



EXPRESSIONS OF INTEREST

**HUMAN RESOURCE
MANAGEMENT MEMBER
SERVICES**

CLOSES: 6PM (AEDT), 27 OCTOBER 2023



Independent Brewers Association seeks Human Resource Management Service for its Members

The IBA are seeking expressions of interest from service providers who can provide all, or some, of the services set out in the scope below.

Expressions of interest **close at 6pm (AEDT) on Friday, 27 October 2023.**

Responses should be headed **'HR EOI Response'** and should be emailed to:

Ms Sabrina Kunz, Manager, Strategic Projects: Sabrina.kunz@iba.org.au

Expressions of interest should outline:

- What scope of services the business can provide.
- Relevant expertise and experience.
- Broad outline of expected commercial arrangement.

Support Australian Independent Brewers

The independent brewing sector is a broad, diverse, interesting, and often complex industry.

IBA members are overwhelmingly small to medium business that exist in big cities and small rural and regional areas throughout Australia – they employ locals and give back to their communities.

There are 667 physical breweries in Australia and many more brands. The IBA represents 425 brewery members, the majority of which are small producers making less than 700,000 litres per year.

Our members businesses:

- Have varying scopes from small scale beverage manufacturing to hospitality businesses with multiple sites and tourism offerings.
- Can operate restricted hours but also 24/7 operations.
- On average our members employ x people but this varies substantially.
- Staff come from a variety of disciplines including brewing, food sciences, warehousing, logistics, sales, marketing and hospitality.

Our members provide tourism destinations and work directly with the agricultural sector through local malted barley and hops.

In 2021, an economic impact analysis undertaken by KPMG confirmed that the industry contributes:

- approximately \$1.93 billion annually to the national economy
- to the supply of jobs by employing 35,000 Australians, 10,000 directly and over 25,000 indirectly in the agricultural, manufacturing, distribution and hospitality industries – two thirds of which are in rural and regional Australia.

At a time when society is increasingly disconnected, our taprooms and brewpubs serve as the place that people can come together over a meal and a hand-crafted beer to discuss ideas, converse about society and feel connected.

Current Human Resource challenges

Many of our members are very small businesses and therefore do not have dedicated human resource expertise.

This makes it very difficult in an environment when employees understand their rights and have a high expectation when it comes to the quality and availability of programs, policies and procedures that should be delivered by an employer.

The current economic climate is challenging for the brewing industry and we have seen several businesses move into voluntary administration with management teams having limited support in the discussions with employees, both at the time and throughout any restructuring.

The industry has worked hard to attract and retain talent and there are significant skills shortages across both technical brewing and hospitality that create a competitive marketplace for talent.

Businesses are looking to develop expertise in performance management and creating an attractive workplace for a diverse workforce.

As many businesses are small there is limited time to keep up with a changing legislative framework and challenges for employees to escalate concerns - as their boss may be the business owner - and have those addressed objectively and with support to both the employee and employer.

The mental health of the workforce is an ongoing priority area with many small business owners and employees saying they are suffering from burnout – which is heightened by the challenging economic conditions. This is often exacerbated by the fact that the industry is focused on alcohol so there are often issues around self-medication to address stress.

The IBA developed a basic HR toolkit and provide members with contacts, resources and communications around relevant issues for business owners however they are a very small team with nearly 600 members and no subject matter experts so there is an every growing demand for the organisation to provide this service as many other Associations do.

Requirements of an IBA human resource service provider

- Ability to provide services Australia wide at a fair and reasonable cost.
- Have experience supporting manufacturing businesses.
- Have experience supporting small/medium enterprises.
- Have a large enough team that there is continuous service.

Given the number of businesses that may need support, and the scope of those services, the IBA are not necessarily seeking a sole operator. While a sole provider is desirable, respondents may choose to partner with others to provide these services.

Under these circumstances the IBA would require a principal contact.

Scope of Service

Must Provide

<p>Best practice editable templates for member use across a wide range of areas that are updated as legislative and standards change.</p>	<ul style="list-style-type: none"> • Template Employment forms • Template Employment Agreements • Template Employee Policy Handbook that addresses all legislative requirements as well as those recommended by the preferred service provider including but not limited to: <ul style="list-style-type: none"> ○ Policy on discrimination and sexual harassment ○ Workplace Health and Safety • Staff Complaints procedure • Annual Performance review documentation
<p>Basic Employee Management Advice</p>	<p>Access to phone and written advice on a range of basic Employee Management issues such as:</p> <ul style="list-style-type: none"> • Recruitment and selection – including the formal appointment of new staff. • Annual Performance Reviews • Performance management • Counselling and disciplinary processes for terminating employment in a fair manner • Provision of relevant award wage rate sheets • Interpretations of award terms and conditions • Interpretation of applicable industrial instruments • Workers' Compensation obligations • Managing and responding to requests from employees for flexible work arrangements • The process for managing ill and injured workers.
<p>Complex Advice for Members</p>	<p>Development of a program/menu of consultancies including but not limited to:</p> <ul style="list-style-type: none"> • Representation in all matters before the Fair Work Commission • Representation in all matters before the Fair Work Ombudsman • Representation in all matters before the State Human Rights Commission and Australian Human Rights Commission • Representation in matters before the State Civil and Administrative Tribunal • Enterprise Agreement negotiation and drafting • Individual Flexibility Agreements drafting • Investigations into workplace incidents • In-house training on various matters • Other complex employment relations matters

Regular legislative monitoring and communication	Provision of regular communications/articles/content provided to IBA for distribution to members of upcoming legislative or regulatory changes relating to Human Resource and Workplace Health and Safety Matters.
Employee Assistance Services	<p>Develop a cost-effective program/menu of offerings that include free, professional and confidential counselling services to assist employees through both personal and work-related problems, including:</p> <ul style="list-style-type: none"> • work pressures • personal trauma • child and family issues • grief and bereavement • financial and legal issues • separation, divorce, or relationship difficulties • stress, anxiety, conflict, tension, and depression • health and lifestyle issues (including drugs, alcohol and gambling). <p>Counsellors must be qualified, experienced professionals who have extensive training in counselling and workplace consulting.</p>
Reporting to the IBA	<p>Reporting to the IBA on aggregated industry data collated through the engagement including but not limited to:</p> <ul style="list-style-type: none"> • Number of recruitments • Number of terminations • Number of EAP hours accessed • Number of reported Workplace Incidents • Number of hours of additional tier 2 advice provided <p>Other specific research/projects to be agreed.</p>
Annual Feedback	Annual feedback obtained from members in terms of quality of service and discussion with IBA on improvements. i.e continuous Improvement.

Highly Regarded

Independent Workplace Investigations	Conduct a fair and thorough investigation of workplace incidents to reduce the likelihood of industrial claims being made by employees, and increase certainty for all parties in the appropriateness of the outcome.
Best practice editable templates for member use across a wide range of additional areas	<ul style="list-style-type: none"> • Recruitment • Selection • Onboarding

Gap Analysis for Businesses	Human resource desktop audit and gap analysis Workplace health and safety desktop audit and gap analysis
Salary Benchmarking	Salary Benchmarking for key positions.
Skills Shortage	Advice and support to businesses who are importing skills via the Skilled Migration Program. Using knowledge of skills shortage procedures provide data and advice to support addition of key roles to the Federal Skills Shortage List.
Training	Webinars or regular training sessions that can be accessed and/or the ability to develop these in conjunction with the IBA using best practice training methodology.

Commercial Structure

1. The IBA is open to a broad range of commercial structures. However, it is our view that any arrangement with our organisation would act as a lead generation opportunity to nearly 600 small businesses Australia wide and that should be a significant factor in any pricing arrangement.
2. We are also committed to extensive marketing and promotion of the service and our objective is to develop a strong relationship with the preferred provider(s) over time to evolve the quality and depth of the service and/or programs offered.