

South Australian Wine Industry Employment Strategy Project

TASK AUDIT SUMMARY

AUGUST 31st 2007

This project was completed by the Food, Tourism & Hospitality Industry Skills Advisory Council SA Inc. (FTH Skills Council) with funding provided by the Government of South Australia through the Department of Further Education, Employment, Science and Technology (*South Australia Works* program) and the Department of Primary Industries and Resources SA.

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1. Introduction

This report provides a summary of information obtained during an Employee Survey conducted in June and July 2007 as part of the SA Wine Industry Employment Strategy.

This report considered raw data and an overview of key findings presented by Truscott Research in relation to the Task Audit, which was conducted as a component of the Employee survey. It has been prepared with the assistance of Chris Ellis of Adit Communications.

Interpretation of the results and associated comments are provided with the specific objective of providing useful information to the South Australian Wine Industry Employment Strategy – and, in particular, to assist the future development of skill requirements to meet industry growth targets.

2. The Task Audit Data

Employees completing the written survey were asked to consider a list of predetermined tasks in various job families and nominate which of those they performed in the workplace – and whether they performed those tasks on an hourly, daily, weekly, or monthly basis. These tasks were based on the wine industry competency standards in the Food Processing Training Package, with the addition of marketing and general administration and management units from other related packages and grouped into job family areas. Surveys were distributed via a range of small to large employers, and responses were received from all the major wine GI zones.

The survey received responses from 306 employees (240 full-time permanent), who nominated that they worked mainly in the following areas:

· Cellar Operations	76
· Vineyard	70
· Administration/Management	60
· Bottling/Packaging	36
· Cellar Door	27
· Laboratory	15
· Marketing/Sales	14
· Warehouse/Distribution	8

Respondents were not asked how well they performed the task – nor how important the task was to their work role or job performance.

Another section of the survey, however, asked about the importance of particular skills to job success. This section found that *technical skills*, *customer service* and *communication* were considered the most important ‘across the board’ to job success – although there were obvious differences in particular work areas:

- *Technical skills* were rated most important by respondents in Vineyard, Cellar Operations, Laboratory and Bottling/Packaging
- *Customer service* and *product/region/work area knowledge* were rated most important by respondents in Cellar Door Sales
- *Communication* and *multi-tasking* were rated most important by respondents in Marketing/Sales
- *Business skills* were rated most important by respondents in Warehouse/Distribution
- A combination of *time management/organisation/efficiency* and *business skills* were rated most important by respondents in Admin/Management.

3. General Tasks/Skills

3.1 Tasks common to all work areas

3.1.1 Follow work procedures to maintain food safety

- 69% of all respondents follow work procedures to maintain food safety – with the highest proportion of employees in Cellar Operations (96%), Bottling/Packaging (94%), Laboratory (93%) and Cellar Door (89%).
- Although only 55% of Vineyard respondents nominated that they performed the task, 72% of those people said they did so hourly or daily, suggesting it has some significance in the work role.

3.1.2 Follow work procedures to maintain health and safety

- 81% of all respondents said they follow work procedures to maintain health and safety, with the highest proportions in Laboratory (100%), Cellar Operations (95%), Bottling/Packaging (94%), and Cellar Door (93%).
- Although a lower proportion of Vineyard respondents nominated that they performed the task (76%), almost all those who did (96%) said they do it hourly or daily.
- The task was nominated the least by Admin/Management (58%) and Marketing/Sales (50%).

3.1.3 Follow work procedures to maintain quality

- 80% of all respondents follow work procedures to maintain quality. Laboratory (100%), Cellar Operations (96%) and Bottling/Packaging (94%) had the highest proportion of respondents performing this task and also had very high proportions of doing it hourly or daily.
- Of interest is the fact that this was the general task most often selected by vineyard respondents (79%) and that 96% of these people felt they performed the task hourly or daily.

3.1.4 Communicate workplace information

- 85% of all respondents communicate workplace information. This task was performed mostly by Laboratory (100%), Cellar Operations (99%) and Bottling/Packaging (97%). It was least used in Marketing/Sales (71%), Admin/Management (75%) and Vineyard (75%).
- 91% of Vineyard workers who do perform the task, feel they do this hourly or daily.

3.1.5 Use basic mathematical concepts

- 88% of all respondents use basic mathematical concepts – with the highest work area proportions in Laboratory (100%), Cellar Operations (100%) and Warehouse/Distribution (97%).
- This task was least used in Vineyard (73%) and it was also the area least likely to use these skills on an hourly or daily basis (76%). However, both these statistics are high enough to indicate that using basic mathematical concepts is still a significant requirement for the Vineyard job role.

3.1.6 Implement the food safety program and procedures

- 58% of all respondents implement the food safety program and procedures – with the most significant work area proportion of users based in Cellar Operations (86%) and Bottling/Packaging (83%). Almost all those who did perform the task in these areas, nominated that this program was called into play hourly or daily in their job role.
- Other significant users were in Cellar Door (67%) and Laboratory (60%).

3.1.7 Implement OH&S systems and procedures

- 72% of all respondents implement OH&S systems and procedures – with the largest work area proportion in Cellar Operations (88%).
- Other significant users were in Bottling/Packaging (81%), Laboratory (80%), Cellar Door (74%) and Vineyard (73%).
- The task was least used by Warehouse/Distribution (38%), Marketing/Sales (43%) Admin/Management (53%).

3.1.8 Implement quality systems and procedures

- 64% of all respondents implement quality systems and procedures, with the task found most commonly in Cellar Operations (88%), Bottling/Packaging (83%) and Laboratory (80%).
- Only half (51%) of Vineyard respondents perform the task – although 74% of those who do, use it hourly or daily.
- The task was least used by Warehouse/Distribution (38%), Marketing/Sales (43%) and Admin/Management (47%).

3.1.9 Present and apply workplace information

- 69% of all respondents present and apply workplace information, with the task nominated most frequently by respondents in Laboratory (100%), Bottling/Packaging (89%) and Cellar Operations (86%).
- More than half (55%) of Vineyard respondents perform the task – and, again, 74% of those users perform the task hourly or daily.

3.1.10 Monitor the implementation of OH&S policies and procedures

- 59% of all respondents monitor the implementation of OH&S policies and procedures, with the task found most commonly in Bottling/Packaging (78%) and Cellar Operations (74%).

3.1.11 Monitor the implementation of quality and food safety programs

- 47% of all respondents monitor the implementation of quality and food safety programs, with the task found most commonly in Cellar Operations (73%), Bottling/Packaging (72%) and Laboratory (60%).

3.1.12 Report on workplace performance

- 59% of all respondents report on workplace performance, with the task found most commonly in Bottling/Packaging (75%), Cellar Operations (74%) and Laboratory (67%).
- Only half (54%) of Vineyard respondents perform the task – and less than half (42%) of those employees use it hourly or daily.
- Reporting on workplace performance was most used on an hourly or daily basis by respondents in Bottling/Packaging (63%) and Cellar Operations (60%).
- All categories did, however, have a significant number of respondents who used the task on either a weekly or monthly basis.

3.1.13 Implement environmental policies and procedures

- Less than half (46%) of all respondents implement environmental policies and procedures, with the task found most commonly in Cellar Operations (71%).
- Only 58% of all respondents who perform the task do this hourly or daily.

3.1.14 Monitor implementation environmental management policies/procedures

- Only 39% of all respondents monitor the implementation of environmental policies, with the task found most commonly in Cellar Operations (64%).

3.1.15 Establish effective workplace relationships

- 72% of all respondents reported establishing effective workplace relationships as a task in their work role. Of these respondents, employees were found most commonly in Bottling/Packaging (92%), Laboratory (80%) and Cellar Operations (79%).
- The task was least commonly identified by employees based in Vineyard (61%) although the majority of those respondents (79%) felt they did this hourly or daily.
- 85% of all respondents who identified the task nominated they performed it on an hourly or daily basis.

3.1.16 Participate in work teams and groups

- 81% of all respondents participate in work teams and groups, with the task nominated most commonly in Laboratory (93%), Bottling/Packaging (92%), Cellar Operations (86%) and Cellar Door (85%).
- Three-quarters (77%) of Vineyard respondents nominated the task – but only half of these employees (55%) felt they did this hourly or daily.

3.1.17 Lead work teams and groups

- About half (53%) of all respondents nominated they led work teams or groups, with the task most commonly found in Laboratory (67%) and Cellar Operations (65%).

3.2 An overview of tasks common to all work areas

General tasks or skills used most commonly by **all survey respondents** were:

- | | |
|--|-------|
| 1. Use basic mathematical concepts | (88%) |
| 2. Communicate workplace information | (85%) |
| 3. Follow work procedures to maintain health and safety | (81%) |
| 4. Participate in work teams and groups | (81%) |
| 5. Follow work procedures to maintain quality | (80%) |
| 6. Implement OH&S systems and procedures | (72%) |
| 7. Establish effective workplace relationships | (72%) |
| 8. Present and apply workplace information | (69%) |
| 9. Follow work procedures to maintain food safety | (69%) |
| 10. Implement quality systems and procedures | (64%) |
| 11. Monitor the implementation of OH&S policies and procedures | (59%) |
| 12. Report on workplace performance | (59%) |
| 13. Implement the food safety program and procedures | (58%) |
| 14. Lead work teams and groups | (53%) |
| 15. Monitor the implementation of quality and food safety programs | (47%) |
| 16. Implement environmental policies and procedures | (46%) |
| 17. Monitor implementation of environmental management policies/procedures | (39%) |
- Across all nominated tasks, similarities were identified in Cellar Operations, Laboratory and Bottling & Packaging, with these areas consistently having the highest proportion of their employees nominating the task as performed – and performed frequently (hourly or daily).
 - Commonly, a smaller proportion of Vineyard respondents (compared to other operational areas) nominated the general tasks as performed during their work. However, it should be noted that more than 50% of Vineyard respondents nominated they performed tasks 1-12 (as listed above) – and, for tasks 1-6, more than 70% of Vineyard respondents nominated they performed the tasks.
 - Often, although less Vineyard respondents nominated the task, a large proportion (70+%) of those who did, indicated they performed the task frequently (hourly or daily).
 - Consistently, it was the categories of Admin/Management and Marketing/Sales who had the least proportion of respondents recognising the nominated tasks as being performed in their work role.

4. Job Family Tasks

Following the grouped *general tasks/skills*, respondents were asked to consider tasks grouped in eight job families and indicate whether they performed the specific task – regardless of the job family in which it was listed.

Respondents were also asked to indicate how often they performed the task – from among hourly, daily, weekly or monthly options.

4.1 Management and Administration Tasks

4.1.1 Tasks performed by Admin/Management employees

- There were 60 employees based in Admin/Management who responded to the survey and 100% of those respondents nominated against tasks listed for this job family.
- Management and Administration tasks performed most commonly by **Admin/Management employees** were:

1. Undertake basic office administration	(90%)
2. Manage knowledge and information	(70%)
3. Address legal and administrative requirements	(62%)
4. Manage workplace information systems	(57%)
5. Manage human resources	(52%)
6. Monitor staff performance	(50%)
7. Promote the business/brand	(50%)
8. Analyse business performance	(47%)
9. Monitor and manage business operations	(42%)
10. Manage financial operations	(42%)
11. Manage risk	(38%)
12. Develop and review business plans	(35%)
13. Manage physical assets	(35%)
14. Manage environmental management systems	(22%)
15. Undertake basic warehouse administration	(18%)
- Tasks which had a high proportion of selection (>50%) and also had a high proportion of hourly or daily usage (>75% of people who performed the task) were:
 - Undertake basic office administration
 - Manage human resources
 - Manage knowledge and information
 - Manage workplace information systems.
- It is recognised, however, that many critical Management and Administration tasks are not required to be performed on a daily basis – but the frequency of use does indicate the shape of a common work day for employees in Admin/Management.

4.1.2 Management and Administration tasks performed by 'other' employees

- Management and Administration tasks performed most commonly by **all survey respondents** were:
 1. Undertake basic office administration (53%)
 2. Manage knowledge and information (39%)
 3. Monitor staff performance (37%)
 4. Promote the business/brand (36%)
 5. Manage workplace information systems (31%)
 6. Manage risk (30%)
 7. Manage human resources (29%)
 8. Address legal and administrative requirements (25%)
 9. Analyse business performance (23%)
 10. Monitor and manage business operations (22%)
 11. Develop and review business plans (22%)
 12. Manage physical assets (22%)
 13. Manage financial operations (19%)
 14. Undertake basic warehouse administration (18%)
 15. Manage environmental management systems (15%)
- Two-thirds (68%) of all respondents performed management or administration tasks.
- Apart from Admin/Management respondents, tasks in this job family were most commonly performed by employees in Warehouse/Distribution (100%), Marketing/Sales (93%) and Cellar Door (85%).
- Two-thirds of respondents in Laboratory (67%) and Cellar Operations (62%) performed tasks from this job family, as did almost half (49%) of Vineyard respondents.
- The smallest proportion of respondents performing tasks in this job family were in Bottling/Packaging (44%).

4.2 Sales and Marketing

4.2.1 Tasks performed by Marketing/Sales & Cellar Door employees

- There were 14 employees based in Marketing/Sales and 27 employees based in Cellar Door who responded to the survey.
- All Marketing/Sales respondents nominated against all Sales and Marketing tasks offered in the survey – as did 70% of respondents based in Cellar Door Sales.
- To facilitate comparisons, the proportion of Cellar Door Sales respondents who nominated against specific Sales and Marketing tasks has been included in the table below.
- Sales and Marketing tasks performed most commonly by **Marketing/Sales** and **Cellar Door** survey respondents were:

	Marketing/Sales	Cellar Door
1. Undertake marketing activities	(86%)	(33%)
2. Coordinate promotional activities	(79%)	(44%)
3. Build sales relationships	(71%)	(37%)
4. Identify marketing opportunities	(71%)	(33%)
5. Identify sales prospects	(64%)	(52%)
6. Analyse and achieve sales	(64%)	(44%)
7. Evaluate international marketing opportunities	(57%)	(4%)
8. Self-manage sales performance	(57%)	(30%)
9. Manage online sales systems	(50%)	(26%)
10. Develop a sales strategy	(50%)	(41%)
11. Coordinate sales performance	(50%)	(33%)
12. Evaluate marketing opportunities	(50%)	(19%)
13. Develop and manage direct marketing campaigns	(43%)	(22%)
14. Manage sales teams	(43%)	(33%)
15. Develop export markets	(36%)	(4%)
16. Review marketing performance	(36%)	(19%)
17. Manage international marketing programs	(36%)	(0%)
18. Develop a marketing plan	(29%)	(15%)
19. Implement a marketing solution	(29%)	(7%)
20. Develop marketing strategies	(29%)	(19%)
21. Establish and adjust the marketing mix	(21%)	(4%)
22. Manage the marketing process	(21%)	(11%)

- The Sales & Marketing tasks which most commonly occupied Marketing/Sales employees on an hourly or daily basis were ‘*manage online sales systems*’ (83%); ‘*build sales relationships*’ (70%); ‘*identify sales prospects*’ (67%); and ‘*manage sales teams*’ (67%).

4.2.2 Sales and Marketing tasks performed by 'other' employees

- The survey showed one in five respondents (20%) performed Sales & Marketing tasks. This is the lowest proportion of the workforce for all job families and this statistic is further influenced by the high proportion of respondents in Cellar Door (70%) who perform these tasks (discussed at section 4.1.1).
- **Warehouse/Distribution** (37%) was the work area with the next largest proportion of respondents performing Sales and Marketing tasks. However this statistic in reality only involved three employees, with either one or two responses against tasks such '*manage online sales systems*'; '*identify sales prospects*'; '*develop export markets*'; '*undertake marketing activities*'; and '*identify/evaluate marketing opportunities*'.
- **Admin/Management**, however, with a statistic of (28%) had 17 respondents who said they performed Sales and Marketing tasks. The most common of these (involving more than five employees in each instance) were '*manage online sales systems*'; '*identify sales prospects*'; '*coordinate promotional activities*'; '*build sales relationships*'; and '*undertake marketing activities*';
- The Sales and Marketing tasks most often performed by **Cellar Operations** (14%), and **Vineyard** (7%) respondents were to '*identify sales prospects*'; '*build sales relationships*'; and '*undertake marketing activities*'. This involved eleven Cellar Operations employees and five from Vineyard. The (6%) involvement by **Bottling/Packaging** respondents involved only two employees who both '*identified sales prospects*', with one response against a few other tasks.
- No respondents in **Laboratory** indicated that they performed these tasks.

4.3 Bottling and Packaging

4.3.1 Tasks performed by Bottling/Packaging employees

- There were 36 survey respondents based in Bottling/Packaging and 83% of these employees nominated against tasks listed for this job family.
- Bottling and Packaging tasks performed most commonly by **Bottling/Packaging employees** were:

1. Perform packaging equipment changeover	69%
2. Operate the bottle capsuling process	67%
3. Operate the bottle filling process	67%
4. Operate the palletising process	67%
5. Operate manual bottling and packaging processes	64%
6. Operate the bottle sealing process	61%
7. Operate the carton erection process	61%
8. Operate the carton packing process	61%
9. Operate the electronic coding process	58%
10. Operate the labelling process	58%
11. Operate the bottle supply process	56%
12. Operate processes in a packaging system	56%
13. Operate a forklift	42%
14. Operate the softpack filling process	31%
15. Operate traditional sparkling wine processes	22%
16. Conduct specialised forklift operations	22%
17. Operate the tirage and transfer process	14%
- Compared to other areas, the Bottling/Packaging job family had a very high proportion of respondents who performed specific tasks on an hourly or daily basis. Of the top 12 tasks listed above, three-quarters or more of the respondents performing the task said they did so every hour or every day – apart from *operate the bottle filling process* and *operate processes in a packaging system* where the proportion was still two-thirds of respondents performing the task.

4.3.1 Bottling and Packaging Tasks performed by 'other' employees

- One-quarter of all respondents (24%) performed Bottling and Packaging tasks.
- **Warehouse/Distribution** (37%) had the highest proportion of 'other' employees performing these tasks. However, again the 37% proportion from this work area in reality only involved three respondents who all nominated *operate a fork lift* and one or two responses each to a handful of other tasks.
- **Cellar Operations** (26%), however, had 20 of 78 respondents perform tasks from this list – but mostly *operate a fork lift* and *conduct specialised forklift operations*.
- Twelve respondents from **Vineyard** (17%) also nominated against these tasks, most commonly in *fork lift* but also three or four people who operated the *bottle capsuling, filling, sealing, labelling and packaging* tasks.

4.4 Laboratory Operations

4.4.1 Tasks performed by Laboratory employees

- There were 15 employees based in Laboratory Operations who responded to the survey and all respondents performed one or more of the nominated tasks from this job family.
- As per the table below, most tasks were performed by the majority of respondents, apart from packaging type tasks – and only two people selected ‘*prepare and pour culture media*’ although one respondent performed the task hourly and the other, daily.
- Laboratory tasks performed most commonly by **Laboratory employees** were:

1. Perform basic analytical tests	100%
2. Use computer technology for laboratory applications	100%
3. Use basic laboratory equipment	100%
4. Record laboratory data	100%
5. Calibrate testing equipment and assist with its maintenance	100%
6. Analyse laboratory data	93%
7. Prepare laboratory solutions and stains	93%
8. Standardise laboratory solutions	87%
9. Perform routine troubleshooting procedures	87%
10. Perform instrumental tests/ procedures	87%
11. Perform non-routine or specialised tests	80%
12. Perform basic microbiological tests	60%
13. Maintain aseptic environment	60%
14. Prepare product or show samples	40%
15. Perform packaging quality control procedures	33%
16. Perform basic packaging tests and inspections	27%
17. Prepare and pour culture media	13%
- Tasks which had a high rate of selection (>66%) and also had a high rate of usage on an hourly or daily basis (>66% of people who performed the task) were:
 - Perform basic analytical tests
 - Use computer technology for laboratory applications
 - Use basic laboratory equipment
 - Record laboratory data
 - Calibrate testing equipment and assist with its maintenance
 - Analyse laboratory data
 - Perform instrumental tests/procedures.

4.4.2 Laboratory tasks performed by 'other' employees

- One in five (22%) of all survey respondents performed one or more Laboratory tasks.
- However, the only other work area to have a significant number of respondents performing a significant number of laboratory tasks was Cellar Operations, where 46% of respondents performed one or more of these tasks.
- Laboratory tasks most commonly performed by the 78 respondents based in **Cellar Operations** were:

- Use basic laboratory equipment	33%
- Prepare product or show samples	27%
- Perform basic analytical tests	27%
- Analyse laboratory data	23%
- Record laboratory data	22%
- These tasks were also performed hourly or daily by a significant number of the Cellar Operations respondents who did so:
 - More than three-quarters (78%) of those who *analysed laboratory data*
 - Two-thirds (65%) of those who *recorded laboratory data*
 - Half of those who *performed basic analytical tests* (50%) or *used basic laboratory equipment* (46%)
 - Almost one-third (29%) of those who prepared product or show samples.
- It should also be noted that all of the designated Laboratory tasks received at least one nomination from a Cellar Operations employee and, in most cases, it was four or more employees.
- In addition, a small number of Warehouse/Distribution, Vineyard, Admin/Management and Bottling/Packaging respondents nominated that they:
 - Use basic laboratory equipment
 - Perform basic analytical tests
 - Analyse laboratory data
 - Prepare product or show samples.

4.5 Warehouse and Distribution

4.5.1 Tasks performed by Warehouse /Distribution employees

- In considering the table below, it should be noted that responses were received from only 8 Warehouse/Distribution employees. A proportion of 13% performing the task therefore relates to one person.
- Warehouse and Distribution tasks performed most commonly by **Warehouse/Distribution employees** were:

1. Use product knowledge to complete work operations	88%
2. Receive goods	75%
3. Participate in stocktakes	75%
4. Monitor storage facilities	75%
5. Package goods	63%
6. Complete receiptal/despatch documentation	63%
7. Use inventory systems to organise stock control	63%
8. Apply product knowledge to organise work operations	63%
9. Organise receiptal operations	63%
10. Replenish stock	63%
11. Despatch stock	63%
12. Organise warehouse records operations	63%
13. Use IT devices and computer applications in the workplace	63%
14. Organise despatch operations	50%
15. Complete and check import/ export documentation	50%
16. Operate a forklift	50%
17. Co-ordinate goods to bond premises	38%
18. Prepare and process financial documents	38%
19. Pick and process orders	25%
20. Conduct specialised forklift operations	25%
21. Shift materials safely using manual handling methods	25%
22. Load and unload goods/cargo	25%
23. Shift a load using manually-operated equipment	25%
24. Conduct weighbridge operations	13%
25. Handle dangerous goods/hazardous substances	13%
26. Check conveyor operational status	0%

4.5.1 Warehouse /Distribution tasks performed by 'other' employees

- A point of interest in the Warehouse and Distribution tasks is the fact they are spread across all operational areas.
- One-third (34%) of all survey respondents performed Warehouse and Distribution tasks and every task (except '*check conveyor operational status*') received at least some response in every work area apart from Laboratory and Marketing/Sales. There is one exception to this statement in that no Vineyard employee nominated that they '*use inventory systems to organise stock control*'.

- Apart from Warehouse/Distribution respondents, these tasks were most commonly performed by **Cellar Door** employees, where 59% of respondents performed one or more tasks. However, significant numbers of respondents in **Admin/Management** (43%) and **Cellar Operations** (40%) also performed a significant variety of Warehouse and Distribution tasks.
- The following table is produced to show which Warehouse and Distribution tasks are performed most commonly in these 'other' work areas. Rather than simply reproduce the raw data, trends have been identified by only showing where at least 10% of respondents in a work area nominated the task.
- **Vineyard** and **Marketing/Sales** responses are not included in the table because – although almost all tasks received some response in these areas – the number of responses was small.

	Cellar Door	Admin/ Mgt	Cellar Ops
Package goods	44%	15%	
Replenish stock	44%	10%	
Receive goods	37%	17%	18%
Despatch stock	37%	18%	12%
Participate in stocktakes	37%	25%	23%
Pick and process orders	37%	17%	
Shift materials safely using manual handling methods	30%		23%
Use inventory systems to organise stock control	26%	20%	
Use product knowledge to complete work operations	22%	17%	14%
Complete receiptal/despatch documentation	22%	17%	18%
Use IT devices and computer applications in workplace	22%	22%	23%
Operate a forklift	19%		33%
Apply product knowledge to organise work operations	15%	15%	10%
Organise despatch operations	15%	15%	14%
Prepare and process financial documents	15%	23%	
Organise receiptal operations	11%	15%	13%
Monitor storage facilities	11%	13%	12%
Load and unload goods/cargo	11%		22%
Complete and check import/ export documentation		13%	
Handle dangerous goods/hazardous substances			22%
Conduct specialised forklift operations			15%
Conduct weighbridge operations			15%
Shift a load using manually-operated equipment			13%
Organise warehouse records operations			
Co-ordinate goods to bond premises			
Check conveyor operational status			

4.6 Cellar Door Sales

4.6.1 Tasks performed by Cellar Door employees

- There were 27 employees based in Cellar Door Sales who responded to the survey and 93% of those respondents performed one or more of the nominated tasks from this job family.
- Cellar Door Sales tasks performed most commonly by **Cellar Door employees** were:

1. Interact with customers	93%
2. Provide responsible service of alcohol	89%
3. Apply point of sale handling procedures	85%
4. Minimise theft	85%
5. Sell cellar door products and services	85%
6. Evaluate wines	81%
7. Promote wine tourism information	81%
8. Balance register/terminal	81%
9. Operate retail IT systems	78%
10. Merchandise products	78%
11. Conduct a standard product tasting	78%
12. Coordinate interaction with customers	74%
13. Perform cellar door stock control procedures	70%
14. Coordinate sales performance	56%
15. Conduct a specialised product tasting	56%
16. Coordinate promotional activities	56%
17. Perform cellar door banking duties	52%
18. Coordinate winery hospitality activities	48%
19. Process cellar door debtors and creditors	30%
20. Conduct winery and/or site tours	26%
- For almost all the 13 tasks that had a high rate of selection (>66%), more than three-quarters (>75%) of the respondents who performed the task said they did so hourly or daily. The exceptions to this statement were 'merchandise products' (70%) and 'perform cellar door stock control procedures' (50%).

4.6.2 Cellar Door Sales tasks performed by 'other' employees

- 64% of **Marketing/Sales** respondents performed Cellar Door tasks and all of the Cellar Door tasks received at least one nomination as being performed by a Marketing/Sales employee. Those most consistently nominated (by more than one-third of the 14 Marketing/Sales respondents) were:
 - Provide responsible service of alcohol
 - Interact with customers
 - Evaluate wines
 - Conduct a specialised product tasting
 - Conduct a standard product tasting
 - Coordinate winery hospitality activities
 - Conduct winery and/or site tours
 - Promote wine tourism information.
- More than one-third of **Admin/Management** (37%) and **Warehouse/Distribution** (37%) respondents performed at least one Cellar Door Sales task.
- For **Warehouse/Distribution**, it should again be noted that the 37% statistic was achieved by three respondents individually nominating tasks such as *'interact with customers'*; *'perform cellar door stock control procedures'*; *'conduct a standard and specialised product tasting'*; *'coordinate winery hospitality activities'* and *'conduct winery and/or site tours'*.
- For **Admin/Management**, however, the involvement was more widespread. Cellar Door Sales tasks identified by 15% (9 or more of the 60 respondents) were:
 - Provide responsible service of alcohol
 - Apply point of sale handling procedures
 - Interact with customers
 - Balance register/terminal
 - Perform cellar door banking duties
 - Process cellar door debtors and creditors
 - Sell cellar door products and services
 - Conduct a standard product tasting.
- **Cellar Operations** staff produced a statistic of 23% performing Cellar Door Sales tasks, but this was mostly achieved through 14 responses (18%) against *'evaluate wines'* and 13 responses (17%) against *'conduct winery and/or site tours'*. A range of other tasks received responses from 1-5 people (from a pool of 78 Cellar Operations respondents).
- No **Laboratory** respondents nominated any Cellar Door tasks and a 4% proportion for **Vineyard** respondents was achieved by one or two people (from a pool of 71) nominating tasks such as *interaction with customers*, *conducting wine tastings*, *conducting site tours* and *hospitality activities*.

4.7 Cellar Operations

4.7.1 Tasks performed by Cellar Operations employees

- There were 78 employees based in Cellar Operations who responded to the survey and 88% of those respondents performed one or more of the nominated tasks from this job family.
- Cellar Operations tasks performed most commonly by **Cellar Operations employees** were:

1. Prepare and make additions and finings	81%
2. Perform fermentation operations	76%
3. Carry out transfer operations	74%
4. Perform oak handling activities	72%
5. Carry out inert gas handling operations	69%
6. Perform heat exchange operations	68%
7. Operate the fine filtration process	60%
8. Propagate and maintain wine cultures	59%
9. Perform must draining operations	53%
10. Operate clarification by separation (centrifugation) process	51%
11. Operate the pressing process	51%
12. Operate the crushing process	49%
13. Operate the pressure leaf filtration process	47%
14. Operate the rotary vacuum filtration process	47%
15. Operate the continuous clarification by separation (flotation) process	44%
16. Handle spirits	44%
17. Perform de-aromatising, de- alcoholising or de-sulphuring operations	29%
18. Prepare and wax tanks	27%
19. Operate the concentration process	21%
20. Operate the ion exchange process	13%
21. Perform dual column distillation (continuous still brandy) operations	9%
22. Perform first distillation (pot still brandy) operations	5%
23. Perform single column lees stripping (continuous still brandy) operations	5%
24. Perform second distillation (pot still brandy) operations	5%
25. Perform rectification (continuous still) operations	4%
- Very few of the tasks in Cellar Operations were performed hourly or daily by a majority of people, with most tasks having the bulk of the frequency at weekly or monthly intervals.
- Exceptions to this statement were '*carry out transfer operations*' which occurred on an hourly or daily basis by more than three-quarters of the people performing the task (80%); '*carry out inert gas handling operations*' (76%); and '*prepare and make additions and finings*' (63%).

4.7.2 Cellar Operations tasks performed by 'other' employees

- Although Cellar Operations tasks were performed by a quarter of all respondents (25%) this statistic was influenced by the fact Cellar Operations employees were the largest respondent group. Tasks, in fact, were not commonly performed by people based in other work areas.
- In **Laboratory**, there was a reported participation rate of 20%. However, this statistic involved only three people and was achieved by two nominations against *'prepare and make additions and finings'*; and one nomination each against *'propagate and maintain wine cultures'*; *'perform fermentation operations'*; *'carry out inert gas handling operations'*; and *'handle spirits'*.
- **Warehouse/Distribution** reported a statistic of 13%, but this involved only one person nominating *'prepare and make additions and finings'*; *'perform oak handling activities'*; and *'carry out transfer operations'*.
- Likewise, **Bottling/Packaging**, **Admin/Management** and **Vineyard** reported statistics of (8%), (7%) and (4%) respectively, but these were achieved through three or four people (from among 36 Bottling/Packaging employees, 60 in Admin/Management and 71 in Vineyard) reporting individually against a handful of Cellar Operations tasks.
- There were no responses to any of the Cellar Operations tasks from people based in **Cellar Door Sales** or **Marketing/Sales**.

4.8 Wine Grape Growing

4.8.1 Tasks performed by Vineyard employees

- 71 employees based in Vineyard responded to the survey and 94% of those respondents performed one or more of the nominated tasks from the Wine Grape Growing job family.
- Wine Grape Growing tasks performed most commonly by **Vineyard employees** were:
 1. Operate tractors 73%
 2. Hand prune vines 70%
 3. Operate vineyard equipment 69%
 4. Install and maintain vine trellis 65%
 5. Train vines 63%
 6. Carry out basic canopy maintenance 62%
 7. Apply chemical and biological agents 61%
 8. Undertake irrigation system maintenance activities 51%
 9. Support mechanical harvesting operations 51%
 10. Pick grapes by hand 51%
 11. Install irrigation components 48%
 12. Apply chemicals under supervision 46%
 13. Coordinate canopy management activities 45%
 14. Recognise disorders and identify pests and diseases 45%
 15. Coordinate crop harvesting activities 42%
 16. Operate the irrigation system 42%
 17. Plant vines by hand 39%
 18. Coordinate hand pruning activities 38%
 19. Operate a mechanical harvester 38%
 20. Operate specialised canopy management equipment 37%
 21. Implement an irrigation schedule 34%
 22. Monitor and control vine disorders and damage 34%
 23. Operate spreading and seeding equipment 31%
 24. Take vine cuttings 25%
 25. Implement a soil management program 24%
 26. Perform vertebrate pest control activities 24%
 27. Deliver injection requirements 18%
 28. Dig up rootlings 15%
 29. Process vine cuttings 15%
 30. Process vine rootlings 14%
 31. Implement a plant establishment program 11%
 32. Bench graft vines 8%
 33. Coordinate nursery activities 8%
 34. Field graft vines 8%
 35. Perform field nursery activities 8%
 36. Identify and treat nursery plant disorders 8%
 37. Monitor and maintain nursery plants 8%
 38. Carry out potting operations 7%
 39. Maintain callusing environment 7%
 40. Operate nursery cold storage facilities 7%
 41. Perform shed nursery activities 7%
 42. Tend containerised nursery plants 7%
 43. Carry out hot water treatment 6%

- Although it is recognised that many critical Wine Grape Growing tasks are not necessarily performed on a daily basis, it is useful to consider what the common work day for Vineyard employees might be like.
- Some consideration has therefore been given to those tasks which were nominated as being performed by more than one-third of respondents – **and** showed a relatively high rate (more than one-third of those who performed the task) of being performed on an hourly or daily basis.
- These tasks included:
 - Operate tractors
 - Hand prune vines
 - Operate vineyard equipment
 - Train vines
 - Support mechanical harvesting operations
 - Apply chemicals under supervision
 - Recognise disorders and identify pests and diseases
 - Operate the irrigation system
 - Coordinate crop harvesting activities
 - Coordinate hand pruning activities
 - Operate a mechanical harvester
 - Operate specialised canopy management equipment
 - Implement an irrigation schedule
 - Monitor and control vine disorders and damage.

4.8.2 Wine Grape Growing tasks performed by 'other' employees

- Wine Grape Growing tasks were not commonly performed by employees of other work areas.
- Of the 78 **Cellar Operations** respondents, ten (13%) nominated that they performed Wine Grape Growing tasks. Half of these people '*operate tractors*' and '*coordinate crop harvesting activities*' and one-third of them perform tasks such as '*take vine cuttings*'; '*carry out basic canopy maintenance*'; '*coordinate hand pruning activities*'; and '*hand prune vines*'. The remainder of the statistic is comprised of one or two people performing a range of 18 separate tasks.
- Of the 60 **Admin/Management** respondents, seven (12%) performed tasks in this job family, with one or two each nominating 22 separate tasks.
- Although **Warehouse/Distribution** also showed a 13% statistic for respondents performing Wine Grape Growing tasks, this was achieved by just one employee who nominated 16 separate tasks.
- The 8% statistic achieved by **Bottling/Packaging** was achieved by three employees who nominated against 19 tasks and the 4% statistic for **Cellar Door** was achieved by just one employee nominating against just one task.
- No **Laboratory** respondents performed any of the identified Wine Grape Growing tasks.

5. Conclusions: Key points of interest from the Task Audit

5.1 High use of basic mathematical concepts

The use of basic mathematical concepts can be seen as a highly important skill across all areas of the wine industry.

Of the general tasks, using basic mathematical concepts was nominated by the highest proportion of respondents and was consistently nominated by three-quarters or more of respondents in every work area.

The predominance of the task was not influenced by whether or not respondents were permanent full-time employees.

Moreover, the task recorded consistently high levels, across every work area, of being used on an hourly or daily basis – ranging from three-quarters of the Vineyard respondents to all of the Laboratory respondents.

5.2 High need for basic leadership skills

More than half of all respondents indicated they led work teams or groups.

Apart from Warehouse/Distribution, where there were only eight respondents, the proportion of respondents who nominated they led groups was approximately two out of every five employees in every work area.

5.3 High need for basic communication skills

Four in every five respondents communicate workplace information and at least three-quarters of the respondents in every work area.

Most work areas show nine in every ten employees use communication skills hourly or daily.

5.4 Common usage of basic administration or management skills

Two-thirds of all respondents performed management or administration tasks, with half of the respondents undertaking basic office administration.

One-third of vineyard respondents said they undertook basic office administration, with half of those people saying they did this on a daily basis.

5.5 Common usage of fork lift

Being able to operate a fork lift was shown to be useful in a number of areas.

Operate a forklift and conduct specialised forklift operations was listed in the job families for both Bottling/Packaging and Warehouse/Distribution – where close to half of respondents from these work areas performed the task on a regular basis.

However, it was also relatively common in Cellar Operations, Vineyard and Cellar Door.

Although a different proportion of these work areas nominated against the task according to whether it was located in the Bottling/Packaging or Warehouse/Distribution task groups, it is reasonable to say about one-third of Cellar Operations respondents used a forklift regularly and about one in every eight respondents in Vineyard or Cellar Door used a forklift regularly.

5.6 Laboratory Tasks

Respondents who worked in the Laboratory did not commonly perform other tasks (apart from some administration and management functions) and, conversely, respondents from most other areas did not commonly perform laboratory tasks

However, about half the respondents in Cellar Operations performed laboratory tasks and often this was hourly or daily.

5.7 The spread of warehousing and distribution tasks

Warehouse/Distribution tasks were spread across most operational areas (apart from Laboratory) – although less commonly in Vineyard and Marketing/Sales.

Cellar Door had the highest proportion of respondents, most commonly in tasks such as receiving and stocktaking goods; processing orders; and packaging and despatching goods.