mia
Meat Industry Association

WORKFORCE DEVELOPMENT PLAN

Our Story

The red meat sector is New Zealand second largest goods exporter, and one of the country's largest employers. In 2022, the sector's exports returned $11.8 billion in export revenue to the economy. The processing industry employs 24,360 people across New Zealand, mainly in the regions, making it the largest manufacturer in New Zealand.

Largest manufacturing industry – nearly 24,360 jobs in regional NZ

Sector contributes $4.6b in household income

Sector contributes nearly 5% of national employment

2nd largest goods exporter, contributing 16% of NZ goods export revenue

Sector contributes 10-12% of regional economy employment in parts of NZ

$11.8b in export revenue

Foreword from Sirma Karapeeva

MIA Chief Executive

People are our most important asset. An ageing workforce, a sustained labour shortage, low unemployment and reduced immigration options are hampering processors from reaching their full potential. We need a focused plan to attract, train and retain workers to ensure the on-going productivity of the industry and the communities it supports.

This results in a loss of value and reduced export revenue (estimated to be approxiamately $600 million, 2021). It also has knock-on implications for training and development opportunities for staff and investment in innovation.

The Workforce Development Plan provides a framework for the actions we need to take now and into the future to support a sustainable workforce for the industry. It takes a whole of industry perspective while creating space for individual companies to implement their own initiatives and strategies.

This plan is a show of industry commitment to further investment in and development of our people.

The plan covers the following priorities:

1. Understanding and articulating our workforce's current and future knowledge needs

2. Attracting and retaining a diverse workforce

3. Developing capabilities for a sustainable future

4. Transitioning the sector to become more agile

5. Innovating for the future

This plan is the first step in demonstrating the industry wide commitment to the 2020 Red Meat Sector Strategy goal to become:

Sustainably profitable by lifting innovation, performance, and productivity.

It begins to identify part of the programme of work on how we will reach this goal. It is a living document that will change and adapt as the industry's workforce needs change into the future.

Our Context

The dynamics of work have shifted and the pace of transformational change is accelerating. Global and local competition for labour will continue to intensify, as mega trends shape the future economy.

Demographic change

New Zealand's total workforce is projected to increase through a growing population and increasing participation rates of women and men at older ages. But we are facing an ageing population which will slow the workforce growth in the long term. In 2030, it is predicted that 11% of the workforce will be over the age of +65[1].

In no other time in history have we worked alongside five different generations. This presents new challenges for human resource policies as managers will have to deal with both young and more mature workers in similar roles. The biggest group entering the workforce in 2023 is 18-25 year old Generation Z (born 1995-2005). Their expectations and views of employment are different, they have been shaped by an accelerated pace of technological advancement, making them digitally skilled and creating different values and expectations of employment than what has been traditionally the case.

Ethnic diversity is also increasing in New Zealand's workforce. For instance, in 2030 Maori and Pasifika peoples are expected to make up a larger share reflecting demographic trends. Workforce development and capability policies will need to adapt to and reflect this diversity.

Technology change

Technology change is disrupting the business landscape at speed. Businesses are changing how they operate and engage with their employees, customers and suppliers as well as how they develop products and deliver them to market.

This has implications for the skillset of the future workforce and how they perform their tasks from learning right through to execution.

Environmental sustainability and consumer demands

Sustainability and wellbeing are gaining more traction and there are also growth and productivity challenges.

Consumers, employees, and investors want to ensure that products are produced by businesses in a way that treats workers and the environment ethically and maintains a social licence to operate.

This is shaping the expectations of employers and workplaces.

Labour market

In March 2023, the unemployment rate was 3.4% - which is still very close to the record low. Labour costs have increased by 3.4%, the steepest increase in wages since late 2008 and the Labour Cost Index is forecast to continue to rise.

The New Zealand Government has an employment strategy[2] "to grow skills at home" to deliver a productive, sustainable and inclusive New Zealand. Together with the Government's immigration reset, this is creating expectations on businesses to report on efforts to train and upskill New Zealanders, and show improving metrics of retaining their current workforce. For the meat processing industry, the immigration Sector Agreement is the first cab off the rank and will see meat processors reporting on workforce development initiatives from 2023.

Other food and fibre sectors like dairy, horticulture and seafood are in the process of finalising their workforce development/transition plans. The meat processing industry must follow this lead as we are competing in the same labour pool.

The Workforce Development Plan is a clear response to the Government's drive to transition sectors towards a more value added, digital economy and away from a perceived reliance on migrant labour. It is important to ensure the industry is well positioned to tap into a relatively small and highly contested domestic labour pool.

Identifying, collaborating and coordinating industry specific actions in response to the above trends will ensure that the industry has the workforce pipeline and can realise the opportunities for profitability into the future.

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[1] Statistics NZ labour force projected growth Labour force projected to grow and grey | Stats NZ

[2] MBIE Our employment strategy: Everyone working to deliver a productive, sustainable and inclusive New Zealand (mbie.govt.nz)

MBIE Characterising New Zealand's underutilised workforce: Evidence from the Household Labour Force Survey (mbie.govt.nz) 2019
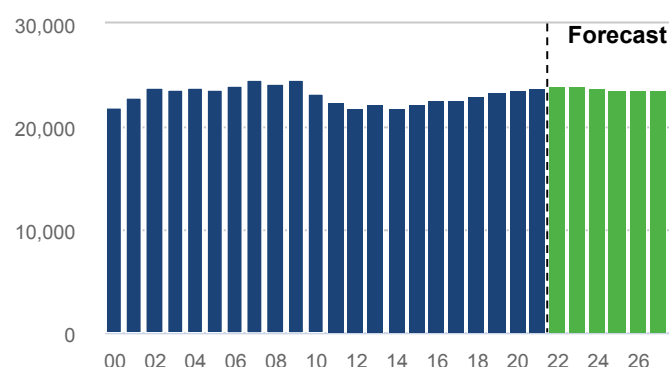
The meat processing sector today

Industry Profile Brief

The red meat sector is a critical part of the New Zealand economy. It is the country's second largest goods exporter with $11.8 billion in annual exports. Meat processing is New Zealand's largest manufacturing industry employing 24,360 people in 55 processing plants and is a significant contributor to regional economies and vibrant rural communities.
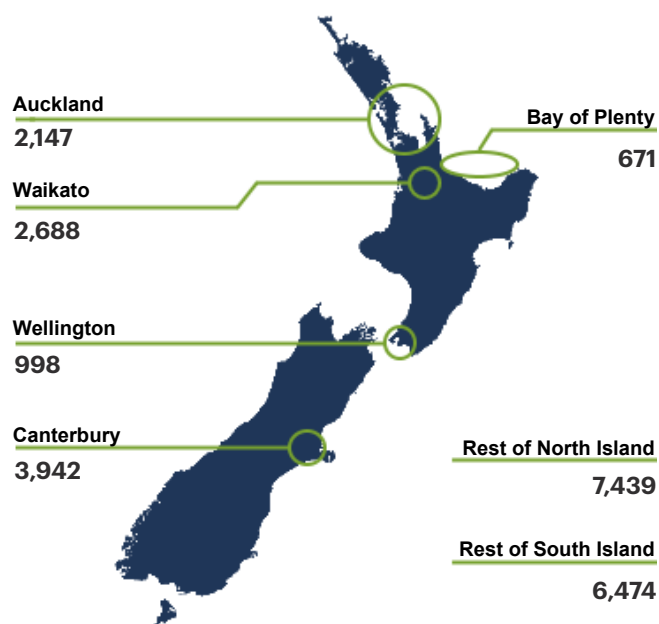
How many people worked in the sector in 2022?	What regions do people work in?

24,360 filled jobs

0.9% of 2,693,301 in New Zealand

CHANGE P.A	2017-2022	2023-2028
Meat Processing	**1.6%**	**-0.7%**
Total New Zealand	2.1%	1.0%

Auckland 2,147

Bay of Plenty 671

Waikato 2,688

Wellington 998

Canterbury 3,942

Rest of North Island 7,439

Rest of South Island 6,474

Industry employment numbers and statistics are supplied by Infometrics[3]

Over the past 10 years, employment growth in the meat processing industry has been slower when compared to the rest of the economy: 0.5% growth per year compared to 1.9% growth.

The current labour market conditions, together with short-medium term forecasts, indicate an increased demand and competition across food and fiber sectors. The demand for labour has contributed to 3.4% inflation in wages in 2022, but the cost of attracting and retaining a workforce will continue to increase. Long-term, the industry will have to consider the whole of the workforce experience in order to attract a pipeline of workers and retain and grow talent.

% Employment Growth

Forecast

Legend: Meat Processing — Total New Zealand

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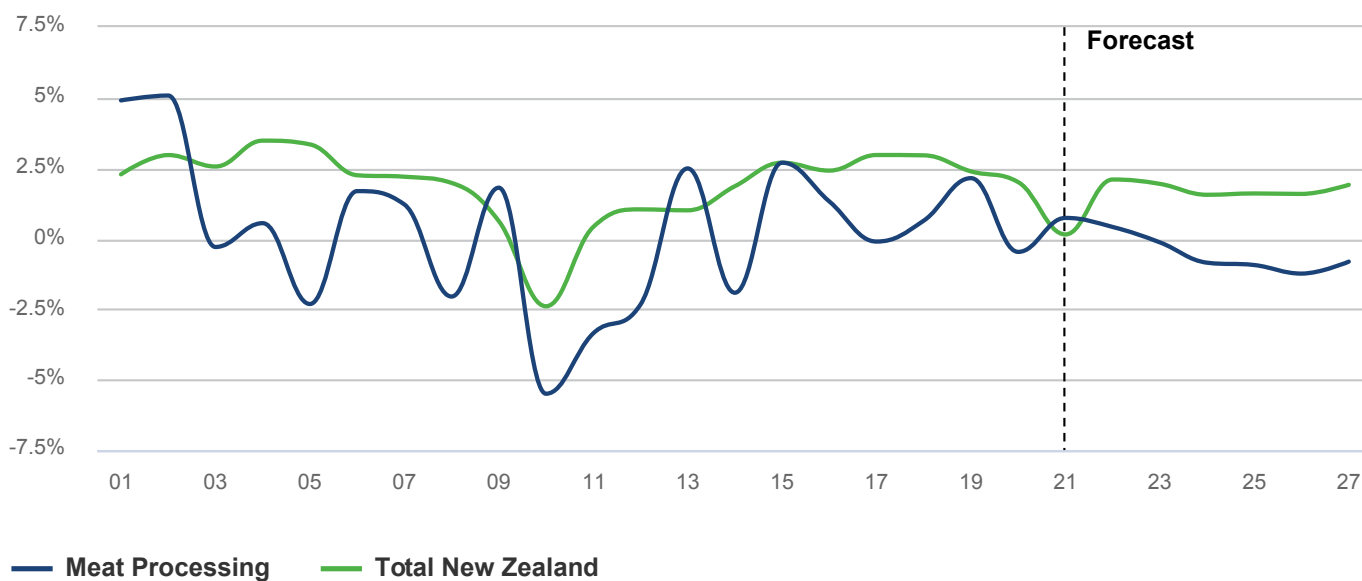
[3] Informetric Meat Processing 2021 Sector Profile, the full report with source data notes can be supplied on request.
Food&FibreSkillsActionPlan2019-2022https://www.mpi.govt.nz/dmsdocument/37751-Food-fibre-skills-action-plan-20192022#:~:text=This%20action%20plan%20provides%20the,wellbeing%20of%20all%20New%20Zealanders

Employment by Gender

Women make up the largest proportion of the entrants into the workforce now and into the future.

Women also represent **70%** of the under-employed people and those who are looking for more work but face barriers like family responsibility.

This represents a real opportunity to fill the labour gap but will require new thinking to ensure the workplace environment is enabling and removed barriers to entry.
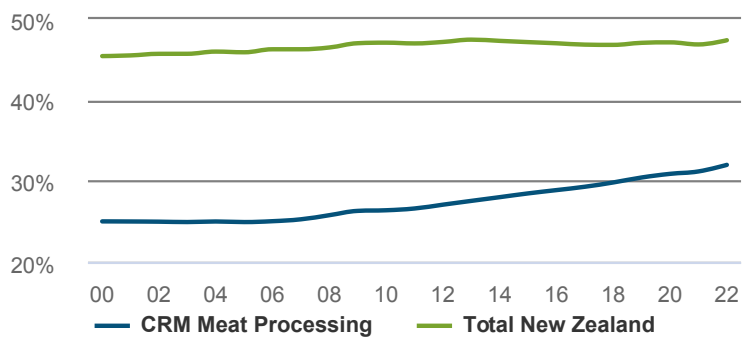
Employment by Ethnicity

Ethnic diversity is also increasing. Māori and Pasifika people are expected to make up a larger share of the workforce in 2030 and workforce development and capability policies and initiatives will need to evolve to reflect their needs.
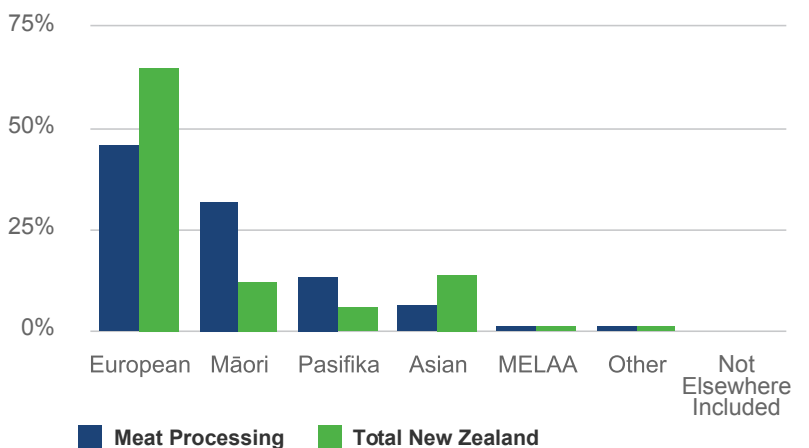
How many workers were women in 2022

32.0% female

Total New Zealand: 47.4%

**What was the ethnicity of workers in 2018?**

Employment by skill level 2021

- Highly skilled 10.1%

- Medium-high skilled 3.4%

- Medium skilled 10%

- Entry level skills 77.5%

Each occupation classification has an ideal skill level that industry has identified as desirable for people to competently carry out the tasks in their role. Grouping occupational classifications by desired skill level provides a high level overview of the skills required across different sectors.

Approximately 10.1% of the meat processing industry workforce in New Zealand were employed in highly skilled occupations in 2021. This is lower than for all occupations in New Zealand (38.1%).

Meat Processing   Total New Zealand
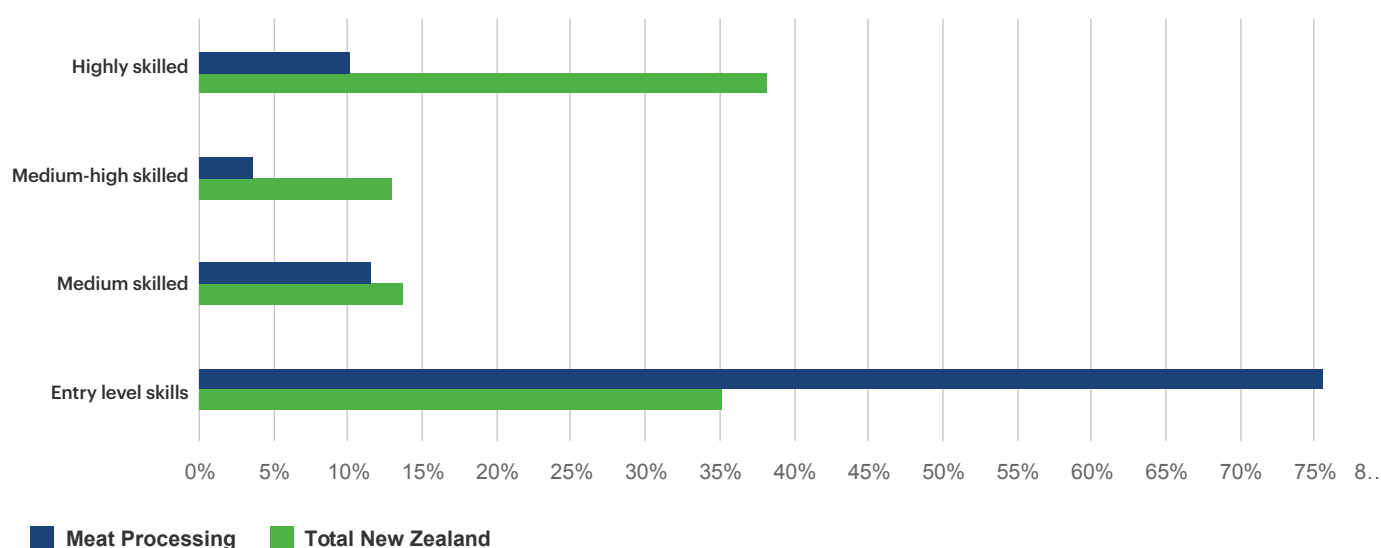
While 77% of the processing workforce are listed as low-skilled, it is important to recognise the data does not accurately represent the nuanced skill set of the workforce.

A-grade butchers or boners, quality assurance or lead hands with high levels of responsibility and skill have more than three years experience and recognised technical proficiency. They often have been trained on the job to levels 3 or 4 NZQA qualifications.

B-grade butchers and boners, workers with at least two years at the plant and in roles with at least three-months of training with appropriate licences for that role.

Entry level skills and roles are packers, cleaners, C-grade slaughterers, and trimmers.

Only 10% of the workforce hold corporate, supervisory and plant management, and technical support roles.

What were the workers highest (post school) quals in 2018?

Meat Processing   Total New Zealand

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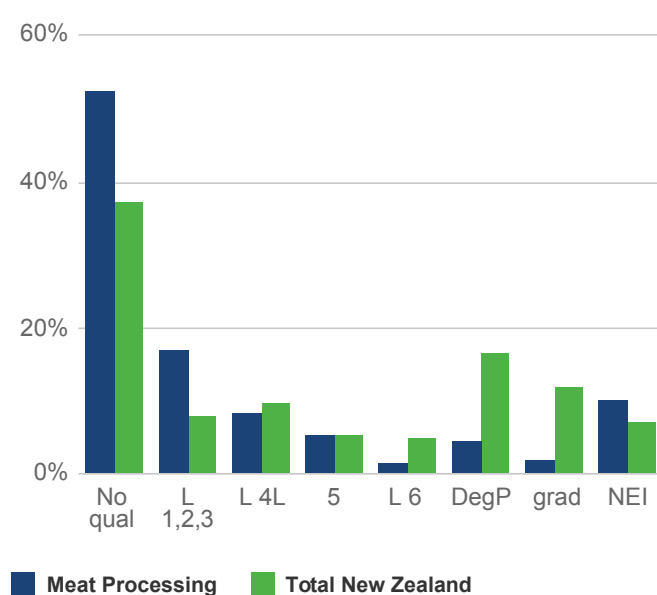
2030 GOAL: SUSTAINABLY PROFITABLE BY LIFTING INNOVATION, PERFORMANCE, AND PRODUCTIVITY

RED MEAT SECTOR STRATEGY 2020

PRIORITY

KNOWLEDGE	ATTRACTION & RETENTION	EDUCATION & TRAINING	TRANSFORMATION	INNOVATION

GOALS

TARGET WORKFORCE NEEDS	ATTRACT AND RETAIN A DIVERSE WORKFORCE	SUPPORT THE DEVELOPMENT OF SKILLS, KNOWLEDGE AND COMPETENCIES	EMPOWER	CAPTURE BENEFITS OF SCIENCE AND TECHNOLOGY
1. Know the workforce for better decision making 2. Social Licence to operate Sustainability of people, communities and environment 2.1 Trust and Reputation 2.2 Immigration advocacy 2.2.1 Industry pastoral care guidelines 2.3 Health and Safety	3. Partner and collaborate on career pathway initiatives 3.1.1 Meat Your Career website 3.1.2 Agribusiness in Schools 4. Support sector scholarship programmes to attract talent into the sector 4.1.1 MIA Scholarship is valued and sustainable 5. Accelerate gender and ethnic diversity initiatives in the sector 5.1 Support Meat Business Women 5.2 Support ethnic diversity	6.1 Proactively engage with Hanga-Aro-Rau and Te Pukenga to ensure industry voice and needs are actioned 6.2 Partner with education network to develop training capability and capacity 6.3 Build awareness and support for high-volume training delivery methods, to reduce time to competence and ROI	7.1 Embed the skill needs for Plants of the future, into qualifications (robotics, AI, computing, data collection) 7.2 Assist employers to reach a stable and consistent employee experience fit for modern workforce	8.1 Research the application of AI for meat inspection functions 8.2 Data technology and Traceability 8.3 New Products and Innovative Materials

METRICS

• Consistent data use across Immigration, Industrial Relations, and Education	• Reduce recruitment costs • Diverse representation (Ethnicity and gender) in middle and upper management positions	• Increased update of training and apprenticeships returning to 2019 volume • Stable exit rate of 15% of enrolments	• Improve retention rates of workers	• Improved productivity and create opportunities for new skills for workforce

KNOWLEDGE

Clarity over industry workforce data and trends will enable better decision making tailored to the specific needs of the business, regional trends, demographic changes, optimising workforce planning and embedding resilience into people systems to overcome future disruptions.

It is therefore important to understand the needs of our workforce, regional communities, age and ethnic demographics. By understanding their experience and intrinsic motivation, the industry and individual meat processing businesses will be able to target the preferred candidates and tailor any employee experience accordingly.

1. Know the workforce

Stage: Timeframe
Implemented: 2020 and ongoing

MIA will continue to represent industry interests with all government agencies involved in labour market and work in partnership with the Ministry for Business, Innovation and Employment to breakdown barriers into employment and uncover underutilised workforce.

1.2 Connect meat processing businesses to research and insights shaping the future of business

Stage: Scope
Timeframe: 2023 and ongoing

MIA will partner with organisations to establish a community of practice and processes for sharing lessons learned in relation to workforce development from across a broad base of food supply value chains. Various channels such as webinars, regular communication and publications would provide a delivery mechanism for connecting audience with content.

2. Social Licence to Operate

Businesses that seek social, environmental, and ethical outcomes as well as financial returns have the potential to grow New Zealand's economy, while also helping to address societal challenges. In doing so, they can lift productivity as well as intergenerational wellbeing.

2.1 Reputation: strengthen New Zealanders' trust in the red meat sector

Stage: Implemented
Timeframe: 2022-2025
Goal: Attract and Retain

Support a multi-faceted marketing and communications strategy that provides consumers and workers with the information and messaging that allows them to feel confident in their choice to consume and be proud to be part of the red meat sector.

2.2 Immigration Advocacy

Stage: Implemented
Timeframe: Ongoing
Goal: Attract and Retain

MIA will continue to advocate for more transparent and responsive immigration processes, that support and enable a stable supply of a migrant workforce to meet any labour gaps.

2.3 Pastoral Care guidelines

Stage: Scoping the project
Timeframe: 2023-2024
Goal: Attract and Retain

Formulate industry best practice guidelines of Pastoral Care for migrant workers, as part of the Accredited Employer Scheme and the Sector Agreement, and strategically build a case to support access to the Seasonal Employer scheme foreshadowed for 2024.

2.4 Health and Safety

Stage: Implemented
Timeframe: Ongoing
Goal: Attract and Retain

Continue to assist the industry to make improvements to health and safety, and wellbeing practices for the whole workforce.

Opportunities

Forecast capacity and skill needs into the future

ATTRACTING AND RETAINING DIVERSE TALENT

The combined challenges of hiring new and retaining existing talent present significant business risks to organisations, which have short-term and longer-term implications. Given shifting values and aspirations of employees, there is a stronger need for engaging innovative channels and systems, that can attract, engage, inspire and retain talent now and for the future.

Meat processing is facing competition for talent locally across all food and fibre sectors. Evidence of labour market competition across the Tasman will begin to surface soon, with the Australian government having listing abattoir workers on the 2022 Skills Priority List in October 2022.

In unison, the industry needs to tell a captivating story of opportunities available to a potential pipeline of new entrants and career changers, while recognising and celebrating existing employees.
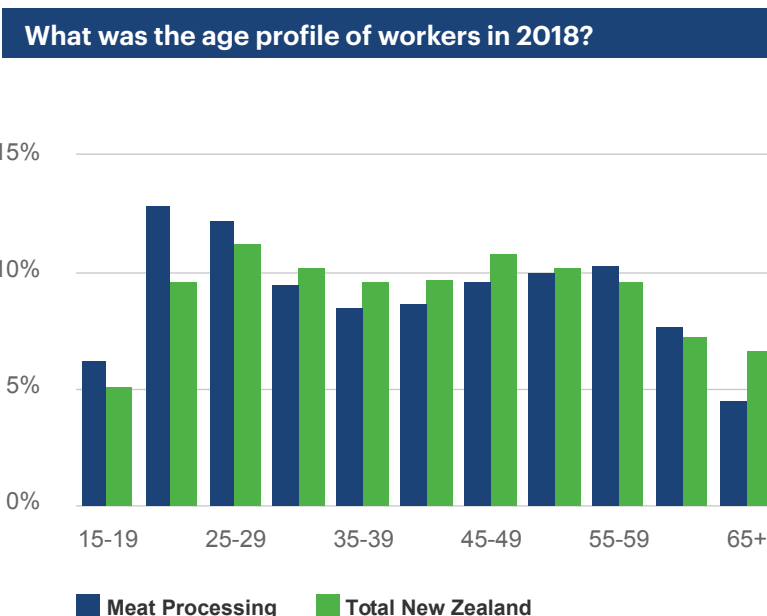
Challenges	Opportunities
Public perception of heavy work in processing plant conditions	Collaboration with wrap around support services (Health, literacy, financial advocacy)
High turn over of staff, reduced tenure	Embedding greater flexibility into the workflows in meat processing plants to allow for greater access to a pipeline of workers
Changing values of employment	
Career engagement activities targeting school leavers alone do not deliver a significant return on investment	Using immediate employee communities to recruit
	Curriculum resources have a positive impact on career decisions
Lack of insights into the career pathways and range of jobs available	Achieving cross industry collaboration and creating new models of multi-sector collaboration

SEGMENTING THE TALENT PIPELINE

There is an opportunity for the industry to closely examine and identity a vision for future workforce to help guide future efforts to attract and retain talent. Who are the workers of tomorrow? What motivates them to take the job? What are the barriers to entry and retention? What are the pathways that enable them to grow capability?

The biggest group entering the workforce in 2023 is 18-25 year old Generation Z (born 1995- 2005). Research highlights that young people will have up to 17 jobs across five different industries in their working life, and tenures in a job are becoming shorter. For young people today, a lifelong career in a single industry is no longer an aspiration, each job is a stepping stone.

What was the age profile of workers in 2018?

Legend: Meat Processing (dark blue), Total New Zealand (green)

The industry has an opportunity to turn the tide of succession to their advantage. Businesses who take the lead to capture the potential of new entrants, for whom meat processing might be their first work experience, and provide them with broader work-ready skills and pastoral care service during their transition into employment will win over a workforce pool in the long term. Success on such initiatives may be evident in the pace of progression of those individuals and increased retention rates. Investment in young talent today will have greater returns in the future. With a positive experience of the industry, new entrants are more likely to boomerang back to the meat processing workforce after broadening their horizons from life experiences.

The cost of turnover is large, talent exodus should not be ignored. Being able to identify and respond by ensuring team leaders and managers are better equipped to respond to employee needs may provide further insight to support higher retention rates.

3. Partner and collaborate on work and career pathway initiatives

Today's post-pandemic employees are focused on meaningful work and career growth. Companies that can provide clear and creative pathways to achieve this could set themselves apart:

- Identify opportunities for growth and skill development for every employee, at every level.
- Have thoughtful, candid conversations around skill gaps and growth opportunities, even with your most tenured employees.
- Be fully transparent and ensure employees understand and align with the vision for their future

3.1.1 Meat Your Career website review, maintenance and updates

Stage: Scoping the project
Timeframe: 2023-2024
Goal: Attract and Retain

Partner with CareerNZ/ TEC to connect industry specific content with Tahatu career planning tools and channels to disseminate industry job opportunities more widely.

3.1.2 Agribusiness in Schools

Stage: Scoping the project
Timeframe: 2023-2024
Goal: Attract

Partner to create Year 9-10 learning resources that will introduce industry content to young people who will be entering the workforce and may consider the industry.

3.1.3 MIA scholarship programme

Stage: Implemented
Timeframe: 2023-Ongoing
Goal: Attract and retain young talent

Continue to strengthen the MIA Scholarships Programme, building a community around the scholars, providing opportunity for engaging not only with each other, but also with industry leaders and other experts.

4. Accelerate gender and ethnic diversity initiatives in the sector

By promoting diversity in the workplace, business can become more innovative and responsive to their suppliers and customers.

The meat processing workforce has a higher proportion of Māori and Pasifika peoples than the total New Zealand workforce, and the majority of the workforce are men.

4.1 Support Meat Business Women Network

Stage: Implementing the project
Timeframe: 2023 - on-going
Goal: Attract and Retain

Continue to support and further develop the research and networking initiative of the global Meat Business Women Network. While there has been some progress, there is still more work to be done to fix the 'broken rungs' in the career ladder that prevent women in the meat sector from advancing to more senior roles.

4.2 Support ethnic diversity in the sector

Stage: Scoping the project
Timeframe: 2023 - on-going
Goal: Attract and Retain

Future workforces are likely going to be more diverse and comprise groups that have been traditionally under represented.

A key priority in addressing skills shortages will be through improving the employment and social mobility outcomes for Māori and Pasifika peoples.

There is a real opportunity for employers to develop and implement pastoral care for their workforce to ensure the needs of workers are appropriately met.

Earn while you learn.

Grow your job progression in the meat processing industry.

When you land a job in meat processing you'll instantly start learning valuable skills, progressing your role and putting money in your pocket.

This is a massive industry for our country – we're the global leader in lamb and deer meat exports with a strong position in beef exports. This global demand means it's also New Zealand's largest manufacturing employer with around 24,000 people in the industry – but it needs more and that could be you.

Meat processing employees process, grade and package meat for local and overseas markets. It's a hands on job where you could be boning, grading, distributing or overseeing health and safety. If you like working with top technology and operating machinery, this could definitely be your career pick.

For more information contact:

meat.processing@primaryito.ac.nz

SUPERVISOR

- Departmental staff management
- Food safety and compliance monitoring
- Environmental management
- Financial management
- Health and safety compliance and best practice
- Quality Assurance
- Coaching and mentoring staff
- Reporting on KPI s to management
- Applying good manufacturing practices

TEAM LEADERSHIP

- Apply company policies to process
- Management of small teams
- Staff development and training records
- Departmental HACCP and risk management programmes
- Product coordination and specification compliance

SKILLED EMPLOYEE

- Skilled animal processing (slaughter and dressing/boning)
- Detain management
- Apply automation technology to post slaughter processes
- Locate and present viscera and other by-products
- Optimise product yields and produce product to specification
- Incentive-based work
- Work in sub-zero conditions (cold stores)

SEMI-SKILLED ASSISTANT

- Remove product inspection defects
- Low-level animal processing (slaughter and dressing/boning)
- Container loading
- Quality process procedures application
- Use of digital technology

ENTRY-LEVEL LABOURERS

- Unload and prepare livestock
- Perform basic hygiene tasks
- Product trimming
- Product packaging
- Low-level viscera operations
- Basic knife skills
- Pre and post operational cleaning
- Quality monitoring roles

$70-$90K per year

$28-$38 per hour

$24 per hour

LEVEL 5

Diploma in Meat Technology
Diploma in Meat Technology (Massey University)

UNIVERSITY OF NEW ZEALAND

Programme in Development

Primary ITO Diploma in Meat Technology

LEVEL 4

New Zealand Certificate in Primary Products Foods Processing
Product Quality Auditing
Environmental Systems
Laboratory Skills

LEVEL 3

New Zealand Certificate in Business
Introduction to Team Leadership

New Zealand Certificate in Primary Products Food Processing
Product Quality Implementation
Environmental Systems
Laboratory Skills

LEVEL 4

New Zealand Certificate in Meat Processing and Meat Product Manufacturing
Boning Operations
Optimising Meat Yields
Slaughter Floor Operations
Dressing Operations

LEVEL 3

New Zealand Certificate in Meat and Meat Product Manufacturing
Meat Product Manufacturing
Pre and Post Slaughter Operations
Meat Processing (Halal)

LEVEL 2

New Zealand Certificate in Food or Beverage Processing
Context: Meat Processing

New Zealand Apprenticeship in Export Meat Boning
New Zealand Apprenticeship in Slaughter Floor Operations
New Zealand Apprenticeship in Distribution Operations

WORKPLACE-BASED LEARNING OPPORTUNITIES AND EARING POTENTIAL

EDUCATION AND TRAINING

The meat processing industry's unique position along the value chain is often understated, squeezed between production and manufacturing, constantly under pressure by changing market requirements, regulatory frameworks and logistics. Often this means that meat processing is overlooked and under-represented on food and fibre or manufacturing working groups and agency-wide initiatives targeting workforce capability. MIA intends to change this, and to leverage our position to improve levels of service delivered by vocational education bodies and employment services.

Achieving higher productivity – producing more with what we have (people, knowledge, skills, produced capital, and natural resources) – means there is more to go around and we are working towards creating a more sustainable operation. Our challenge is to grow people already in the industry through enhancing their skills and capability.

Challenges	Opportunities
Time away from production line	Different modes and methods of training delivery: VR, RPL; micro credentials
Cost of training	Partnership to create mobile skill training

5.1 Proactively engage with Hanga-Aro-Rau and Te Pukenga to ensure industry voice and needs are actioned

Stage: Implemented
Timeframe: Ongoing
Goal: Train and Retain

Hanga-Aro-Rau[4] (Workforce Development Council) together with Te Pukenga (January 2023) will in time be accountable for the delivery of future skills for our industry.

The number and scale of changes and challenges facing the industry requires adaptation in both qualifications and training provision. Hanga-Aro-Rau needs to have a clear direction and detail from the industry on specific changes that are needed, in order to implement them in a way that helps to meet current and future skills needs.

5.2 Partner with education network to develop training capability and capacity

Stage: Scope
Timeframe: 2024-2026
Goal: Train and Retain

Target programme and micro credential development according to industyr workforce needs.

5.3 Build awareness and support for high-volume training delivery methods

Stage: Scope
Timeframe: 2023-2025
Goal: Train and Retain

Enable accessible training practices at scale, measure and increase ROI for training initiatives.

Partner and assist the industry to get access to training resource as and when required. This might be creating, curating or hosting a library of visual training materials on any standard task or partnering with organisations to develop virtual reality training solutions.

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[4] Establishes November 2021 as a standard setting body for Manufacturing, Logistics and Engineering

TRANSFORMATION

Employees' expectations around flexibility and well-being are changing. What people would have accepted as appropriate just two years ago may no longer be so today. For example, less than two-thirds of employees feel the balance between work and personal commitments is right – this is below what we have seen in recent years. Our challenge is to drive change in light of employees' needs and expectations today, not those of the past.

With a tight job market, employers are having to consider new and fresh ways to retain their people and grow their talent pools. All sectors are working hard to review their benefit packages beyond the dollar value. People and employee experience will be a key response to new values around work.

Changing shift patterns to fit around life commitments is one adaptation to the market demand for more flexibility. Offering lunch, transportation options, childcare provisions and job sharing, improving social spaces and initiatives, seconding staff into in-demand roles at peak production are just some of the various initiatives that broaden the experience of employees. MIA and a network of government agencies, and business support services are committed to support businesses to become more agile in adopting modern workplace practices.

Challenges	Opportunities
Employees' expectations around flexibility	Realising new productivity capacity
Demand for data and IT skills	Adaptation to new technologies

6.1 Embed the skill needs for plants of the future

Stage: Scope
Timeframe: 2024-2027
Goal: Retain and Transform

A changing world means people are sensitive to the need to keep up with skills and experiences that will serve the organisation's short and long-term needs.

As the whole agriculture sector is transforming to meet the demands of a changing world. Issues like biosecurity, climate change, complex trade and animal welfare require us to find new ways to work. The workforce will need to be skilled with both soft and technical skills, such as engineering, robotics, artificial intelligence, relational skills and intercultural communication.

6.2 Support transition to flexible shift patterns

Stage: Scope
Timeframe: 2023-2025
Goal: Attract and Retain

Embedding flexibility of shift patterns has the potential to uncover an additional pipeline of labour supply of those who have care responsibility for dependents or elderly relatives and nuerodiverse populations. It can also address the level of absenteeism currently experienced in the industry

Recognising the breadth of complexities and tailoring required for each region and business, scoping this initiative, and learning from other similar food manufacturing business who have made the transition will provide more information on how this may be achieved while continuing to meet global customer demand for products.

◉ INNOVATION

The red meat processing industry has an opportunity to harness the accelerating pace of technological and scientific advancement across the globe. By growing our knowledge and adopting the relevant technology, we have the opportunity to improve market position, yield, productivity, and profitability for meat processors.

The MIA TOMORROW PROGRAMME is a seven year investment plan for collaborative Research and Development (R&D) for the red meat processing industry The plan seeks to position industry so that all processors can capture the benefits of incorporating new science and emerging technologies into their businesses, raising the overall position of the industry, while providing a platform from which individual companies can customise and build technology solutions upon. The plan outlines a pathway of R&D to support the implementation of that vision.

The industry recognises that technology will not only improve productivity and efficiencies, but will improve the processing environment, including health and safety outcomes. Job satisfaction and retention of people will also be improved as the workforce is upskilled and physically demanding tasks are augmented with technology.

More details on the Tomorrow Programme are available on the MIA website www.mia.co.nz.

METHODOLOGY

This Workforce Development Plan is the first iteration of a longer term programme for MIA and its members.

The Plan pulls together current recruitment, retention, and capability building initiatives, and explores others for future consideration. The programme of work will continue to be amended, re-prioritised as we encounter new and innovative ways to adapt, embed resilience and sustainability practices throughout the red meat sector workforce.

This Plan was developed with the MIA's HR Leaders Group.

Members	Company
Chris Selbie (Chair)	GM People and Safety, Alliance Group Ltd
Matt Ballard	GM People, Silver Fern Farms Ltd
Dane Gerrard	Group Human Resource Manager, AFFCO New Zealand
Darryl Tones	GM Processing, ANZCO Foods Ltd
Aaron Craig	Operations Manager, Greenlea Premier Meats Ltd
Carolyn Thomson	HR Manager, Taylor Preston Ltd
Sian Williams	HR Manager, Ovation New Zealand Ltd
Richard Hellaby	Auckland Meat Processors Ltd

NEXT STEPS

This Workforce Development Plan will form the basis of our ongoing engagement with our members, vocational education providers, employment and community support services. It is expected that this iterative process, based on ongoing collaboration, that will result in tangible improvements and ensure the industry is able to attain a sustainable workforce into the future.