

# The Case for Change

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## Case for Change – Wine Industry Operations – Advanced Technical Skills

### Administrative information

**Name of IRC:** Food Beverage and Pharmaceutical IRC

**Name of SSO:** Skills Impact

**Name of Training Package(s):** Food, Beverage and Pharmaceutical Training Package

### How the case for change was developed:

Towards the end of the consultations with key industry stakeholders in the development of the redesigned Certificate III in Wine Industry Operations, it has become clear that there is a pressing need to develop new units of competency that reflect AQF level 3 outcomes to address skill gaps that exist in the Wine Industry. Many of these new units address technological changes as well as greater complexity of knowledge and problem solving. Although the review of the wine industry qualifications is not yet finalised, the original activity order for this project does not allow for the development of these seven new units of competency. The time frame to complete this project does not allow these new units to be developed via the typical two rounds of consultation.

To meet the needs of the industry, as evidenced by the range of wine makers, training organisations and large wine producing organisations who have provided feedback requesting these units, we are now requesting approval for the development of these seven units.

### The case for change

The Wine Operations Project (2017-2018) has involved review and update of wine industry related units of competency and qualifications to reflect changing industry skills requirements, especially in the area of technology. The project involved:

- review and improvement of 2 existing qualifications, including the removal of the overlap across the Certificate II and III.
- review and of 135 units of competency (wine specific and cross-sector)
- development of 6 new units of competency
- development of 8 new skill sets
- proposed deletion of 22 units (merged content, replacement with AHC units, obsolete processes).

Analysis of the existing *FDF30411 Certificate III in Wine Industry Operations* show that it allows a person to undertake a disproportionately large amount of units of competency addressing basic, entry-level skills that reflect AQF level 2 outcomes in the *Certificate III in Wine Industry Operations*. The majority of stakeholders wanted to retain these AQF level 2 units in the AQF 3 qualification. Midway through the project, Skills Impact met with stakeholders and explained that there were too many AQF 2 level units of competency for the qualification to meet the AQF requirements for a Certificate III and the *Standards for Training Packages 2012*. Further consultations identified which level 2 units should be removed to align the qualification to AQF level 3. It was during these discussions that it became clear that the industry was using outdated level 2 units to cover their needs and requested seven new units to cover the skill gaps, that reflect the complexity of the AQF3 roles in the industry.

Drivers for change include:

- Information gained through extensive consultation with the wine industry across Australia, indicated that technological changes have meant that more and more workers in this industry need to be able to operate more complex equipment and systems for producing wine and undertaking bottling and packaging tasks.
- To provide a broader range of wine industry specific elective units for Cellar Operations and Bottling and Packaging Operators.
- Two of the suggested units proposed for development (Operate an automated carton packing process and Operate automated palletising will also have broader application across a range of qualifications in the *FBP Food, Beverage and Pharmaceutical Training Package* qualifications as well as other manufacturing qualifications

### **Recommended Changes**

Develop seven new units of competency to address complex equipment and systems, non-routine, problem-solving skilled tasks:

- Operate the crushing process (advanced)
- Perform must draining operation (advanced)
- Perform oak handling activities (advanced)
- Advanced fermentation (for wine)
- Prepare and make additions and finings
- Operate an automated carton packing process
- Operate automated palletising

### **Industry support for change**

The following key stakeholders in the Australian wine industry specifically requested these units be developed:

- Michael Horley, Packaging Technical Trainer, Casella Family Brands
- Jo Ludlow, Manager, Yalumba People, Yalumba Family Vignerons
- Anne Jones, Learning and Development Manager, Bilyara Packaging Centre and Bilyara Winery, Treasury Wine Estate
- Judi Brooks, Senior Lecturer - Diploma Food and Wine Management, Wine Industry Operations, TAFE SA
- Gerard Coote, Lecturer Wine Operations, TAFE SA, Mount Gambier

Other key stakeholders who support the proposed changes and are available for consultation include:

- Sarah Hills, South Australian Wine Industry Association
- James Barnes, Queensland Wine Industry Association
- Darren Scragg, HRM Global Supply, Treasury Wine Estates (TWE)
- Nadia Blaess, L&D Manager, Pernod Ricard Winemakers
- Bruce Foster, winemaker and wine operations teacher
- Chris Dahms, Bottling & Packaging SME TAFE SA
- Frank Alampi, Riverina Institute (TAFE NSW)
- Gillian Ireland, Wine Program Manager, River Murray Training
- Kirsty Waller, Lecturer, Viticulture, TAFE SA
- Patricia Colbey, Education Manager, TAFE SA

### **Method of consultation**

Thirty-three stakeholders attended 14 consultation workshops in person and via webinar during the course of the wine operations review. These consultations took place from October 2017 until April 2018 in Melbourne (VIC), Yarra Valley (VIC), Mornington Peninsula (VIC), Adelaide (SA), Barossa Valley (SA), McLaren Vale (SA), Griffith (NSW), Margaret River (WA).

Seventy-six responses were received to the request for feedback during the consultation and validation process. This included feedback about the qualifications from the following categories of stakeholders:

- RTOs SA (32 responses)
- Industry SA (23 responses)
- RTOs WA (2 responses)
- RTOs NSW (5 responses)
- Industry NSW (3 responses)
- RTOs QLD (1 response)
- Industry Qld (1 response)
- Curriculum Maintenance Manager, VIC (1 response)
- State Government VIC (1 response)

## **Impact of change**

### **Positive impacts:**

- Wine manufacturing organisations and their employees will be better skilled in the more advanced manufacturing processes and operation of complex equipment
- RTOs will have a better selection of units relating to appropriate AQF levels for the *Certificate III in Wine Industry Operations*
- Two new units with broad application across a range of FBP and other manufacturing qualifications

### **Risks of not implementing the changes:**

- Continued reliance on internal training programs to upskill and train employees, placing the responsibility for training for this industry onto the larger wine manufacturers
- The qualification will not reflect, in title and content, the skills needed for this industry.
- Wine makers will have less incentive to enrol their staff in a qualification that does not meet their needs
- Loss of productivity due to poor knowledge and skills for operating complex equipment and using multi-faceted cellar operations systems and bottling and packaging machinery.

### **Proposed timelines:**

- July 2018 – subject matter expert meetings, research and functional analysis
- August – development of draft one documents
- September – public consultation
- October – development of draft two documents
- November – second public consultation
- December – final drafting of documents
- February 2019 – public validation
- February – finalisation of documents
- April – proofreading of documents
- May – edit and equity review

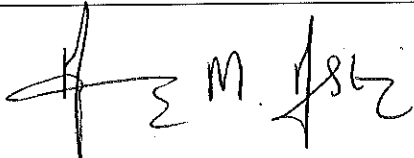
- May – IRC case for endorsement approval to submit for quality assurance review
- May – quality assurance evaluation
- June – state/territory training authority review
- June – Industry Reference Committee final sign off
- June 2019 – submission to Australian Industries and Skills Committee

**Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages**

- Through the development of these units of competency, more information about this industry’s expectations of training delivery will be available to training providers to improve their delivery, and to consumers to enable better-informed choices between the Certificate II and the Certificate III in wine industry operations.
- The training system will better support individuals to move more easily between the two wine industry operations qualifications and skill sets.
- Improved efficiency of the training system will be gained through the development of units that can be owned and used by multiple industry sectors, such as wine and cider production, spirits distillation and other beverage manufacturing industries.

This Case for Change was agreed to by the Food, Beverage and Pharmaceutical IRC

**Food, Beverage and Pharmaceutical Industry Reference Committee**

Name of Chair	ANNE ASTIN
Signature of Chair	
Date	14 JUNE 2018

## Attachment A: Training Package components to change

### Skills Impact

Contact details: Julie Stratford, [jstratford@skillsimpact.com.au](mailto:jstratford@skillsimpact.com.au)

Date submitted: 18 May 2018

Training Package Code	Training Package Name	Qualification Code	Qualification Name	IRC Name	Review status	Change Required
FBP	Food , Beverage and Pharmaceutical Training Package		Certificate III in Wine Industry Operations	Food, Beverage and Pharmaceutical Industry Reference Committee		Develop 7 new units of competency

## Attachment B: Stakeholder Consultation Method and Scale

### Stakeholder Consultation \*

Name of Stakeholder	Detail method(s) and Scale of Consultation	Development	Feedback	Supported
Anne Jones, Learning & Development Manager, Treasury Wine Estates, Bilyara Packaging Centre	Email and teleconference consultation	✓	✓	
Bruce Foster, winemaker and wine operations teacher	Email and teleconference consultation	✓		
Chris Dahms, Bottling & Packaging SME TAFE SA	Email and teleconference consultation	✓		
Darren Scragg, HRM Global Supply, Treasury Wine Estates (TWE)	Email and teleconference consultation	✓		
Frank Alampji, Riverina Institute (Tafensw)	Email and teleconference consultation	✓		
Gerard Coote, Cellar Operations SME , TAFE SA	Email and teleconference consultation	✓		
Gerard Coote, Lecturer Wine Operations, TAFE SA, Mount Gambier	Email and teleconference consultation	✓	✓	
Gillian Ireland, Wine Program Manager , River Murray Training	Email and teleconference consultation	✓		

James Barnes, Queensland Wine Industry Association	Email and teleconference consultation	✓		
Jo Ludlow, Manager, Yalumba People, Yalumba Family Vignerons	Email and teleconference consultation	✓	✓	
Judi Brooks, Senior Lecturer - Dip Food & Wine Mgt, Wine Industry Operations, TAFE SA	Email and teleconference consultation	✓	✓	
Kirsty Waller, Lecturer, Viticulture, TAFE SA	Email and teleconference consultation	✓		
Michael Horley, Packaging Technical Trainer, Casella Family Brands	Email and teleconference consultation	✓	✓	
Nadia Blaess, L&D Manager, Pernod Ricard Winemakers	Email and teleconference consultation	✓		
Patricia Colbey, Education Manager, TAFE SA	Email and teleconference consultation	✓		
Sarah Hills, South Australian Wine Industry Association	Email and teleconference consultation	✓		

Development: Stakeholder has been consulted in the draft Case for Change

Feedback: Stakeholder has provided feedback on the draft Case for Change during public consultation phase

Supported: Stakeholder has given their support for the Case for Change

\*N.B Stakeholders may be involved in more than one phase in the writing of the Case for Change. Attachment B will be updated as the Case for Change progresses through the phases.