



Australian Government

Department of Education, Employment and Workplace Relations

MTMPS5607C Manage and improve meat industry plant operations

Release: 1

MTMPS5607C Manage and improve meat industry plant operations

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the skills and knowledge required to plan and monitor an enterprise's operations from the receipt of stock and material, through processing and manufacturing options, transport, distribution and storage, to delivery to the customer. It also includes the skills and knowledge to ensure that the operations are managed in a cost efficient and effective way.
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Application of the Unit

Application of the unit	This unit is particularly suitable for operations managers, or production managers with plant or department level responsibility for operations within a meat industry context. It provides all production personnel with an integrated approach to operations management. At this level individuals exercise considerable autonomy, responsibility and accountability within enterprise structures and are required to make primary contributions to the values, goals and operations of the enterprise. They will typically have responsibility for the establishment and review of systems for the site or department. They may work with the assistance of external experts to develop plans and strategies.
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Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Assess operational requirements	1.1. Enterprise directions, goals and forecasts are analysed to establish the parameters for enterprise operations. 1.2. Industry, market and enterprise information is gathered and analysed to determine short and medium term implications for enterprise operations. 1.3. Operational budgets and strategies to achieve forecasts are prepared and resource requirements obtained. 1.4. Operational productivity and performance measures to meet enterprise goals are determined.
2. Plan operations for optimum efficiency and effectiveness	2.1. Work organisation and performance patterns are reviewed for safety, efficiency and to maximise team contribution and satisfaction. 2.2. Systems and technologies are developed to facilitate cost efficient and effective operations and to meet production, quality, waste, environmental and safety targets. 2.3. Product/process flows are reviewed for optimum performance. 2.4. Systems monitoring and control procedures are established to maximise performance. 2.5. Contingency plans are prepared. 2.6. Operational assets are identified and asset management strategies are recommended. 2.7. Action plans to implement change are prepared.
3. Manage operations	3.1. Operational requirements for inputs, personnel, equipment and transport are identified. 3.2. Plans and schedules are prepared to meet customer requirements. 3.3. Systems to control costs, energy consumption, waste, environmental impact, quality and food safety are implemented. 3.4. Work organisation strategies are planned and reviewed in consultation with the workforce. 3.5. Opportunities to maximise yield and gain commercial value from total production are identified and evaluated. 3.6. Operations are monitored and adjusted, consistent with operational plans and budgets.

ELEMENT	PERFORMANCE CRITERIA
	3.7.Consultation and collaboration are used to identify and resolve problems promptly, efficiently and effectively.
4. Evaluate performance	4.1.Data is collected and analysed to determine achievement of operational performance targets. 4.2.Performance information and implications are conveyed to stakeholders. 4.3.Recommendations and outcomes are included in the review of enterprise business plans, directions and goals. 4.4.Systems and procedures are reviewed to facilitate the achievement of enterprise plans and goals.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

Ability to:

- analyse enterprise forecasts for orders, livestock and raw material availability and prices, and determine the operational requirements to achieve enterprise goals
- analyse performance data to determine achievement of profit, productivity and other targets
- analyse the implications of blockages or stoppages (e.g. breakdowns, no stock or materials and staff shortages) at particular points in the process flow, including upstream and downstream effects and costs
- outline enterprise directions, goals and ethical standards and analyse the implications for enterprise operations
- assess current operational capability to achieve enterprise goals, including an analysis of current technology and configurations and mixes of personnel and processes, and a review of procedures to identify any gaps or shortfalls in capability of resources
- apply methods and theories of workplace or work team organisation and job design, and review to enterprise operations
- apply relevant **communication** skills
- apply scheduling techniques and principles to enterprise operations
- consult, collaborate and negotiate with personnel from all levels and areas of the

REQUIRED SKILLS AND KNOWLEDGE

plant

- maintain currency of knowledge through independent research and/or professional development
- develop action plans to implement changes to improve performance
- evaluate and recommend strategies for achieving enterprise goals and forecasts, including assessment of alternative configurations/mixes of personnel, processes and work organisation structures and calculating the impact changes in operations have on the productivity of the enterprise/department and the preparation of resource proposals
- evaluate the costs, benefits, consequences and implications of adopting alternative risk management strategies and make recommendations to senior management
- identify and apply relevant ***Occupational Health and Safety (OH&S)*** and ***workplace requirements***
- manage operations for area of responsibility, including developing operational strategies and schedules in response to short, medium and long term forecasts and plans for the enterprise; obtaining and scheduling required resources, including raw materials, personnel, equipment, refrigeration, storage and transport; and monitoring product or process flow
- maximise value of enterprise operations, including identifying opportunities for gaining commercial value from co-products and ***by-products***, evaluating relative returns on enterprise products to determine overall impact on profitability, controlling waste and energy consumption
- minimise workplace conflict and build positive relationships using consultation, negotiation and problem-solving strategies
- monitor enterprise performance, including developing productivity and operational performance measures for enterprise operations, linking monitoring systems to quality requirements and performance measures, interpreting performance information and taking/authorising corrective action
- prepare and monitor operational budgets, including identification of operational cost components, calculation of resource requirements, calculation of cost per unit of finished product (e.g. cost per kilogram dressed weight and processed weight), monitoring of costs, taking action to adjust budget variations, including budget requirements and projections in enterprise financial planning
- prepare contingency plans to minimise disruption to production
- present reports according to legal and enterprise requirements
- research and evaluate available technologies and systems for suitability for enterprise products and directions or plans
- take action to improve own work practice as a result of feedback from others, self-evaluation, or in response to changed work practices organisation or technology
- use detailed product knowledge to describe the processing or production requirements necessary to maintain the quality of enterprise products (e.g. handling, processing methods, equipment, and storage for different species and breeds)

REQUIRED SKILLS AND KNOWLEDGE

- use **mathematical skills** to analyse performance relating to costs, waste, production levels, yields
- utilise available information and communications technology (e.g. productivity analysis and scheduling software).

Required knowledge

Knowledge of:

- enterprise's **scope of operations**
- enterprise budget planning and management processes and cycles
- **regulatory requirements** affecting enterprise operations
- potential impact of operational changes on personnel and develop strategies to minimise negative effects on individuals, the team and enterprise operations
- factors which affect the productivity of the enterprise, including workforce costs, capital investment, materials, waste and overheads.

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

The meat industry has specific and clear requirements for evidence. A minimum of three forms of evidence is required to demonstrate competency in the meat industry. This is specifically designed to provide evidence that covers the demonstration in the workplace of all aspects of competency over time.

These requirements are in addition to the requirements for valid, current, authentic and sufficient evidence.

Three forms of evidence means three different kinds of evidence - not three pieces of the same kind. In practice it will mean that most of the unit is covered twice. This increases the legitimacy of the evidence.

All assessment must be conducted against Australian meat industry standards and regulations.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Competency must be demonstrated through sustained performance over time, at an appropriate level of responsibility and authority under typical operating and production conditions for the enterprise.

Context of and specific resources for assessment

Resources may include:

- a real work environment
- relevant documentation, such as:
 - manufacturer instructions and operations manuals
 - regulatory requirements
 - workplace policy and procedures
- relevant equipment and materials.

Method of assessment

Recommended methods of assessment include:

- a third-party referee report of sustained performance at appropriate level of authority and responsibility
- assignment focusing on understanding and application of principles and theory to workplace operations

EVIDENCE GUIDE	
	workplace projects with focus on company environment and conditions. Assessment practices should take into account any relevant language or cultural issues related to Aboriginality or Torres Strait Islander, gender, or language backgrounds other than English. Language and literacy demands of the assessment task should not be higher than those of the work role.
Guidance information for assessment	A current list of resources for this unit of competency is available from MINTRAC www.mintrac.com.au or telephone 1800 817 462.

Range Statement

RANGE STATEMENT	
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.	
<i>Operational budgets</i> and expenditure may include:	- asset management - capital expenditure - environmental management - equipment and technology - livestock, raw materials and ingredients, packaging and other supplies - replacement, repair and maintenance - risk management strategies - staffing levels - utilities. Operational budgets may be developed using: - activity based costing approaches - limited input approaches or global budget approaches.

RANGE STATEMENT	
<i>Forecasting methods</i> may:	• be qualitative and include market research, customer surveys, executive team consensus, sales staff information and feedback • be quantitative and include long range data from internal and external sources, statistical analysis methods of linear regression, moving averages, weighted moving averages and trend analysis • include data relating to: • livestock from contacts or cattle markets • manpower availability • prices, exchange rates and inflation • sales and consumption patterns • seasonality, cycles and growth patterns • other factors.
<i>Resources</i> to support operations may include:	• administrative systems and procedures • buildings, plant and equipment, technology, and energy and water supply • financial resources • human resources • stock ingredients and materials.
Enterprise <i>systems and technologies</i> include:	• customer service • food safety • production, processing, manufacturing or preparation • quality • resources (e.g. personnel and finances) • waste and environmental management • workplace safety.
<i>Stakeholders</i> may include:	• company owners, directors, shareholders and financiers • competitors • management and employees • suppliers, customers and consumers • unions and employer associations.
<i>Communication</i> may:	• be formal or informal and involve face to face and technological or electronic methods • be with culturally, ethnically and socially diverse individuals and groups • involve the preparation of reports which may be complex, contain information from a range

RANGE STATEMENT	
	of technical sources and include mathematical and graphic information and data • require reading and interpreting workplace related documentation • occur in a variety of sensitive, conflictive, collaborative and supportive environments • require analysis and presentation of complex concepts, technical information, mathematical information and other data in simple or complex formats • require persuasion, negotiation and assertiveness skills.
OHS requirements may include:	• enterprise OH&S policies, procedures and programs • hygiene and sanitation requirements • OH&S legal requirements • Personal Protective Equipment (PPE) which may include: • coats and aprons • ear plugs or muffs • eye and facial protection • head-wear • lifting assistance • protective boot covers • protective hand and arm covering • protective head and hair covering • uniforms • waterproof clothing • work, safety or waterproof footwear • requirements set out in standards and codes of practice.
Workplace requirements may include:	• enterprise-specific requirements • OH&S requirements • Quality Assurance (QA) requirements • Standard Operating Procedures (SOPs) • the ability to perform the task to production requirements • work instructions.
By-products may include:	• fellmongery skins and hide processing • food ingredients and processing (e.g. gelatins)

RANGE STATEMENT	
	- pharmaceutical and medical products (e.g. valves, organs, collection and processing of foetal blood) - rendered products (e.g. meat meal and tallow).
Mathematical skills may:	- be complex and relate to product and product quality, financial operations, personnel, operations, sales and turnover, and exports - relate to complex actual and hypothetical technical and financial modelling, calculations and interpretation or analysis.
Scope of operations may include interactions with:	- producers and suppliers - meat processing - further processing, including smallgoods manufacture - food service operations and wholesale and retail operations - storage - transport and distribution - customers.
Regulatory requirements may include:	- animal welfare - commercial law, including fair trading and trade practices - consumer law - corporate law, including registration, licensing and financial reporting - environmental sustainability and waste management - Equal Employment Opportunity (EEO), anti-discrimination and sexual harassment - Export Control Act - industrial awards and agreements - relevant regulations - state and territory regulations regarding meat processing - taxation.

Unit Sector(s)

Unit sector	
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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