

# Terms of Reference

## Feedlot Industry Training and Leadership Development Strategy

### Summary:

Meat & Livestock Australia (MLA) in consultation with the Australian Lot Feeders Association (ALFA) is seeking expressions of interest from individuals, organisations or project teams with the capability to develop a comprehensive training and leadership strategy for the feedlot industry to 2020.

### Background:

Attracting, training and retaining staff are key priorities for the Australian feedlot industry. In February 2016, MLA and ALFA held a joint workshop to identify training and leadership priorities. The workshop included feedlots, industry service providers (nutritionists, veterinarians, and engineers), registered training organisations and universities. The workshop covered formal and informal training priorities, formats for delivery of training, supply chain training requirements, and building leadership capacity and capability in the feedlot industry. A report has been completed documenting these priorities.

To progress these, the feedlot industry desires to develop a comprehensive training and leadership strategy to 2020. The strategy will address gaps, minimise duplication, and leverage on opportunities currently available to feedlots.

### Project Objectives:

The objective is to ensure that the Australian Feedlot industry attracts, develops and retains people with the skills and capability to contribute to the efficient management profitability and viability of the industry.

1. Define formal and informal training requirements (both feedlot and supply chain) to 2020
2. Make recommendations of initiatives to improve industry leadership and capacity
3. Outline targets for implementation of the strategy to 2020

### Methodology:

The successful applicant will be guided by a Steering Committee consisting of the MLA Project Manager and designated ALFA representatives.

It is expected that development of the strategy will encompass the following stages:

1. Inception meeting with MLA steering committee
2. Clearly define leadership and training needs of the feedlot sector.

3. Review of existing, committed and proposed training (informal and formal) options and associated documentation including outcomes from the February 2016 workshop.
4. Review recommendations from the NFAS Review for Quality Assurance and Animal Welfare training
5. Conduct a forum with feedlot owners and/or managers, trainee managers or graduates, university students, and supply chain members, to confirm priorities, and identify content and format of delivery of training options identified in the February 2016 workshop
6. Review delivery options for training and leadership programs, including opportunities to collaborate or partner with existing programs/providers.
7. Develop a comprehensive training and leadership development and implementation strategy to 2020 in consultation with the project steering committee.

The successful applicant will be expected to have an advanced knowledge of development and implementation of training strategies in agriculture industry. Experience within the beef industry is highly desirable.

**Process:**

The Expression of Interest should be submitted using an **MLA Full Project Application** supplemented with appendices as required, to address any specific requirements. The application must be submitted as a Microsoft Word Document. To access the project application template, go to [www.mla.com.au](http://www.mla.com.au) and follow the links to Research and development, then Funding opportunities and Research organisation funding to download the **MLA Full application** template and guidelines.

In particular, the proposal should:

1. Detail the approach that will be adopted to address the project objectives.
2. Detail the specific work activities proposed and timelines for their achievement.
3. Provide details of the information/data to be collected, collated and assessed and how these activities will be undertaken.
4. Include a detailed and fully costed budget that covers all the resources required to undertake the work, including details of basis for charging (daily fees, number of days, expenses, etc.).
5. Propose a payment schedule, taking account of the following:
  - o Progress payments may be negotiated against project milestones if the size and timescale of the project warrant this. The proposal should propose milestones and payments if required.
  - o A minimum of 20% of the project budget must be retained for payment against the final milestone.
  - o Payment of fees will be upon MLA acceptance of the attainment of the project milestones.

**Selection Criteria:**

Applications will be reviewed by the ALFA Research & Development Committee and Meat & Livestock Australia, and selection of the successful proposal will be based on assessment against the following criteria:

1. Soundness of the method proposed to achieve the project objective;
2. Demonstration of the applicants knowledge and understanding of the relevant issues;
3. Track record of the applicant and proposed team members; and
4. The project budget, delivery timeline and assessed value for money.

**Reporting Requirements:**

The successful applicant will provide milestone reports (if required) and a final report giving full details of the results of the work. Milestone and final reports will be prepared in line with MLA report guidelines.

The successful applicant shall report directly to Dr. Joseph McMeniman, MLA Feedlot Project Manager. The project will be guided by a Steering Committee. Dr McMeniman will chair the steering committee, with input from designated ALFA representatives.

The applicant needs to allow for 2 presentations/meetings with the Steering Committee, one at project inception and one at the stage of delivery of the final report. These meetings will be held at the MLA office in Brisbane.

**Confidentiality and IP:**

Where further information is available which may assist the successful applicant in meeting the requirements of the project, MLA will provide such information to the successful applicant.

All data and cited references must be acknowledged appropriately in the final publication and it is the sole responsibility of the applicant to ensure copyright laws are not breached.

The successful applicant will be required to enter into a standard agreement with MLA.

**Further Information:**

Des Rinehart  
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**Project Proposal Submissions:**

Proposals must be lodged electronically as Word document to: [applications@mla.com.au](mailto:applications@mla.com.au)

Proposals must be received by 5pm Wednesday 3<sup>rd</sup> August, 2016.

Strict adherence to the time deadline for applications will occur.