

A faint, light blue illustration of a dairy farm scene. It shows a large truck on the left, a white fence in the middle ground, and silhouettes of three people standing in the center. In the background, there are rolling hills and a factory with a tall chimney. Two cows are visible in the foreground near the fence.

Workplace Based Recognition of Current Competency to L3/L4 National Qualifications – Fonterra Case Study

Marilyn Brady
GM Technical Capability
Global Operations HR

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The Workplace - Fonterra

- Fonterra farmers in New Zealand produce approximately 16 billion litres of milk yearly and because of our small domestic market, we **export around 95 per cent** of that milk as dairy ingredients or as consumer and foodservice products. At peak production, we are closing the door on a **container of dairy exports out of New Zealand every three minutes**.
- Fonterra dairy products, including powders, cheese, butter and specialty ingredients are shipped to more than 100 markets worldwide including the eight key markets of Australia, Brazil, Chile, China, Indonesia, Malaysia, New Zealand and Sri Lanka.
- Example: Fonterra supplies enough butter to **Indonesia** each year to make **200 million buns**, if you piled them all up that would be the equivalent of more than **90,000 Sky Towers** stacked on top of each other.
- Fonterra has 24,000 employees globally including 4000 **operators in NZ manufacturing plants**

Operator Environment

- Low turnover
- Long serving experienced operators
- Lean
- Good Health & Safety record
- Performance generally good (some recent high profile incidents)
- **Opportunities:** employee engagement, reliability, quality, losses, cost of conversion, training practices

The Challenge

- Respond to operator interest in more and better training
- Respond to Fonterra need for better productivity and profitability

Requirements

- Focus on Experienced Operators
- Use post TRoQ national qualifications
- **Minimise the burden of assessment**
- Make bureaucratic administrative activity invisible
- Help us achieve nationally consistent 'competent operator'
- Make the operator experience satisfying

Dairy Apprenticeship and Skills Recognition Programme



- 173 Packing & Processing Operators enrolled
- Completing NZ Certificate in Dairy Processing Level 3 and/or Level 4



- 4 Pilot Plants:

Lichfield Cheese Whareroa Cream Darfield Powder Kauri Powder

- Coach/Assessor per plant



- Dairy Apprenticeship & Skills Recognition (DASR) Programme

Dairy Apprenticeship Pathway

For new Operators
Approx. 3 years to complete

Skills Recognition Pathway

For experienced Operators
Approx. 1.5 years to complete

- Implementation Partners & Assessors:



DASR Programme Structure



Learning Pathway

Learner Resources

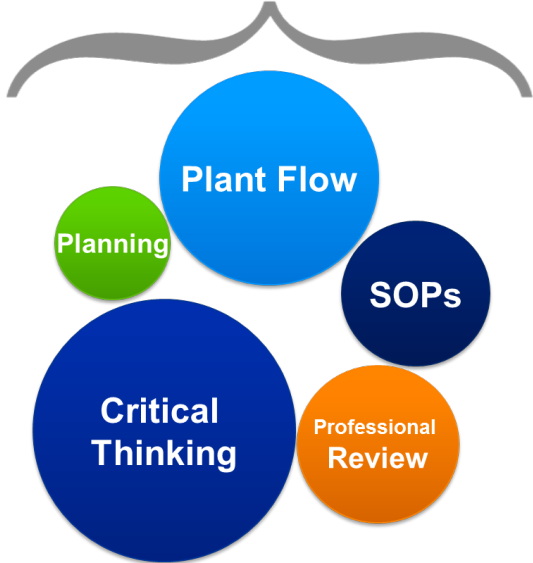
Evidence Guides

Learner Reference Books

4 Tiers

- Gold Tier
- Silver Tier
- Bronze Tier
- Blue Tier

5 Sections
(At each Tier)



16 knowledge books on topics:

- Aseptic Sampling
- Cheese
- CIP
- Cream
- Dairy Chemistry
- Documentation
- Environmental
- Evaporation and Spray Drying
- Food Product Safety
- Foreign Matter
- Health and Safety
- Heat Treatment and Transfer
- Microorganisms
- Milk Treatment
- Packaging
- Teamwork and Communication

Assessment - RCC

- Operator and coach/assessor experience disengaging

RCC assessment was not made against the 'role' standard but against each competency standard from basic to advanced

- Example - Foreign matter in product

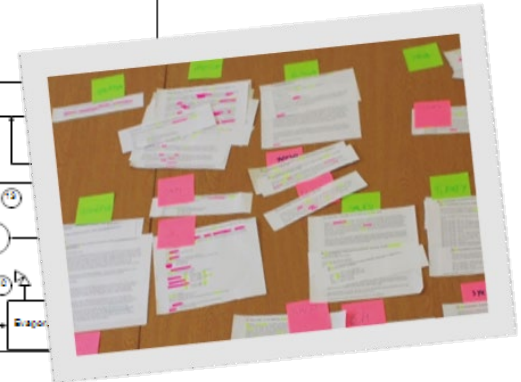
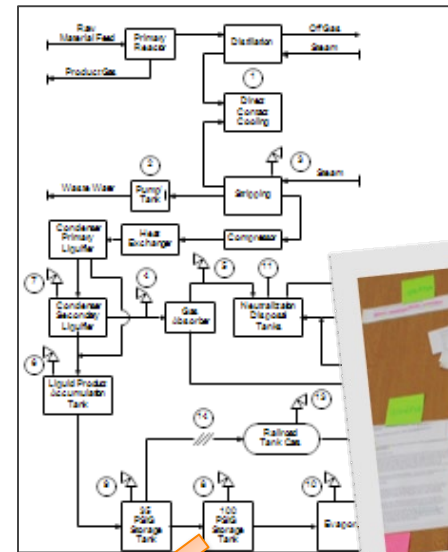
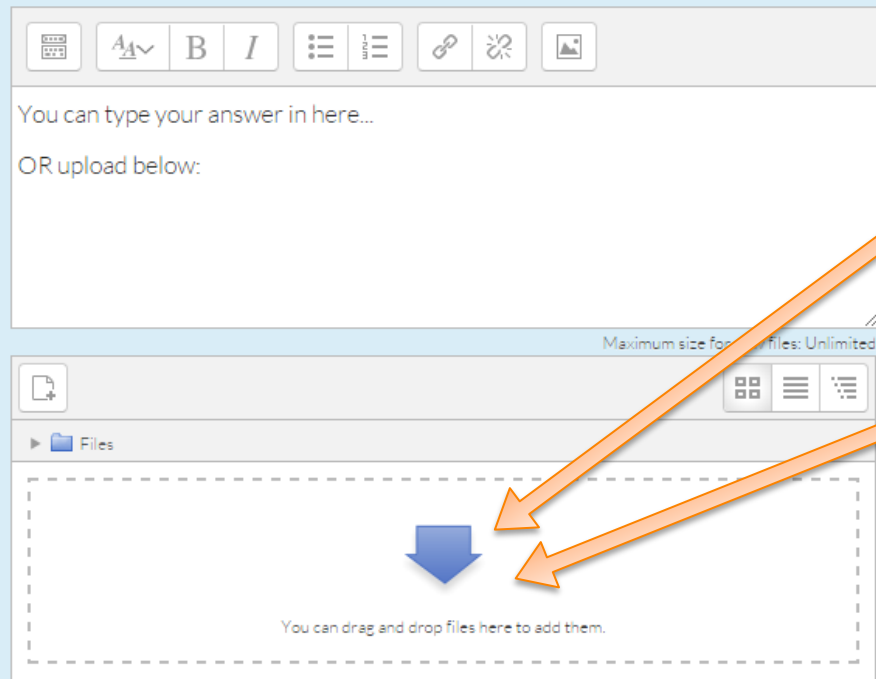
Operators who have experience over time of investigating and resolving problems due to contamination of product were sent back to answer basic questions such as naming types of foreign matter

Evidence Collection

Website:

Show that you can monitor product quality. You need to show that you can monitor the quality of your work and can follow the correct procedures, control points, and (if relevant) CCPs. To do this you will need to show that you can monitor the quality of a product you are responsible for. You will need to show that you can:

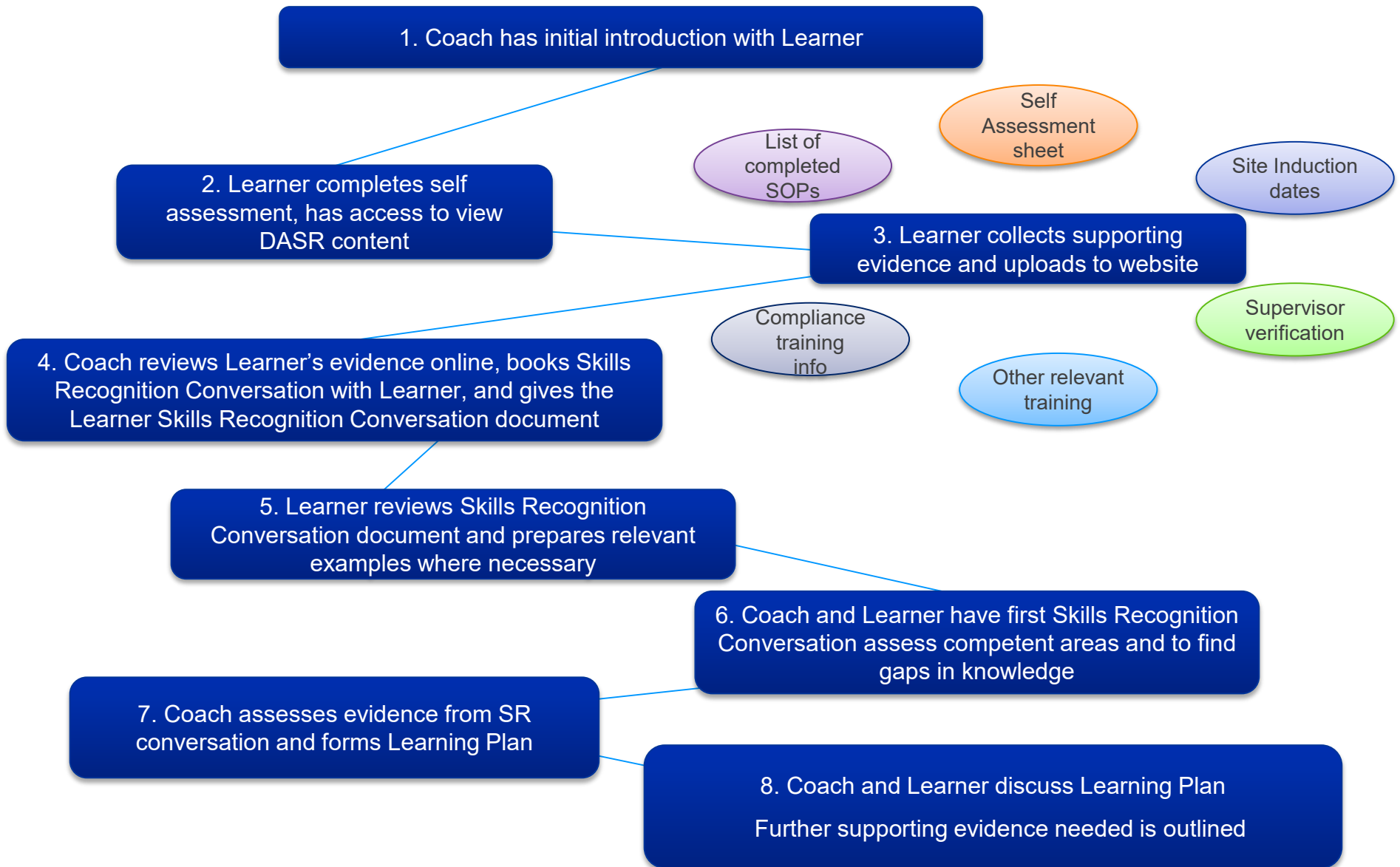
- Check the materials and equipment are read for use
- Monitor control points and/or critical control points
- Collect data (this could be logsheets)
- Confirm the product quality meets requirements (operating parameters)
- Identify any variations or common faults
- Report on the outcome



Voice recording



Skills Recognition - Revised Process



Next Steps

- Publish process, documentation and support use by coach/assessors
- Outstanding: assessor report media, moderation/peer review process, induction of new coach/assessors
- Extend access to 400+ operators from August 2016
- Continue to collect data, design improvements and experiment