



MINTRAC

NATIONAL MEAT INDUSTRY TRAINING ADVISORY COUNCIL LIMITED

AUSTRALIAN MEAT PROCESSOR CORPORATION



AMPC

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Project Progress Report

Developing a model to support the employment of migrants and refugees in the Australian meat processing industry

Project Sponsor - AMPC
Project Lead - Jenny Kroonstuiver - Executive Officer MINTRAC
Project Support - Gary Brown, Rising Teams

Project Origin

- Project Sponsor, AMPC - Executive Chairman Peter Noble
 - Project Developer/Leader, MINTRAC Executive Officer, Jenny Kroonstruiver
 - MINTRAC to develop a project focussed on developing an employment model for refugees and Migrants in the Red Meat Processing industry.
 - Key Focus areas:
 - Community preparation – housing, schools, church, recreation, personal financial arrangements, English lessons etc
 - Employer preparation – cultural awareness/knowledge of managers, supervisors, potential co-employees, language considerations
 - Work preparation – induction, orientation, support systems, transition arrangements, training requirements
 - Monitoring and ongoing support systems; family liaison
 - Review and evaluation processes
 - Timeframe - 2 year project – one to establish the model and the second to track, review and evaluate
 - Preliminary Research proposal drafted September 2016
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Project Description

- Development and trial a model for employing a group of 10-15 migrants.
 - Host Employer Thomas Foods International at Murray Bridge
 - Model adaptable for use by other meat processing companies.
 - The two-year project includes:
 - planning
 - trial and review phases which will enable the model to be thoroughly tested and adjusted.
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Project Focus

- Identification government and community support services
 - Create learning links to pre-settlement training, E.g.AUSCO by UNHCR
 - Preparation, training and support for the migrant group
 - Integration of model with existing employer recruitment and induction processes
 - Preparation of existing meat processing workforce
 - Preparation of local community
 - Ongoing support beyond the life of the project.
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Project Rationale

- Strategic Alignment - AMPC's Strategic Plan 2025
 - Key theme 'Protect and promote the industry'.
 - Improve productivity and profitability of members
 - Develop solutions for members in;
 - the labour area
 - the society component
 - diversity within a company's employment policies.

A definition of diversity in this context is:

“The level of inclusion in a company's recruitment policies is becoming a key concern to investors. There is a growing perception that the broader the pool of talent open to an employer the greater the chance of finding the optimum person for the job. Innovation and agility are seen as the great benefits of diversity and there is an increasing awareness of what has come to be known as ‘the power of difference’.

Project Rationale

- Migration is and has been integral to Australia's economy and society. Hugo 2012
 - Most refugees/migrants have a strong desire to work.
 - Steady increase of refugees migrants into the Australian meat processing workforce.
 - Acknowledgement that some companies manage diversity very well.
 - Some companies reluctant to employ large groups of refugees/migrants due to;
 - ❑ Settlement issues
 - ❑ Cultural and language differences
 - ❑ The need for all parties to adapt to new situations and requirements quickly.
 - For the purposes of this project, the term 'migrants' includes:
 - family members of people who hold skilled migration visas
 - refugees who hold a permanent visa
 - people who are joining other family members under the family migration program.
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Project Objectives

- Successful employment of refugees/migrants as part of the Australian meat processing workforce
 - Broaden the pool of talent available to a meat processing employer
 - Improve employment retention rates of target groups successfully recruited
 - Improve the skills of supervisors and managers in working with refugees/migrants
 - Support meat processors to benefit from cultural diversity.
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Project Methodology

Stage 1: Research and initial negotiation with Thomas Foods International (two months)

- Research the range of government and community services available to the planned program
 - Engage with the appropriate Humanitarian Settlement Strategy (HSS) service providers (as appropriate)
 - Explore and document the experiences of up to four other companies (not necessarily from the meat industry) which have undertaken similar programs
 - ***Complete a literature review to identify case studies, research etc which may be of benefit to the program***
 - Work with senior personnel in TFI to plan practical components of the program, including:
 - ✓ identification and preparation of key personnel
 - ✓ process for preparation and recruitment of the migrant group
 - ✓ planning of training programs for migrants supervisors and other key staff
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Project Methodology – Case Studies

1. Enabling Rural Migrant Settlement - Limestone Coast; Dr Helen Feist, Dr George tan, Dr Kelly McDougal, Professor Graeme Hogo

Findings – Need to learn about living in the region, importance of family and friendship networks, community acceptance of migrants, role of key stakeholders supporting integration

2. Castlemaine African Community Project (CACP) 2008-2010: Dr Meg Montague, December 2010

Findings - Support offered to refugees created some dependency and expectation, Development of leadership & independence within the African Community compromised by internal conflict & demands, ineffectiveness English classes, need to balance settlement type services and encouraging the refugee community to develop capacity to resolve and address issues themselves, involvement and support of the local community a vital, cross-cultural information sharing was critical.

3. Small Town Big Returns Resettlement of 160 Karen Refugees in Nhil Vic: AMES, Deloitte Access Economics

Findings - Strong, effective, ethical, team based leadership by Luv-a-duck, Nhill community, Australian Multicultural Education Services (AMES), leaders within the Karen resettlement group, host community well prepared to accommodate refugees, organised support, effective management of cultural adjustment on both sides, prepare the new settlers well for new environment.

4. Allianz/Settlement Service International (SSI)

Findings - A pro-active approach, 46 scholarships to help refugees settle in the community, Primary School – 5 x \$500, Secondary School – 19 x \$1,500, Vocational Education & Training (VET) – 10 x \$3,000, University – 2 x \$5,000, Skills & qualifications recognition – grants up to \$2,000 each from a \$20,000 fund , TOTAL Investment \$91,000. Early in 2017 Allianz recruited nine new employees from the program from countries such as Syria, Jordan, Lebanon and Vietnam, who came to Australia as refugees, asylum seekers and migrants.

Project Methodology Cont'd

Stage 1: Research, and initial negotiation with Thomas Foods International (two months)

- Identify of suitable English language training
 - Plan the process of engaging, housing and re-settling the migrant group
 - Understanding the importance of employer initiated community building
 - Integrate process with existing recruitment and induction programs
 - Develop processes for documenting and recording;
 - Key learnings
 - Critical response strategies.
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Project Methodology Cont'd

Stage 2: Preparation and induction (three months)

- Stage 2 will be the most intensive stage and will involve:
 - Introduction and engagement of the migrant group
 - Review and reinforcement of the AUSCO curriculum learnings
 - Recruitment and Induction (modified)
 - Commencement of English Language classes
 - Training of managers and supervisors
 - Implementation of support systems (to engage with other employee groups, community services E.g. transport, schools, health, financial and recreation
 - Establish a company-based early detection, trouble-shooting, communication, monitoring and support system.
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Project Methodology Cont'd

- **Stage 3: Monitoring, support and integration (nine months)**
 - A decreasing schedule of regular engagement and monitoring
 - Transition to established community and workplace support services as the first point of call
 - Regular review of workplace relationships and issues to enhance collaboration and understanding
 - Documentation of 'stories' and case studies
 - Development of story board and initial filming.
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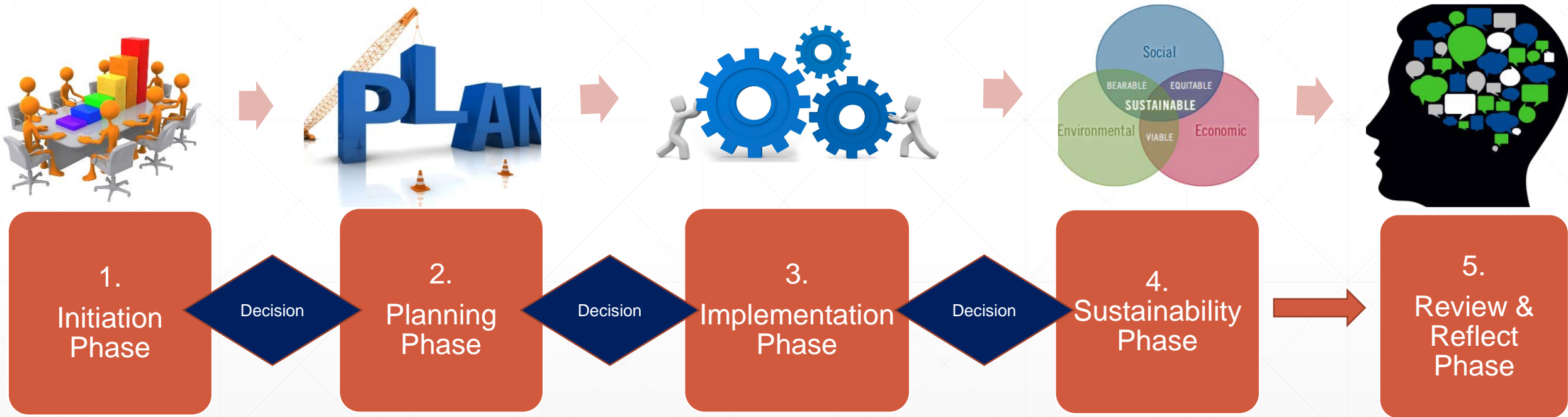
Project Methodology Stage 4: Review, evaluation and adoption (six months)

- Project Outputs Expected
 - A documented model for the successful preparation, selection, induction and ongoing employment of refugee/migrant groups
 - A 5-8 minute film recording the stories and experiences
 - A SnapShot summarizing the structure and outcomes of the program
 - A communication strategy to encourage engagement and uptake by the industry
 - Integration of key aspects of the program into the accredited training system as appropriate.
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PROJECT VALUE PROPOSITION

- Project to:
 - Provide meat processing companies with a means of successfully accessing, selecting and employing a broader range of employee talents.
 - The initiative will foster and support a greater understanding and appreciation of the value and benefits of a culturally diverse workforce.
 - Refugees/Migrants bring;
 - International experiences and cultural perspectives
 - New questions and ideas about systems, processes and business in general
 - Potential for further innovation and market advantage.
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Draft Model Phase Gate Process Map



1. Initiation Phase



- Refugee/Migrant Recruitment concept development (Community/support agency availability, preferred ethnic grp, exist resources etc)
 - Project Leadership/ Feasibility Assessment
 - Values/Principles agreement (behavioural considerations and standards all stakeholders)
 - Business case/goals (E.g. SWOT Analysis, Reduce employee turnover by 5% in 12 mths)
 - Workforce Development Plan (Embedding the strategy)
 - Senior management approval in principle (No surprises, project confidence, provision of resources)
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1. Initiation Phase 11-13 October 2016

- On-site meeting with TFI – GM Operations, HR Manager, HR Officer, Plant Manager Murray Bridge, Plant HR Officer
 - Key Discussion Points
 - TFI 4 Plants Murray Bridge, Lobethal SA, Tamworth NSW, Wallangarra Qld
 - 1200-1300 employees
 - High % 417 Working Holiday Visa
 - TFI previous experience working with refugees/migrants
 - Visa status important (Story)
 - English language support and availability of interpreters
 - Quality refugee group Leadership important
 - Level of community support
 - PR management
 - Internal Project;
 - Sponsor – GM Operations
 - Leader - Corp HR Manager
 - Co-ordinator – Plant HR Officer
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1. Initiation Phase 11 – 13 October 2016

- Contact and on-site meetings with Refugee Support agencies in SA;
 - Multicultural Communities Council SA
 - Australian Refugee Association SA
 - Refugee Council of Australia SA
 - Baptist Care SA
 - JobActives
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1. Initiation Phase 11 – 13 October 2016

■ Project Questions

- Are there groups of refugees from single countries? Yes – Syria, Myanmar, Iraq, Afghanistan
- How is English language challenge managed? AMEP
- What are some of the recurring /common challenges faced by refugees when they are looking for work? (City vs Regional – Syrians)
- Language, Isolation (Women), PTSD)
- In general are refugees motivated to work. Yes
- Importance of community? Yes very – social, religious, personal, business, schooling, activities etc
- Job applicant interest in higher challenges/training? – Yes
- Availability of comprehensive personal profile info? Yes where records exist and there is sufficient level of trust
- Types of Working Rights Visas?
 - **Skilled Independent Subclass 189 PR** (individuals with quals and skills in demand – Points Test pass req, no need for sponsorship)
 - **Skilled Nominated Subclass 190** (Individuals who don't pass points test for 189 may be sponsored by a state or territory)
 - **Skilled Regional Sponsored 489.** (Individuals who are sponsored and agree to live in a regional area for 4 years)
 - **Skilled Work 457** (Individuals to work temporarily <4years in Australis if sponsored by an employer. Can apply for 2nd visa)
 - **Working Holiday 6 mth 417** (Individuals from certain countries aged 18-30yo. Legal options available to expend time up to 2 yrs)
 - **PPV - Permanent Protection Visa** – Full work and income support rights, obligation to find work)
 - **TPV - Temporary Protection Visa** – (3 yr Humanitarian visa granted to asylum seekers who arrive in Australia without a valid visa and found to be in need of protection. Allowed to work, have access to Medicare and income support.
 - **SHEV - Safe Haven Enterprise Visa** (5yr – Illegal maritime arrivals, can stay in Australia. Can work, access Medicare, social security benefits, assistance finding a job, short-term counselling for torture and trauma, Department of Social Services support. Adult access to Adult Migrant English Programme, primary and secondary schooling.
 - **Humanitarian Settlement Visa** (UN intake, PR, access to income support for first 12 mths, then requirement to find work) (Syrians, Afghanis, Iraqis)

Draft Project Process Map.

2. Planning Phase



- Stakeholder Identification (internal/external),
 - Project Team Formation (internal/external)
 - Project Leadership (internal/external/overall),
 - Common goal/s agreement between stakeholders,
 - Research, Planning and Programing
 - Resource requirements (funded/unfunded),
 - Target Group/s Identification
 - Cultural and Communication considerations and strategies
 - Finalisation of Project Plan
 - Senior management project approval and resource allocation
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2. Planning Phase - Project Workshop 2 November 2016

- Key Stakeholders

- AMPC – (Project Sponsor, Milestone reporting)
 - MINTRAC – (Project Coordinator)
 - Thomas Foods International (Project Leader - Host Employer)
 - City of Murray Bridge – Mayor Brenton Lewis (Project Leader - Community)
 - Australian Migrant Resource Centre (Project Leader Support Agency)
 - Australian Refugees Association (Project Support)
 - Australian Red Cross (Project Support)
 - Regional Development Australia – Murraylands & Riverland Inc SA (Project Support)
 - TAFE South Australia – AMEP (Project Enabler – English Language)
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2. Planning Phase - Project Workshop 2 November 2016

■ Current State Issues

- Employment (Plant Tour, Career Options, Cond of Emp)
- Preferred Refugees – Settled >6mths
- Language (Single Ethnic Language preferred)
- Housing
- Education
- Health (PTSD)
- Transport
- Removalist Support
- Job Active Involvement?
- Skills Recognition
- First group by Feb 2017

■ Future State Goals

- Single ethnic group and language if possible
- Fulltime sustainable employment
- Training
- Community acceptance and positive settlement
- Health support



2. Planning Phase - Planning Meeting 16 December 2016

- **Hosted by Rural City of Murray Bridge, Chaired by Migrant Resource Centre**
 - **Issues discussed**
 - **Health**
 - Good Iraqi Dr in Mannum, Clinic in Murray Bridge
 - Community Health access
 - **Education.**
 - Main focus Primary schools – Discussions with Dept of Ed held recently
 - Teenagers very difficult.
 - Takes time for schools to organise necessary resources relevant to the migrant group
 - **Settlement**
 - Does not happen straight off the plane.
 - Difficult to get 10 families all at the same stage, same origin.
 - Migrants need some English language skills. AMEP
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2. Planning Phase - Planning Meeting 16 December 2016

MRC Info/Plan

- ☐ Identify a Refugee Migrant group who arrived last year with children and who are already settled.
 - ☐ MRC, Local Govt and host employer to meet and assist.
 - ☐ Note - Syrian refugees may not be suitable as they come from big cities and are very 'urban'.
 - ☐ Many Iraqi, Iranian & Syrian refugees are from 'middle class' levels of society back in country of origin.
 - ☐ Conduct information session about the opportunity on offer (suggest Dari, Arabic speaking candidates)
 - ☐ Avoid Temporary Protection/CHEV type visas. Focus on families.
 - ☐ Will need 8 to 10 families. Any smaller group may feel isolated and look to return to Adelaide.
 - ☐ Identify interested families and make selection. (Registration of interest)
 - ☐ Arrange a Murray Bridge/TFI tour showing Town, Housing, Schools, TFI W/place, Cond of Emp. (Not a big job for MRC)
 - ☐ TFI conduct first round of interviews with interpreters and MRC support for interested candidates.
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- ☐ Confirm English language support (AMEP)



2. Planning Phase - Planning Meeting 16 December 2016

■ Resources

- ☐ Some costs associated with the pilot cannot be met by MRC Eg relocation costs, Suggested as \$5K to \$10K
 - ☐ All in refugee group will be on CentreLink.
 - ☐ Family leave will be important and will need to be well managed.
 - ☐ MRC with assistance can lobby State Government for a grant or other type of assistance.
 - ☐ Identification of what other nationalities currently present in TFI workforce? Afghani, Iranian, Vietnamese, Cambodian, Sudanese
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2. Planning Phase - Planning Meeting 16 December 2016

- Workforce Development Planning – Refugee Employment?
 - **Communication** - Re-establishment of the Murray Bridge local area co-ordination committee. A local area co-ordination committee was established in Bordertown with representatives from Employer, Local Council, MRC etc.
 - Project stakeholders must see refugee migrants as people who add value to community.
 - Tindale Christian School and South School NAPLAN results improved due to children from Migrant families
 - MRC contact with SA State Education Minister
 - Note. Bordertown (JBS) experience involved 200+ mainly male Afghanis.
 - Bordertown received a one off grant for their Refugee employment project.
 - 457 Visa workers don't seem to stick with host regional communities Eg Naracoorte, Mt Gambier
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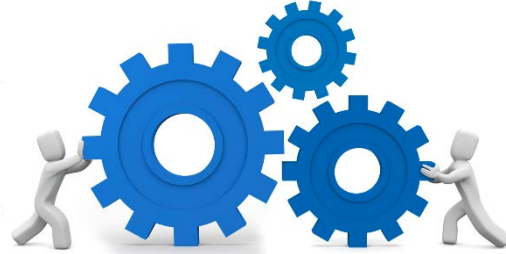
2. Planning Phase - Planning Meeting 16 December 2016

■ Other Issues...

- Transport - Refugee Migrants usually have no drivers licence. Some may have International drivers licence?
 - Request TFI to consider organising a bus pickup service?
 - Employment options for wives (other than TFI Eg Hospital. Vegetable farming)
 - TAFE and Jobactive not a lot of value.
 - Schedule a meeting so Employer, Local Govt and Support Agencies can finalise plan and resolve issues.
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Draft Project Process Map.

3. Implementation Phase



- Identification and management of
 - Preliminary selection of refugee group
 - Town tour of facilities E.g. accommodation, schools, religious centres, medical, retail etc
 - Language and cultural special needs (interpreters)
 - Employer orientation including plant tour and general conditions of employment brief
 - Relocation process/support (if required)
 - Target group recruitment and induction through existing processes
 - Commencement of filming and interviews for short project video
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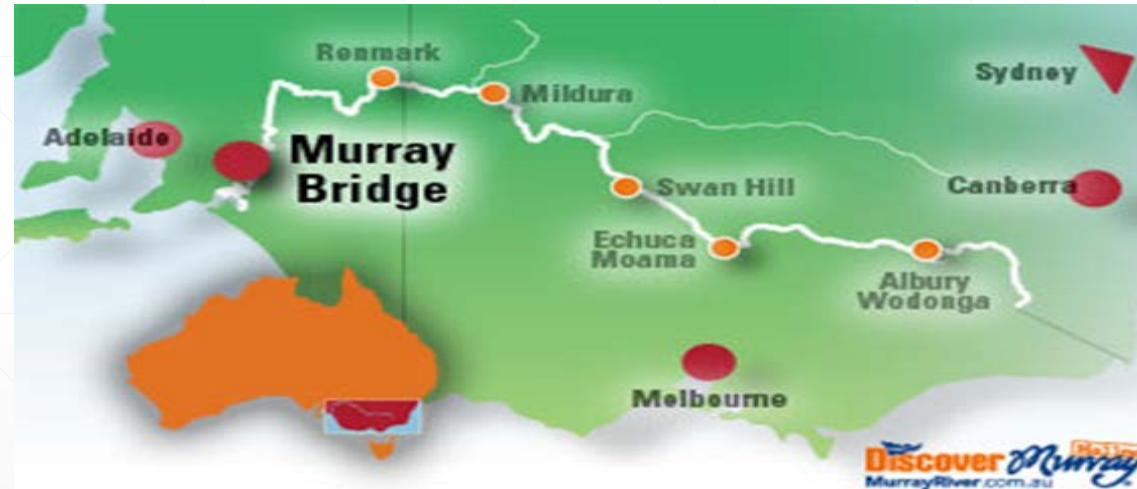


3. Implementation Phase - Planning Meeting 23 January 2017

- Meeting with refugee group, MRC Offices Adelaide (8 Syrians, 3 Myanmar, 1 Afghani + some family)
- Charter buses (My Story)
- Plant tour & presentation
- Town tour
- Lunch in the Park
- Meeting Q&A MRC Offices Murray Bridge



Penny for their thoughts?



Refugee Employment Outcomes to Date

- Recruitment of 3 Myanmar (Burmese) workers in early March 17
 - “Word of mouth” communication spread amongst the Myanmar community about employment opportunities at TFI
 - 4 Myanmar (Burmese) applicants commenced employment with TFI, 20 March 2017 and were allocated to the following departments on the PM shift
 - Lamb cutting room
 - Mutton slaughter floor
 - Lamb cutting room
 - Mutton slaughter floor
 - 2 applicants dropped out of the process due to the following:
 - 1 x Burmese female (single mother) as child care was proving too difficult around the shift hours
 - 1 x Burmese male who obtained employment elsewhere.
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Draft Project Process Map.

4. Sustainability Phase



- Post Employment Support
 - Issue resolution and problem solving E.g. job requirements, travel, transition from benefits
 - Emotional Support (PTSD)
 - English language support
 - Health and Welfare
 - Family Support
 - Community contact
 - Career Planning and Training
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Draft Project Process Map. 5. Review and Reflect Phase



- How has the Refugee Recruitment Model been embedded in the business strategy and were the project Business Case goals achieved? If not why not?
 - Did any of the Refugee Recruitment Model phases uncover any unforeseen challenges or opportunities?
 - How well did Refugee Recruitment Model key stakeholders work together to achieve the agreed outcomes and what, if any, were the opportunities for improvement?
 - How effective was Host Employer, Community, Support Agencies and Refugee Group leadership and teamwork?
 - How effective have the employment sustainability actions been in retaining the workers recruited through the Refugee Recruitment program?
 - Would the host employer Refugee Recruitment project leaders be willing to meet with other employers in other locations to discuss how the model could be improved?
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Questions?

