy nor WHSMS covers what happens if KPC inadvertently hires a child or engages forced labour	The Working Relationship	Add to Child & Forced Labor Policies Add Child & Forced Labor to WHSMS	6 months	
Children & Forced labour not currently referenced in WHSMS	The Working Relationship	Add Child & Forced Labor to WHSMS	6 months	
Training to Managers/Supervisors and those engaged in the provision of the conditions and terms of employment, wages and benefits about our child labour and forced labour policies and practices (including HR and Payroll Departments) not currently delivered.	The Working Relationship	Document in R&S procedures & payroll procedures Revise Policies Rollout Policies & Training to HR team members and those involved in hiring practices	12 months	
Privacy policy not currently rolled out to workers or included in R&S policy & procedures	The Working Relationship	Document in R&S procedures & payroll procedures Revise Policies Rollout Policies & Training to HR team members and those involved in hiring practices	12 months	
Limited notice to workers about surveillance methods	The Working Relationship	Review legal requirements & update policy to address any identified gaps	12 months	
Archiving and retention procedures not documented for HR records	The Working Relationship	Develop archiving and record retention procedures for HR records	12 months	
Do not currently do benchmarking on set periodic basis	The Working Relationship	Review having periodic benchmarking in place	12 months	
Wages/payslips not in language other than English	The Working Relationship	Determine practicality	12 months	
Forced Labor policy does not refer to extra shifts, nor in WHSMS Forced Labor Policy not rolled out	The Working Relationship	Insert into WHSMS Rollout Forced Labor Policy	12 months	
Limited documentation on how workers can access leave	The Working Relationship	Develop Leave Management procedure	12 months	
Not formalised procedure when leaving during shift	The Working Relationship	Add to a policy		
Not documented Supervisor procedures for delivery of disciplinary action	The Working Relationship	Develop Supervisor Handbook	3 months	
Procedure not documented to outline workforce reduction, severance or transition.	Retrenchment (workforce reduction, severance & transition)	Develop major change policy/procedure	12 months	
Grievance Policy is not broad enough to cover	Workplace Grievances	Next Policy review to broaden the scope of the	2 years or	

all possible workplace concerns.		Grievance Policy. Note this in the Policy Update Register.	at next required update.	
Regular communication to workers	Workplace Grievances	Develop schedule of Toolbox Talks Seek buy-in & approval from GMs & Managers to rollout	6 months	
Scope of Grievance Policy does not currently: <ul style="list-style-type: none"> explicitly refer to bringing a support person explicitly state a grievance can be filed by a group/worker organisation/rep does not explicitly state a grievance can be filed anonymously 	Workplace Grievances	Next Policy review to broaden the scope of the Grievance Policy. Note this in the Policy Update Register.	2 years or at next required update.	
Grievance Register not currently in place.	Workplace Grievances	Introduce Grievance Register.	3 months	
Grievance Policy not currently advised to third parties.	Workplace Grievances	Review Contracts with third parties to ensure Grievance Policy is available or otherwise to extend KPC Policy. Provide Grievance Policy to third party workers upon commencement onsite.	6 months	
HR Risk Identification	Risk Management Framework	Introduce framework Conduct risk management processes as per framework	12 months	
Local procedures to support HR Manual	Localised procedures	Create links to local procedures within HR Manual for KPC	12 months	

9.6 Appendix F: Leadership Development Program

Program: Leadership Development

Purpose: To leverage the Program resources and outcomes to build leadership capability across the Corporate Services Leadership Team

Target Audience: Corporate Services Senior Leadership Team

Timing: approx. 1-hour duration/once a month

Session	Session Topic	Activities	Group/Individual
1.	My leadership purpose Introducing Self-reflection as a leadership tool	Article: Discover your Authentic Leadership Core Values Looking forward by Looking back Exploring self-reflection techniques <ul style="list-style-type: none"> • 3rd Space (Article) • Journaling • Meditation 	Individual Individual Individual Group discussion where comfortable
2.	Team Dynamics & Mindsets	Agreed & Non-Negotiable Behaviours Reading the Room Parent/Adult/Child The Line of Choice	Individual Group discussion
3.	Our Team functioning	Article: The Five Dysfunctions of a Team Team Assessment	Individual Group discussion
4.	High Performing Team Tools	Trust Thermometer (Am I trustworthy? Self-assessment) Ladder of Inference (article & activity)	Individual Group discussion
5.	High Performing Team Tools (cont)	People Styles Inventory (article & activity)	Individual Group discussion
6.	High Performing Team Tools (cont)	Emotional Intelligence (self-assessment) Positive Conflict	Individual Group discussion
7.	Principles of Adaptive Leadership Problem Solving	Problem Solving Styles Adaptive Challenge	Group

9.7 Appendix G: Industry Tool to Determine Internal Capability Requirements

Determining internal capability requirements

Forecasting any operational requirement in an organisation requires an understanding of where the organisation is currently (Point A) and where it is heading (Point B). Once this is established the most effective route to reach Point B from Point A can be established. The following process will require open consultation with key stakeholders to determine internal capability requirements to reach Point B successfully:

1. Establish organisational objectives
 - Where does the organisation plan to be in the next 12 months, 2 years, 3 years, 5 years?
 - What factors have made the organisation successful to date?
 - Conduct a SWOT analysis of the organisation to achieve those objectives

2. Establish current workforce capability
 - Which factors for organisational success relate to current workforce capability?
 - Brainstorm the critical areas that determine workforce capability now
 - Conduct a SWOT on HR operations and Leadership levels to support current workforce capability requirements
 - What does the organisation's performance measures and feedback reveal in terms of current workforce capability?

3. Identify desired capability requirements
 - What does the future workforce capability need to look like to achieve organisational objectives?
 - Brainstorm what the future critical capability areas will be in workforce capability
 - Validate that these future requirements directly support the future organisational objectives through critical evaluation activities
 - Seek reliable benchmarking data to validate or otherwise these requirements

4. Recognise the gap
 - What is happening in the industry now and predictions for the future?
 - What is happening in the potential talent pool landscape now and predictions for the future?
 - What are the 'at risk areas of internal capability'?
 - Map current workforce capability to desired capability requirements to identify gaps

5. Close the gap
 - Design a Workforce Capability Framework to document capability requirements
 - Develop/refine a Performance Development Framework to support the achievement of capability requirements and align to the Workforce Capability Framework
 - Prioritise 'at risk area's and trial frameworks initially in these areas
 - Review and evaluate the trial results, refining tools and frameworks
 - Implement frameworks across the critical capability areas, as prioritised
 - Continue to analyse, review and evaluate application of these frameworks

9.8 Appendix H: Performance Development Framework Detail

	Performance Development Requirements	How we will deliver
Continuous	Set/Clarify Expectations <ul style="list-style-type: none"> HR will provide the Workforce Capability Framework that sets the organisational expectations. HR will provide the tools to support Performance Development within KPC. Managers and/or Supervisors will collaborate with their employees to set expectations on commencement and at regular intervals. HR will jointly develop in collaboration with Supervisors/Managers the Position Descriptions (PD) or a Work Instructions (WI). 	<ul style="list-style-type: none"> Each employee will be provided clear expectations in either a Position Description (PD) or a Work Instruction (WI), dependant on their level. All employees are provided with these expectations on commencement and when they have a change in their job role and at regular intervals of employment. All employees should have read and understood the Code of Conduct, Behavioural Expectations and Policy and Procedural expectations that relate to their role at KPC.
	Monitor <ul style="list-style-type: none"> HR will provide the tools and support for Supervisors/Managers to provide regular performance feedback to their employees. Supervisors/Managers will provide regular performance feedback to their employees, both individually and as a team. All feedback provided will be based on a Coaching Model and offer the opportunity for 2-way feedback, at all times. 	<ul style="list-style-type: none"> All employees will be provided with regular opportunities to both provide and receive informal feedback on their work and performance. All Managers will provide regular, structured, formal performance feedback through the Probation, Incentive Program and this framework. All employees will have a review on completion of their qualifying period. Following this initial review, employees will commence the Plan and Review component of this Framework on an on-going basis.
	Plan and Review <ul style="list-style-type: none"> HR will provide the tools to support Supervisors/Managers to plan and review performance against the organisational objectives. Supervisors/Managers will work with their employees to provide regular, formal performance feedback, completing the performance planning and review tools. All feedback provided will be based on a Coaching Model and offer the opportunity for 2-way feedback, at all times. All formal performance feedback will be moderated by the next level Manager. 	<ul style="list-style-type: none"> All employees will have a probation review and a 6 monthly formal performance review that reviews performance against the expectations set out in the PD or WI and the Workforce Capability Framework and plans for future performance. Skilled Workers under the Excellence Program will be reviewed every 3 months as per the current program, and on every second review it will incorporate the components of the 6 monthly review. Employees engaged under an Enterprise Agreement will be reviewed based on their anniversary and all other employees will be reviewed on a calendar review basis.
Cyclical	Develop <ul style="list-style-type: none"> HR will provide a Workforce Planning tool to drive the development of future capability for the organisation. Supervisors/Managers will recognise potential and performance for the future and engage collaboratively in Workforce Planning activities. HR will drive the use of Development Plans for future potential. 	<ul style="list-style-type: none"> HR will work with Supervisors/Managers to formulate Development plans for those identified with potential and performance in the Workforce Planning tool. HR will provide Career Information to employees. Employees will participate in their own development. Employee Development plans will be reviewed at least annually.
	Recognise <ul style="list-style-type: none"> HR will provide the tools for the organisation to recognise value adding performance to the achievement of the organisational objectives. (eg. Skilled Worker Excellence program) Supervisors/Managers will use these tools to recognise and record performance of individuals or their team that is meeting or exceeding expectation. 	<ul style="list-style-type: none"> Supervisors/Managers will recognise performance using the tools provided. Peers will also be encouraged to recognise performance of their team members. HR will process performance review outcomes and assist Supervisors/Managers to implement any recognition process. Supervisors/Managers will undertake performance assessment and provide feedback.
Event Driven	Resolve unsatisfactory performance <ul style="list-style-type: none"> HR will provide the tools and support for Supervisors/Managers to manage unsatisfactory performance. Supervisors/Managers will consistently manage unsatisfactory performance at the time of the event. 	<ul style="list-style-type: none"> Supervisors/Managers will introduce Performance Improvement Plans in a timely manner. Employees will participate in Performance Improvement activities. Supervisors/Managers will work with HR through the Disciplinary Framework.