Worker Safety Induction Pilot

(Agribusiness Safety Induction Pilot) (IPM 003/2324)

Final Project Report

30 June 2025

Skills Insight

MINTRAC
RESPECTED LEADERS IN INDUSTRY TRAINING

Skills Insight acknowledges that First Nations peoples have been living on and caring for country for thousands of years.

This is respected in our values and the way we work.

This Skills Insight JSC project was managed with the support of MINTRAC as part of their collaborative partnership. MINTRAC has a strong history working with the Australian meat processing industry on skills and training solutions and were engaged by Skills Insight to deliver this project in partnership.

Skills Insight is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations.

Contents

Executive summary

The Australian Meat Industry has made significant strides in improving the safety of workers across the last few decades and is looking to maintain and improve this record. In particular, there is a need to more stringently address entry level worker safety in meat processing, especially as more workers are being employed through targeted entry-level attraction and employment schemes, skilled migration and other visa channels.

Injury claims in meat processing tend to be evenly spread between the 20-24 through to the 55–59-year- old age groups.

- Meat processing saw 1,512 serious injury claims in FY2019-20.
- Most injuries in meat processing occur to labourers, and the highest injury type impacts hands.

The meat processing sector has some programs and resources focused on inducting workers. However, many meat processing businesses use their own bespoke induction processes. At the Agriculture Workforce Working Group (AWWG), convened by the Federal Minister for Agriculture in March 2023, members discussed the potential benefits of a more consistent, voluntary induction program. Such a program could assist in lifting industry standards by supporting smaller processors with materials and introducing transferability between larger processors. Materials would supplement, not replace site specific inductions.

Such a program could be championed and promoted by both industry and unions, and while being voluntary, be considered as foundational training for those who work and operate in the industry.

The AWWG reviewed a range of existing safety materials and programs, and agreed that there is a need for coordination, collation and the development of additional materials that are specific for induction purposes for safety outcomes to be improved. Given the gains in safety have been relatively marginal over the last five years, new approaches to induction materials should be identified and tested.

The AWWG, requested that Skills Insight, as the JSC, undertake a Meat Safety Induction project to develop meat safety induction materials, and while this was undertaken, to consider whether the materials could be made available or assist the development of similar programs across other agribusiness sectors in the future. The project was funded by the Department of Education and Workplace Relations under the Jobs and Skills Councils Program Guidelines.

Outcomes

Materials and immersive technology resources have been created that will assist the completion of:

- AMPCOR 201 – Maintain person equipment
- AMPCOR202 – Apply hygiene and sanitation practice
- AMPCOR 204 – Follow safe work policies and procedures
- The use of Personal Protective Equipment (PPE) which could map back to numerous AQF level 2 Units of Competency

On receiving authorisation, these can be made available without cost to RTOs, employers and other relevant organisations through the MINTRAC Learning Management System.

If approved, further work should take place as core work under the JSC program to:

- Secure an assessment from SafeFarm Australia as to the potential for these materials to be more broadly shared across agribusiness industries as an initial subject matter assessment of feasibility (Skills Insight to arrange)
- Monitor use and effectiveness of the materials over the next two years to fully assess the success of the Pilot (MINTRAC to provide to Skills Insight).

Potential Barrier to effective implementation

There is a potential barrier to effective implementation, which is ongoing support of maintenance and updating of the resources. While the JSC program can be used to create resources, there is a question of the level of support that can be available through JSCs over long term use and updating of resources, given current budget parameters and the potential for changes to the program.

At this stage, Skills Insight would work with MINTRAC to support efforts to approach industry bodies, including RDCs, employer bodies and Unions to identify potential options and cost, through core JSC activities.

Additional Recommendations

Members of the Steering Committee oversaw the progress, products and industry engagement during the development of the materials, and held their own discussions with other industry participants.

The Steering Committee has made recommendations for potential next steps after the completion of this project, for consideration, that would need to be assessed by other actors for implementation, if accepted.

Recommendation 1 – Implementing the training program as a mandatory pre-hiring entry requirement within the meat processing industry

A key driver for developing this training program, was to implement the delivery of standardised and consistent worker safety training information for the meat processing sector, that provides a baseline level of knowledge for new entrants into the workplace prior to their arrival. The project Steering Committee (SC) acknowledges that AWWG's early thinking was for voluntary training. The Steering Committee however is of the view that maintaining a standard of consistent knowledge delivery during new worker safety induction, is greatly enhanced if the learning program is mandatory training for all new workers. The Steering Committee discussed that mandating this training would require the drafting and passing of legislation. Whilst training resources will be openly accessible, discussions should be held to explore this opportunity.

Recommendation 2 – The training materials will be offered for free

Reducing barriers to entry into agriculture careers is a key driver for employers. As a result, the Steering Committee is of the view that the training should be offered for free. This aligns with expectations under the JSC Program. It also overcomes any potential imposition on future job seekers who may experience financial hardship resulting in their inability to undertake the training. This also builds upon and supports the Steering Committee's first recommendation to make the training mandatory.

The potential delivery of these materials as a structured and managed learning program can be further explored with consideration of funding sources given fees to access cannot be applied.

Recommendation 3 – The training program must be translated into the most common languages

Acknowledging the multicultural nature of the workforce, the Steering Committee has determined the following five languages are the most common for translating the training program content: Chinese, Vietnamese, Filipino, Korean, Portuguese. Ideally, this would be based on universal design of learning principles and utilise the capacities of the immersive technology to use scripts, transcripts, sub-titles and asynchronous review to be most effective.

Recommendation 4 – Host the training on a learning management hub

Multiple hosting platforms were considered to make the training program accessible. The Steering Committee is of the view that deploying the learning via MINTRAC's existing learning management portal represents the best opportunity to ensure that a centralised training registration and certification process can be adopted which is vital to track enrolments and completions. This mechanism will also deliver the reporting required to demonstrate utilisation and impact of the materials, and the ability for communication with users if and when materials evolve.

Glossary of terms

Term/abbreviation	Meaning
AMIC	Australian Meat Industry Council
AMIEU	Australian Meat Industry Employers Union
AMP	Australian Meat Processing
AMPC	Australian Meat Processing Corporation
AWF	Agriculture Workforce Forum (formerly AWWG)
AWWG	Agriculture Workforce Working Group
CALD	Culturally and Linguistically Diverse
DEWR	Department of Employment & Workplace Relations
IT	Information Technology
JSC	Jobs & Skills Council
MINTRAC	Meat Industry Training & Advisory Council
MyTOM	MINTRACs learning management system
OHS	Occupational Health & Safety
PPE	Personal Protective Equipment
RFQ	Request for Quote
RTO	Registered Training Organisation
SC	Steering Committee
SME	Subject Matter Experts
UAT	User Acceptance Testing
VR	Virtual Reality
WHS	Work Health and Safety

Project objectives/purpose

In response to a meeting of the Agriculture Workforce Working Group in March 2023, convened by then Commonwealth Agricultural Minister Senator the Hon Murray Watt, the meat industry was selected to pilot a worker safety induction program to equip entrants to the industry with the necessary safety skills. The meat industry was selected because it shares several characteristics with other sectors, such as high staff turnover, a strong need for safety skills and knowledge due to high-risk environments, and limited access to formalised training due to a lack of registered training organisations (RTOs) that have AMP training on scope.

Part of this pilot is to be able to understand how the availability of immersive training can benefit industries through free access to a range of induction activities to improve safety via a mobile device or other forms of a training delivery system.

This is an Implementation, Promotion and Monitoring Activity with phase 1 undertaken from November 2023 – June 2024. The outcome of the first-year report will then lead the way for phase 2 work to be undertaken from 1 July 2024 – 30 June 2025.

Engagement/methodology

The project was structured around the following three phases of activity.

Phase 1 - Research, consultation and collation of existing resources time frame: 30 November 2023 to 30 June 2024

MINTRAC performed the following key activities:

Activity 1

Undertake desktop research to establish the most recent research and approaches to workplace and national induction programs, including industries outside of Skills Insights area of responsibility, such as the construction industry.

Outcome/Findings

Extensive research was completed by the project team with the assistance of subject matter experts (SMEs) to determine and undertake initial review of work health and safety resources available to industry. Research was also conducted to identify how other industries were addressing work health and safety inductions such as the construction industry. It was determined that a significant number of resources exist in the public domain regarding work health and safety.

These resources range from websites, videos, learning documents and aids, short courses and training developed by learning providers. Examples of resources identified include a video series jointly developed by Australian Meat Processor Corporation (AMPC) and MINTRAC titled Meat Industry Essentials, and campaigns designed by WorkSafe Queensland and WorkSafe Victoria regarding working with knives and safe animal handling. The Meat Industry Essential videos are widely used within industry. They are available in 5 different audio translations which caters for the culturally and linguistically diverse (CALD) workforce employed in the meat industry.

Other resources available can only be found in English and use higher order language which poses a challenge for CALD stakeholders. Examples of resources developed by work health and safety Regulators would appear to be more beneficial for Managers who are able to deliver a simplified summary to their workforce. A review of endorsed units of competency delivered in entry level certificates from the AMP training qualification was also conducted.

Research was conducted to uncover the practices of other industries. One example reviewed was the Construction Industry Induction (commonly known as White Card) training that must be completed before entering a job site. This is endorsed training that must be provided by an RTO. The training comes as a single unit from the *CPC Construction, Plumbing and Services Training Package*. The completion of the unit

CPCCWHS1001 Prepare to work safely in the construction industry is mandatory if you wish to work on a job site.

Another course identified was the AgCard developed as an initiative by Primary Employers Tasmania. The course was subsequently purchased by Farmsafe Australia. There are several courses that a student can complete regarding work health and safety on farm, personal finance, human resources, wool harvesting, managing livestock for red meat production and biosecurity. These courses are suitable for students from early high school through to university. Some options are provided to make certain courses more accessible. The course is available online, which means it can be completed anywhere an internet connection is available. The project team's review determined that several resources are available, but they aren't accessible or appropriate for all learners. A focus needs to be placed on ensuring that the resources cater to all employees within industry, especially those that are CALD. The course must offer a standardised approach to work health and safety without providing too much detail which could cause "information overload".

Activity 2

Identify known existing resources across our areas of work that may contribute to this project and consult with developer organisations concerning status and availability of materials and any learning from their work.

Outcome/findings

During detailed literature review and research, substantial resources were identified and were in use by the meat industry to support the safety induction and onboarding of new employees into the workplace. An example of collateral is outlined below:

Resource Title	Produced by	Industry
Meat Industry Essentials – Workplace Health & Safety https://www.youtube.com/watch?v=0GaDmdXzXL k	Australian Meat Processing Corporation	Meat Processing
Meat Industry Essentials – Manual handling https://www.youtube.com/watch?v=oJo_7-b0zcc	Australian Meat Processing Corporation	Meat Processing
Safer cattle handling https://www.worksafe.vic.gov.au/safer-cattlehandling	WorkSafe Victoria	Livestock Industries

Knives at work – https://www.worksafe.qld.gov.au/safety-andprevention/hazards/workplace-hazards/dangersin-yourworkplace/knives-atwork	WorkSafe Queensland	Food Service & Production
AMPCOR204 Follow safe work policies and procedures Training and assessment resource - AMPCOR204 Follow workplace policies and procedures	Australian Meat Processing (AMP) Training Package	Meat Processing
Hygiene - https://www.youtube.com/watch?v=nz-7rhRNDNc&t=6s	Australian Meat Processing Corporation	Meat Processing
Maintain personal equipment training and assessment resource – AMPCOR201 Maintain personal equipment	Australian Meat Processing (AMP) Training Package	Meat Processing
Work hardening - https://www.workhealthyaustralia.com.au/resources/	Work Healthy Australia	Generic industry tools & Resources
Workplace Behaviour https://www.youtube.com/watch?v=Y97gwczQrCM	Australian Meat Processing (AMP) Training Package	Meat Processing
Essential Skills – Workplace documents https://www.youtube.com/watch?v=Jalv1kF9A8g&t=79s	Australian Meat Processing Corporation	Meat Processing
AMPCOR204 Follow safe work policies and procedures Training and assessment resource AMPCOR204 Follow workplace policies and procedures	Australian Meat Processing (AMP) Training Package	Meat Processing
Workplace Health & Safety https://www.youtube.com/watch?v=0GaDmdXzXLk	Australian Meat Processing Corporation	Meat Processing

In addition to these industry wide resources and tools available, Australian meat processing employers implemented bespoke and site-specific safety induction training delivered in-house. Whilst the core components of safety induction training were consistent across employer sites, there were variations as well.

Commonalities between onsite safety induction training include:

- a blend of classroom face to face learning, and on the job learning via a Buddy System
- workplace familiarisation tours were conducted
- safety demonstrations were delivered e.g., safe usage of equipment, PPE etc.
- a blend of workbooks and video content (in some cases) was used.

Variations between onsite safety training include:

- the length of training offered during onboarding
- the depth of training offered during onboarding
- the use of sophisticated learning resources in some cases such as VR goggles
- involvement of management or senior leaders in the organisation during safety training
- extensive policy/procedures reflecting safety as a 'culture'.

These findings highlight that safety induction processes and experiences are not consistent from one employer to the next. As a result, there are inconsistencies in the quality of safety induction training delivered to new employees typically understood to be determined by the size of the organisation, training budget and investment capacity, organisational culture and commitment to safety.

Activity 3

Identify potential sub-contractors required for the design and implementation of the immersive training materials.

Outcome/findings

An open-market request for quotation (RFQ) was launched seeking responses from suitable IT Vendors to provide quotation to supply immersive technology development services. The RFQ requested capability statements to meet the project IT Vendor partner requirements, and the provision of a cost estimate to deliver services. Two well-known and recognised meat industry training providers responded to the RFQ and offered cost estimates in their responses. These quote estimates were provided to DEWR, seeking approval for vendor engagement based on quoted prices.

Activity 4

Provide a report to the Department outlining the specific activities to be undertaken in the remainder of the program as the requirement for Milestone 2. This report will include:

- A description of the induction program to be developed, and identification of the use of existing resources, as well as the nature of any new resources to be developed and rationale supporting the development.
- Obtain a RFQ from suitable providers demonstrating their capabilities and value for money to develop innovative safety and induction training materials.
- Provide notification to successful provider in preparation of Phase 2 activities.
- Skills Insight will assist in the raising of a new activity submission, or Skills Insight will request a variation to the current contract (following discussions with DEWR) recommending a suitable provider and associated costs.
- Once approved, notify the successful provider in preparation of Phase 2 activities.
- Establish and work with a steering committee (Subject Matter Expert Working Group) to assist with guidance of the program, which will include representatives of:
    - Australasian Meat Industry Employees Union (AMIEU)
    - Australian Meat Industry Council (AMIC)
    - trainers with experience in relevant training programs
    - at least one recent graduate of a qualification program
    - at least one visa program worker body
    - at least one person with expertise in the delivery of foundation skills
    - at least one representative of a Federal, State or Territory Work Safety body (regulator)
    - other SMEs as required.

Outcome/findings

Shortly after the project initiation, an industry briefing session was hosted explaining the project background, objectives, and the role of the Steering Committee. During the briefing, attendees were invited to express interest in joining the Steering Committee. Thirteen industry representatives expressed interest and were accepted onto the Steering Committee. This committee included representatives from meat processing plant employers, AMIEU, RTOs, AMIC, Regulatory Work Health and Safety bodies and Visa Worker Program representatives. Steering Committee members are outlined in the table below:

Stakeholder Name	Organisation Represented	Sector/Role	Area of Subject Matter Expertise
Lyle Ward	AMIC	Peak Employer Body	General Meat processing
Matt Journeaux	AMIEU	Peak Employee Union	General Meat processing, legislation
Alicia Crabtree	WorkSafe VIC	WorkSafe Regulator	Legislation
Monica Butler	WorkSafe VIC	WorkSafe Regulator	Legislation
Meryl Hunt	WorkSafe VIC	WorkSafe Regulator	Legislation
Alfi Dawson	Thomas Foods International	Employer	General Meat processing
Gordon Munroe	Gunbalanya Meats	Employer	General Meat processing
Toni Christie	JBS	Enterprise RTO	General Meat processing
Mark Rickard	TAFE QLD	Academic/RTO	Foundation skills delivery

Caitlin Carruthers	FS Alliance	Academic/RTO	Foundation skills delivery
Troy Lucy	V & V Walsh	Employer	General Meat processing
Teresa Dugan	Craig Mostyn Group	Employer	General Meat processing
Jack Saward	Greenham	Employer	General Meat processing
Lani Houston	TAFE NSW	Academic/RTO	Foundation skills delivery
Trevor Eden	William Angliss Institute	Academic/RTO	Foundation skills delivery
Mark Weatherly	William Angliss Institute	Academic/RTO	Foundation skills delivery
Warwick Bricknell	SunPork	Enterprise RTO	General Meat processing
Gareth Radford	Charles Darwin University	Academic/RTO	Foundation skills delivery
Wes Herrod	Food Safety Alliance	Academic/RTO	Foundation skills delivery
Edward Kutra	DEWR – PALM Delivery Branch	Visa program worker body	Foundation skills delivery (CALD)

The Steering Committee agreed on a description of the training which recommended the development of an immersive training program including 8 Core Modules. The table below describes the program outline.

Module	Content
Work health and safety overview	• What is it? • Why is it important? • How it impacts you?

Hazards and risks	• What is a Hazard?
	• What is Risk?
	• Examples of Hazards faced by industry:
	  ○ zoonotic diseases
	  ○ livestock handling
	  ○ manual handling
	  ○ working with knives
	  ○ environmental challenges – heat, cold, sun smart, noise
	  ○ working with machinery
	  ○ hot water
	  ○ slips, trips and falls
	  ○ working at heights
	  ○ chemical handling
	  ○ traffic management.

Traffic management	• Restricted areas: plants have many areas regular employees are not able to access and require specific induction programs, i.e. Biogas/CAL areas, boilers, rendering, maintenance and chilled/frozen storage operations (ASRS) etc. • Movement around plants: i.e. follow walkways, check for forklifts etc., follow site specific rules. • No unauthorised people/family/friend visits to site.
Follow safe work policies and procedures	• understand and fulfil work health and safety responsibilities • reporting processes • understanding who is responsible for WHS • follow Standard Operating Procedures and Work Instructions • contribute to work health and safety • follow workplace requirements for hazard ID and risk control • include hierarchy of control • reporting – damaged/lost PPE, infectious diseases etc.

Hygiene	• good hygiene both personal and workplace • contamination • handwashing.
Maintain Personal Equipment	• maintain personal equipment • store personal equipment • clean personal equipment • footwear.
Work hardening	• exercises that can be completed to help strengthen the body before starting work • importance of remaining fit.
Workplace behaviour	• appropriate behaviours in the workplace • bullying and harassment • legislation.

Once the training program outline was agreed and signed off buy the Steering Committee, the project team published an open RFQ to the market. A comprehensive vendor response and assessment process was adopted to review RFQ responses. This process included:

- Shortlisted suppliers were invited to make a presentation to the project team and SC to elaborate on their RFQ submission, and to respond to questions.
- During two shortlisted supplier presentations, project team and SC members used a vendor evaluation sheet to score key aspects of presentations, and recorded comments and remarks to substantiate scoring.
- All vendor evaluation scoring sheets were tallied, and a successful vendor was identified having achieved the highest weighted score.
- The unsuccessful and successful bidders were notified of the evaluation outcomes.
- Subsequently, the successful vendor was contracted to deliver the prescribed services by way of a JSC service delivery contract.

Activity 5

Collate safety related training programs and supporting materials, including visa worker training programs and foundation skills programs.

Outcomes/findings

This activity was conducted during Activity 1 (Literature Review & Research).

Activity 6

Work with employers to request access to examples of current proprietary (workplace based) safety induction programs.

Outcomes/findings

Due to the sensitive and proprietary nature of private employer onboarding programs, there was an across-the-board reluctance to share this literature with the project team. Many employers were however involved in either (or both) the Steering Committee or participated in user acceptance testing (UAT). As a result, these employers offered verbal feedback on the proposed training project content as inputs into the design.

Activity 7

Undertake consultation workshops and meetings with:

- AMIC and the AMIEU
- meat employers across Australia
- meat employees in workplaces in Australia
- participants in visa worker programs.

Outcomes/findings

Consultation conducted during this phase involved AMIC, AMIEU, Visa Worker Program representatives, and meat employers. These groups represented employees, overseas workers and employers as the key stakeholder groups. The table below outlines the consultation activity undertaken:

Consultation event	Date	Attendee/s	Consultation Purpose
Meat Industry Project Briefing session	27 March 2024	• Peak bodies • Meat Processing Employers • Training/Academic Organisations • Regulators • Union	• Brief industry, recruit SC members
Steering Committee meeting 1	21 May 2024	All Steering Committee members	• Discovery, fact finding

Steering Committee meeting 2	6 June 2024	All Steering Committee members	• Review and agree training program content

Activity 8

Identify the relevant Units of Competency that can assist to guide a formal induction program and the potential mapping of any program to units to ensure credit recognition.

Outcomes/findings

A review of endorsed units of competency delivered in entry level certificates from the AMP qualification was also conducted. Four units were identified at foundational skills level including:

- AMPCOR 201 – Maintain person equipment
- AMPCOR202 – Apply hygiene and sanitation practice
- * AMPWHS201 – Sharpen and handle knives safely
- AMPCOR 204 – Follow safe work policies and procedures

* AMPWHS201 was not selected for inclusion in the proposed safety training because not all new entrants to the industry would undertake roles or tasks that required the use of knives. The other identified units were considered applicable across all types of jobs in meat processing and thus included in the program design.

Phase 2 - Design and validation timeframe: 1 July to 31 December 2024

Activity 1

Develop a detailed design based on the report submitted during the previous activity period.

Outcomes/findings

Phase 1 training program content and objectives was used by the project team and Steering Committee as inputs for a 'requirements specifications gathering' workshop facilitated in person and online in Sydney in October 2024. A detailed list of 'considerations' were agreed during the requirements gathering workshop. A summary of the meeting considerations, observations and responses is attached to ***Appendix A***.

Activity 2

Validate the proposed immersive training design proposal through online meetings with employers and workers, and their representatives, at validation meetings.

Outcomes/findings

In November 2024, a project team and Steering Committee meeting was facilitated in Sydney both in person and online, to agree outcomes from the requirements specifications gathering workshop in October. The Steering Committee endorsed the requirements gathered and the IT Vendor was informed to commence story boarding based on these requirements.

Activity 3

Develop the proposed immersive training design production and delivery program for each of the potential sub-contractors (if required), and source the required workplaces, locations and talent required for production purposes.

Outcomes/findings

In November 2024, the project team met with the IT Vendor to discuss and agree a training module design approach so that Story Boarding could follow an agreed and consistent design. The design model included the following:

- Briefing – an introduction, setting context and positioning the module.
- Experience – involves the learner engaging with the technology and undertaking experiential learning.
- Revise – recaps on key theory and practice, including competency assessment.

In December 2024, the IT Vendor presented a draft module on PPE, using the agreed design approach. At this meeting, it was agreed that the model was suitable, and that the IT Vendor should now proceed to developing a first cut of this module including virtual content. A copy of the PPE Story Board is *attached to* ***Appendix B***.

A list of requirements for workplaces, locations and talent required for production purposes was developed. During the design phase, factors such as accessibility to VR goggles, internet access and capabilities, and content suitability were considered in making decisions on the use of immersive or 2D video for each module.

Activity 4

Obtain clear authorisation (including meeting legal and regulatory requirements) and agreement to use any existing products in the induction program.

Outcomes/findings

Whilst volumes of materials were identified during the literature review and research activity, the project team sought to avoid duplication by using existing content and materials. As a result, no authorisations were required to reproduce or use existing content.

Activity 5

Assist in the development of story boards and scripts for resources, if required.

Outcomes/findings

Detailed story boarding activities were scheduled for commencement in Phase 3 and are outlined.

Activity 6

Develop the mechanism for free access to any materials for workplaces and RTOs, as required, with a registration process to ensure updated materials can be made available as produced with notification to all who are using the program.

Outcomes/findings

The IT Vendor and MINTRAC have explored several access channels including MINTRACs current Learning Management System (MyTOM), and an IT Vendor supplied platform. The project team tested MINTRACs own solution for hosting and delivery of the training program to meet all necessary technical requirements for the learning. The SC made a recommendation to leverage MINTRACs learning portal, as it provided the ability to register and enrol students into the training, and it also had the ability to produce completion certificates which can be reported on to track adoption.

Activity 7

Seek validation of the detailed design, and production and delivery program from the steering committee.

Outcomes/findings

Validation and detailed design sign offs were received by the Steering Committee during the following consultation events:

Consultation event	Date	Attendee/s	Consultation Purpose
Steering Committee meeting 3	20 August 2024	All Steering Committee members	• IT Vendor evaluation
Steering Committee meeting 4	27 August 2024	All Steering Committee members	• IT Vendor evaluation
Steering Committee meeting 5	21 October 2024	All Steering Committee members	• Requirements specifications gathering workshop

Steering Committee meeting 6	19 November 2024	All Steering Committee members	• Endorse requirements and initiate story boarding
Project Team and IT Vendor	20 November 2024	Project team IT Vendor	• Develop training module design approach
Steering Committee meeting 7	6 December 2024	All Steering Committee members	• Present story draft board and training model design • Endorse design approach

Phase 3 - Materials production and program finalisation and release
Timeframe: 1 January 2025 – 30 June 2025

Activity 1

Source the required workplaces, locations and talent required for production purposes.

Outcomes/findings

The project team and IT Vendor met in early January 2025, to plan out potential processing site locations and access requirements to facilitate the capture of training video footage. Access to BE Campbell processing facility in Arndell Park NSW was secured and a date for filming was agreed.

Activity 2

Document audio scripts for the first prototype training module.

Outcomes/findings

The project team with the inputs and support from workplace/OHS SMEs, drafted the script for direct video footage. Details of the events and consultation that took place are listed following.

Activity 3

Commence capturing video footage for training modules.

Outcomes/findings

Late in January 2025, video footage was captured at BE Campbell as arranged, and the first prototype module was developed for PPE.

Activity 4

Commencement of development of the first module including online training program design, layout, video inserts and audio.

Outcomes/findings

During January and early February, the IT Vendors built the first training module for PPE.

Activity 5

Seek SC endorsement of the first prototype training module to inform the direction of remaining modules.

Outcomes/findings

In early February, a Steering Committee meeting was convened to present the first developed prototype training module. The Steering Committee provided feedback

and endorsed the commencement of planning for remaining training modules based on the prototype design.

Activity 6

Commence story boarding for the next series of training modules.

Outcomes/findings

In late February, Steering Committee members joined the project team and IT Vendor to conduct a story boarding exercise and create the framework for the next series of training modules.

Activity 7

Finalise storyboarding and scripting for the next series of training modules.

Outcomes/findings

In March, scripting for the next series of training modules was completed, and the Steering Committee was provided copies of the proposed scripts for input and feedback. Feedback received informed changes to the scripts.

Activity 8

Source the required workplaces, locations and talent required for production purposes for the next series of training videos.

Outcomes/findings

Access to JBS Scone and BE Campbell (again) was secured to enable video footage to be captured for the training modules.

Activity 9

Complete story boarding and scripting for remaining training modules.

Outcomes/findings

In mid-April, remaining story boards and scripts were developed by the project team in preparation for next site visit to JBS scone.

Activity 10

Commence capturing video footage for next series of training modules

Outcomes/findings

In late April, remaining video footage was captured at JBS scone and BE Campbell Arndell Park.

Activity 11

Conduct industry testing of developed training modules ensuring stakeholder feedback was collected and informed training module design and content.

Outcomes/findings

In mid-May, industry and stakeholders were invited to participate in the UAT of all developed training modules. Detailed feedback was collected in UAT feedback forms, and through verbal feedback discussions. This feedback was used to make informed changes and improvements to the user experience, navigation, content, and imagery.

Activity 12

Review UAT feedback for adoption and finalise technical considerations for a delivery platform.

Outcomes/findings

UAT feedback changes and improvements were adopted to align with stakeholder insights. The training program suite was then optimised for deployment on MINTRACs learning management system.

Phase consultation events summary:

Consultation event	Date	Attendee/s	Consultation Purpose
Project team meeting	9 January 2025	• Project team • IT Vendor • Steering Committee Members	• Site visit access requirements and permissions
Onsite video footage collection BE Campbell	28/29 January 2025	• Project team • IT Vendor Employer/staff	• Capture required video footage
Project Steering Committee 8	12 February 2025	• All Steering Committee Members	• Review and feedback on filming
Story Boarding workshop	20 February 2025	• Project team • IT Vendor • Steering Committee Members	• Develop next series of storyboards
Subject Matter expert consultation meeting	7 March 2025	• Project team • OHS Consultants	• Validate content of training modules
Project team workshop	11 March 2025	• Project team • IT Vendor	• Finalise next series of storyboards

SC online/remote consultation- feedback	12 March 2025	• All Steering Committee Members	• Provide feedback on finalised storyboards and scripts
Story Boarding workshop	23 April 2025	• Project team • IT Vendor	• Finalise next series of storyboards
Script development offline - remote	24/25 April 2025	• Project team • IT Vendor	• Finalise next series of scripts
Onsite video footage collection JBS Scone	28/29/30 April 2025	• Project team • IT Vendor • Employer/staff	• Capture required video footage
Onsite video footage collection BE Campbell	1 May 2025	• Project team • IT Vendor • Employer/staff	• Capture required video footage
Industry/SC UAT workshop	19 May	• All Steering Committee Members • Industry Employers • DEWR	• Collect user testing feedback to inform changes of improvements
UAT feedback and platform	23 May	• IT Vendor	• Adopt UAT changes, consider platform deployment
Final SC governance meeting	18 June 2025	• All Steering Committee Members	• Recap on project progress and outcomes and project closure • Agree policy recommendations for final report • Perform final round of user testing

Conclusion and next steps

The Worker Safety Induction Pilot has delivered a prototype national safety induction program tailored for the meat processing industry. Once live, the project will test how immersive learning resources and modern delivery platforms can be utilised to improve worker safety knowledge, engagement, and accessibility – particularly for culturally and linguistically diverse (CALD) participants.

Through consultation with industry stakeholders, including processors, unions, regulators, and training organisations, the project reviewed current onboarding practices and identified opportunities to improve consistency. The resulting program provides a practical, standardised foundation for safety induction that complements existing site-specific training.

The pilot confirmed industry appetite for a consistent, high-quality entry-level safety induction, which can be used pre-employment or during onboarding. The immersive and multilingual design of the program provides a more engaging and inclusive learning experience; reducing literacy and language barriers.

The approach reflects industry's focus on improving safety outcomes, enhancing workforce readiness, and building a positive safety culture from the first day of employment.

Hosting the program through MINTRAC's Learning Management System (MyTOM) offers a scalable and trackable mechanism for access, certification, program evaluation and ongoing program updates.

Collaboration between Skills Insight, MINTRAC, and the project Steering Committee proved highly effective, ensuring the program is grounded in operational realities and regulatory best practice.

The next steps for the project are a series of tasks that are dependent on relevant approvals being provided prior to the release of the training program to industry.

These include:

1. Skills Insight JSC will action release of the program on completion of demonstrations to key groups and the implementation of any actionable feedback.
2. In particular, Skill Insight will seek endorsement and recommendations from the Agricultural Workforce Forum (revised AWWG) and its members to strengthen the release and uptake of the program.
3. The materials will be made available via the MINTRAC learning management system.

4. Skills Insight will develop a report on the potential for future activities in other areas of agribusiness, fibre and furnishings based on the learnings from this program supported by collection of usage data. The report will make recommendations on whether future expansion of the program is needed and desirable. Options for funding any future activities would need to be explored.
5. Consideration will be given to a strategy to enable maintenance and ongoing currency of the program.

Appendix A - Requirements specification gathering workshop 21 October 2024

What are the current pain points and gaps in WHS safety inductions today?

A number of issues were identified with the current approach to WHS training in the meat industry:

- Content is often dry, resulting in low engagement:
    - subject matter is bland
    - delivery is often through documents, video and lecture
    - told information rather than demonstrated/discussed.
- Trainees are given a large quantity of information in short period resulting in low retention and understanding:
    - on boarding often runs for 3-6 hours in one go
    - large number of topics covered.
- LLN challenges result in low understanding of what is being taught:
    - English often not the first language for many trainees
    - low literacy prevents a full understanding of what's being presented.
- Current training approaches (e.g. video, audio, lecture) are not as effective as learning by observing or doing the task required.
- Cultural issues restrict information exchange and understanding as trainees often:
    - won't ask questions,
    - won't say they don't know / understand
    - fear of getting something wrong
    - fear of getting in trouble
    - stigma issues (e.g. zoonotic diseases).
- Limited accessibility and training options available for different learning styles:
    - cannot do at own pace
    - cannot do self-learning
    - cannot do review or refresh when want / need.
- Hard to get workers off the floor for further training once they are on the job.
- Low trainee adoption and responsibility:
    - pre-employment

    - post-employment day.
- Over reliance on the buddy system results in inconsistent quality of training:
    - no assurance of buddy's competence and capability
    - turnover of staff impacts experience and quality of buddy
    - staffing / chain speed pressures preventing buddy to spend adequate time.
- Inconsistent quality of training across the industry due to available resources and capability:
    - large corporations
    - mid-sized companies
    - small sized companies.
- Limited assessment of trainee competency post training means there is no assurance trainees have absorbed, understood and retained the information:
    - no standard process.

Implications

Observation	Response
Dry content resulting in low engagement	Present content via demonstration to make it more relevant and interesting
Large quantity of information resulting in low retention and understanding	Limit information to general onboarding as first phase (i.e. pre employment)
LLN challenges limiting understanding	Ensure training is simplified and targeted at what is essential to know Teach through demonstration more than text and presentations Ensure all training in multiple languages
Ineffective training approaches limiting engagement and understanding	Combine explanation with demonstration and participation (i.e. maximise involvement)
Cultural issues restricting information exchange and understanding	Create safe environment for making mistakes/getting answer wrong

Limited accessibility and training options available for different learning styles	Maximise access (compatible devices, access 24 hours, etc.) to enable self-learning at own pace
Inconsistent quality of training from buddy system	Partially replicate the buddy system using technology (teaching through demonstration)
No assurance trainees have absorbed, understood and retained the information	Incorporate assessment in a positive way Link to accreditation system Incorporate digital ID system to ensure person doing the training is the required trainee

Why is current training approach failing to meet desired learning outcomes?

While a significant amount of time and resources are put into the induction process across industry, many believe that it is not meeting the desired outcomes. Key reasons captured include:

- Specific learning outcomes are often not defined from the start:
    - training is more a list of requirements / topics people feel trainees should know
    - content often driven by different departments trying to meet their objectives rather than based on specific, thought about, targeted end result.
- Volume of content
    - too many topics and too much information on each
    - multiple departments all want to add content (i.e. QA, OHS, plant managers, purchasing)
    - too short time period.
- Often confusion between providing general induction versus specific task / job training.
- Impact of pain points listed above: challenges, LLN and cultural challenges.

Observation	Response
Volume of content	Clear focus on general onboarding Tailor content against this objective

What are the high priority outcomes for onboarding training?

The following priorities have been identified for the training:

- Learning outcomes
    - understanding difference between and incident vs hazard
    - identify specific risks or hazards
    - how to report risk or hazard
    - look out for others (be observant).
- Topics
    - general safety
        - awareness of environmental & surroundings
        - fit for work
        - physical strain & stress management (e.g. stretching, rsi)
        - separation of duties and functions.
    - personal hygiene
        - selecting and wearing correct PPE
        - hand washing
        - boot washing.
    - identify risks and hazards
        - traumatic injuries: injuries to joints, ligaments, muscles, and tendons
        - wounds: cuts, lacerations, and amputations
        - internal organ damage: damage to internal organs
        - bone fractures: broken bones
        - falls: falls from mobile plant and transport or hazardous ground surfaces
        - being hit by moving objects: being hit by animals or other moving objects

        - body stressing: musculoskeletal stress from handling or lifting objects
        - slip / trip
        - hot water
        - traffic management – pedestrians, horns, etc.
        - movement - not to walk, changing areas, restricted areas
        - safe walkways
        - stop buttons
        - manual handling / lifting
        - repetitive motion
        - hearing loss due to noise
        - incorrect and unsafe use of hazardous chemicals
        - heat/cold stress
        - limbs crushed in agricultural machinery.
    - emergency procedures
        - correct action to take in context of specific risk or hazard identified
        - reporting risk, hazard or injury.
- definition of success
    - national minimum standard of knowledge acquired
    - safety mindset / approach amongst all workers
    - certified completion.
- records management split of focus
    - pre-employment
    - post-employment.

Observation	Response
Significant number of topics	Review topics and content again in context of strong focus on general onboarding only

Who is the target audience?

It is expected that the supply of talent will come from various sources:

- overseas workers – PALM (Fiji, Samoa, Solomon Islands) or Filo (Vietnam / China)
    - in country
    - incoming / on arrival
- holiday makers
    - back packers
    - Korea / Taiwan
- school leavers
- unemployed
- transfers between companies
- existing employees
    - internal transfer
    - refresher.

Observation	Response
Variety of international trainees	Identify specific languages to be included
Accreditation requirements	Get learnings from White Card program in construction Validation of participant required

Where will it be undertaken?

There is a strong desire for the training to accessible to trainees at a place and time of their convenience.

- The training should be flexible and intuitive enough to enable trainees to:
    - do the training on their own if they want
    - do it at a time convenient for the
    - learn at their own pace.
- It is expected that training will occur pre-employment or as part of the recruitment process in various environments:
    - at home,
    - schools
    - employment consultant offices
    - walk-ins to plant.

Observation	Response
Accessibility and ease of use will be key	Ensure multiple device capability Simple user interface

How do we want to distribute the training?

The key priority is to maximise accessibility

- The training should be able to be undertaken on the following devices:
    - mobile phone
    - tablet
    - iPad
    - laptop
    - PC.
- Management of training should be through a central LMS
    - MINTRAC's existing LMS is to be evaluated as a priority
    - Alternative solutions will be considered if MINTRACs LMS cannot support the final training program design.
- The training should be able to be undertaken both with and without internet access
    - web based applications
    - downloadable applications (if possible).

Observation	Response
Multiple device compatibility	Agree operating systems to be covered in phase I
Offline usability	Need assess the viability of this option

What would a typical lesson structure look like? (Example PPE)

The following lesson design has been developed as an initial strawman for further discussion

Briefing	Experience	Assessment
Show the different pieces of PPE for general access (visual image of std items)	Laundry store & kit issuing	Images Test quiz – multiple choice Ask questions going into a loud area, what do you need (earplugs)
Explain what each piece is	• Locker room / getting ready • How to put on / wear	Identify what's missing
Explain why each piece is important	• Storage and disposal • Cleaning/ handling care • Reuse	Dress the model - sequencing
Uncontrolled risk management		What notice – going into an area and see hazard signs (what do you need)
		What do we want to test

Stand-alone modules should be created for four general access areas:

- edible areas (e.g. kill floor, boning room): boots, hair nets, snoods, whites, glasses, ear plugs / muffs, hard hat
- yards: hat, sunscreen, long sleeve, glasses, boots, overalls

- warehouse / loading area: hi vis, boots
- cold room: insulated clothing, boots, hair net.

Appendix B – Draft story board design for PPE module