

## POSITION DESCRIPTION



**Mackay Sugar**  
Member of Nordzucker Group

1. POSITION DETAILS	
<b>Position:</b>	Production Superintendent
<b>Underpinning Award:</b>	Not Applicable
<b>Stream:</b>	Production
<b>Business Unit:</b>	To be Advised
<b>Group:</b>	Factories
<b>Reports to:</b>	Factory Manager
<b>Direct Reports:</b>	<ul style="list-style-type: none"> <li>- 4x Shift Supervisors</li> <li>- Assistant Production Superintendent</li> </ul>
<b>Key Interactions / Relationships:</b> (The incumbent will need to be able to interact with and develop working relationships with the following stakeholders)	<b>Internal</b> <ul style="list-style-type: none"> <li>- Asset Services Team including those on site and at central locations</li> <li>- Finance Teams</li> <li>- HR and IR Teams</li> <li>- Business Improvement Team</li> <li>- Logistics Team</li> <li>- Cogeneration Team</li> <li>- Technical Superintendent</li> <li>- Plant Superintendent</li> <li>- Maintenance Supervisors</li> <li>- Wages Employees</li> </ul> <b>External</b> <ul style="list-style-type: none"> <li>- Suppliers</li> <li>- Transport Service Providers</li> </ul>
<b>Reference Level:</b>	
<b>PD Development Date:</b>	February 2022

2. POSITION CONTEXT	
<b>Organisational Overview</b>	<p>Mackay Sugar is a member of the <a href="#">Nordzucker Group</a>.</p> <p>Mackay Sugar is Australia's second largest sugar milling company, with over 140 years' experience and employing over 450 people permanently and up to 800 seasonally, contributing significantly to the economy of Queensland and is a major employer in the Mackay region.</p> <p>Nordzucker is one of the leading sugar manufacturers in Europe and has grown steadily for more than 175 years. The history of this partnership is a true testament to the resilience and innovation in the industry.</p>
<b>General Accountability</b>	<p>The Production Superintendent is responsible for providing site leadership to the Production Team in the safe manufacture of the core products of sugar, molasses, bagasse and electricity and to meet all regulatory, environmental and quality standards in the process.</p>

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<b>Environment</b>	The position is currently based at Racecourse Sugar Mill, in Mackay Central Queensland, and services all personnel, sites and localities controlled by Mackay Sugar.
	<pre> graph LR     CEO[CEO] --&gt; GM[GM Operations]     GM --&gt; FM[Factory Manager]     FM --&gt; PS[Production Superintendent]     FM --&gt; APS[Assistant Production Superintendent]     FM --&gt; LC[Laboratory Coordinator]     FM --&gt; SS1[Shift Supervisor]     FM --&gt; SS2[Shift Supervisor]     FM --&gt; SS3[Shift Supervisor]     FM --&gt; SS4[Shift Supervisor] </pre>
<b>Nature and Scope</b>	<p><i>Key functions of the role include:-</i></p> <ul style="list-style-type: none"> <li>Accountable for the execution of proactive safety and environmental initiatives and tasks by the site production team.</li> <li>Accountable for the daily management of site production team activities to ensure sugar, molasses, bagasse, and electricity product stream targets are achieved.</li> <li>Accountable for the cost control in regards to operating (production) budgets as per the guidelines provided by the Factory Manager and Management Accountant.</li> <li>Liaison with the Asset Services, Projects and Maintenance Teams to ensure sustainable delivery of processing operations.</li> <li>Takes reasonable care of the environment and complies and cooperates with any direction from Mackay Sugar in relation to the environment.</li> <li>In compliance with company policy and current legislation, ensure his/her own and others' health, safety and environmental obligations are adhered to. Principal accountability will be achieved by applying the Mackay Sugar's behaviours and values in all work activities.</li> </ul> <p>Major challenges faced.</p> <ul style="list-style-type: none"> <li>Achievement of acceptable plant performance in a capital constrained environment with aging assets.</li> <li>Ensuring the discipline of following systems and processes is maintained. Freedom to make decision within own level of responsibility and within standard business processes (Accountabilities Matrix)</li> </ul>



## Specific Accountabilities

In fulfilling key accountabilities of this role, the **Production Superintendent** will:

- Responsible for developing medium to long-term performance improvement plans to increase production capacity and/or recovery characteristics and/or reduce operational costs in support the company's 10year plan in conjunction with the Plant Superintendent.
- Responsible for ensuring the systems and processes of managing efficient production are being followed by the production teams to achieve consistent, high-quality products. (e.g., standardised work processes).
- Responsible for ensuring the production teams use the relevant systems and processes to identify plant and equipment affecting production
- Responsible for daily communications with the Cane Supply Department in relation to production planning
- Responsible for assisting the Plant Superintendent in determining an effective 'maintenance day' program that minimises plant downtime and disruption to production activities.
- Responsible for representing production on the Site Operational Excellence Task Force and ensuring implementation of identified actions in the production area.
- Responsible for the development of succession plans for site production roles and management of associated staff development.

## Controls on Freedom to Act and Problem Solving

Any decision likely to impact on standard business process must be consented by the Factory Manager.

For detailed limitations on authorities for purchasing and general decision making, please refer to the General Business Authorities Matrix MSD-AD-0492 and the SAP Authorities Matrix MSD-AD-0008. Generally, the position is required to think and act freely to achieve the following:

- Freedom to manage policies and procedures as approved by the Executive Management Team.
- Required to make decisions within the parameters set by the company's plan, policies and procedures.
- Required to make ethical decisions and resolve problems within the confines of delegated authority.
- Required to problem solve using professional judgement and experience and management creativity within the bounds of corporate objectives, company policy and legislative requirements

## The following dimensions provide indications of the effect the position has on the organisation:

Budget:	High (Maintenance, Overhead and Capital)
Supervisory Responsibilities:	High (Supervisors, Contracts and Contractors)
Direct Internal Customers:	High (Delivery of cost efficient and reliable

## Vision, Values and Critical Success Factors:

### Vision:

To be a sustainable Queensland Sugar Milling business.

### Values:

Safety | Teamwork | Drive for Results | Challenge, Innovate Change

### Critical Success Factors



	<p>1. PEOPLE: To attract, engage, develop and retain a skilled and motivated workforce that works safely and feels empowered to achieve business success for the organisation.</p> <p>2. SUPPLY CHAIN: A safe, efficient, and cost effective industry-best supply chain extending from securing the cane supply area and yield through to high quality finished products for sale by our marketing entities</p> <p>3. GROWER PARTNERSHIP: A proactive customer focused business that engages with growers to support a sustainable Company.</p> <p>4. FINANCE and FUNDING: Generate innovative solutions to fund reinvestment for improving and sustaining the Company's supply chain.</p> <p><b>DIVERSITY AND RESPECTFUL WORKPLACE:</b></p> <p>Mackay Sugar values and encourages diversity in the workplace. Diversity means respecting and acknowledging that each of us is different by ethnicity, culture, gender, age, physical or mental disability, sexual orientation, religion, language, class, education, style, personality and family status.</p> <p>These individual differences are critical characteristics that enrich and lead our company to a higher level of achievement and help build our future success.</p> <p>Collectively, we are all responsible for creating and maintaining a workplace dedicated to the principles of mutual respect, fairness and support for all persons. Everyone must recognise and refrain from actions that offend, embarrass or humiliate others, whether deliberate or unintentional.</p>
<b>Required Behaviours</b>	<p><b>The commitment required of this position is in accordance with our Fair Treatment Principles and Expectations. Behavioural expectations that support our values include:</b></p> <ul style="list-style-type: none"> <li>• Being empathetic, listening to, and understanding our customers and employees;</li> <li>• Empowering our staff and the community to be involved, to speak up, make decisions and deliver key outcomes;</li> <li>• Through innovation, seizing opportunities, thinking and acting progressively, identifying and mitigating business risks and making positive changes;</li> <li>• Through achievement, setting goals for ourselves and for team members, always striving to meet these goals and celebrating our successes; and</li> <li>• By recognizing diversity, adapting our style and service delivery to always meet the diverse needs of our employees, customers and the community in which we work.</li> </ul>
<b>Key Performance Indicators</b>	<p>Key Performance Indicators for this position will be developed in conjunction with your Manager as part of the Annual PMDS Process.</p> <p>Likely KPI's will include:</p> <ul style="list-style-type: none"> <li>- Compliance with budget and project schedules</li> <li>- Lead indicators for WHS including JO and Toolbox Completion rates</li> </ul>

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<b>Tools and Special Conditions</b>	<ul style="list-style-type: none"> <li>• Out of normal business hours work will be required from time to time</li> <li>• The incumbent is required to have a sound working knowledge of computer equipment for the purposes of word processing, engineering applications operation of spreadsheets, databases and other software associated with the conduct of business in a modern office environment.</li> </ul>
<b>Qualification, Essential skills &amp; experience:</b>	<p><b>Personal Characteristics and Supervisory Abilities:</b></p> <ul style="list-style-type: none"> <li>• Tertiary qualifications in Applied Science, Chemical and/or Mechanical or Electrical Engineering</li> <li>• Extensive experience in and knowledge of the raw sugar manufacturing process</li> <li>• Extensive experience in and knowledge of quality control in terms of the manufacturing process</li> <li>• Experience in and knowledge of continuous improvement methodology (Operational Excellence)</li> <li>• Experience in and knowledge of modern safety management systems and processes</li> <li>• Experience in and knowledge of environmental management systems and processes</li> <li>• Experience in and knowledge of budgeting and cost control systems and processes</li> <li>• Experience in and knowledge of maintenance management and asset care best practices</li> <li>• Experience in and knowledge of the electricity generation process</li> <li>• Intermediate to Advanced skills in Microsoft Office applications and SAP</li> </ul> <p><b>Attributes</b></p> <ul style="list-style-type: none"> <li>• Strong and interpersonal skills and effective communication skills to interact effectively with people at all levels</li> <li>• Drive and commitment towards continuous improvement</li> <li>• Ability to work to budgets and timetables</li> <li>• Ability to show leadership and coach others in operating within a process-focused environment</li> <li>• Ability to display leadership and commitment to safety through own actions and behaviors</li> <li>• Strong influential skills and ability to clearly articulate Mackay Sugar's vision and values</li> <li>• Time Management and prioritisation skills – required to achieve deadlines during high workload periods</li> <li>• Problem solving, conceptual and analytical skills, including ability to contribute to the development of creative and innovative solutions.</li> <li>• Strong initiate and decision-making ability</li> </ul>

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### Acknowledgement

I have read and understand the requirements, responsibilities and accountabilities of the role as outlined in this Position Description.

**Employee:** \_\_\_\_\_ **Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Manager:** \_\_\_\_\_ **Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_