



final report

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Meat Industry Professional Development Program 2013

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Abstract

The meat industry professional development program enables MINTRAC to establish suitable models of delivery and assessment, a body of competent trainers, appropriate support materials and a viable market into which this training can be sold.

This project ran from February-June 2013. Programs were offered in the areas of Animal Welfare Officer Skill Set; low-stress livestock handling; National Livestock Identification Scheme (NLIS); and Environmental Officer Skill Set.

During this period, nine programs ran, with a total of seventy-six attendees.

All three recommendations arising from the previous report were completed during this period.

Executive summary

The meat industry professional development program enables MINTRAC to establish suitable models of delivery and assessment, a body of competent trainers, appropriate support materials and a viable market into which this training can be sold. The professional development programs also play a role in dramatically improving the technical skills of existing trainers. By controlling these courses MINTRAC is able to use specific technical experts to deliver all over Australia giving regional operators and trainers exposure to leaders in their fields. This ensures that the messages are consistent and the training is of high quality.

This project ran from February-June 2013. Possible programs were identified from AMPC's stated priorities in the contract, and request arising from the Training and MI&QA networks. As a result, professional development programs were offered in the areas of Animal Welfare Officer Skill Set; low-stress livestock handling, NLIS and Environmental Officer Skill Set. During this period, nine programs ran, with a total of seventy-six attendees.

Feedback from participants was collected and collated, and the full collated reports were provided in Milestone 4 of this program. Overall, comments from participants showed that the courses were professionally delivered, and that participants found them valuable and relevant to their work.

The three recommendations made in the previous report were fully addressed during this period.

Three further recommendations have been made:

Recommendation 1

It is recommended that the option of filling up courses with full-fee paying customers be further discussed with AMPC.

Recommendation 2

It is recommended that where a processing plant is reluctant to invite outsiders onto their site, and where they can meet course minimum number requirements, that they be allowed to access the meat industry professional development program, at the discretion of MINTRAC.

Recommendation 3

It is recommended that MINTRAC prepare a Fact Sheet for distribution by AMPC, which explains the outcomes and impact of industry-funded professional development programs.

1 Background

1.1 Project purpose and description

The meat industry professional development program will run accredited courses and general purpose workshops to meat industry personnel and industry trainers to gain the skills and knowledge required to extend research and development outcomes into daily practice and ongoing industry training programs.

1.2 The role of the professional development programs in building industry capability

The geographic spread of meat processing plants and the nature of their training requirements create some difficult issues for plants seeking technical training for their staff. Traditionally industries such as food processing and the dairy industry have been able to attract employees with existing technical training and experience.

However, for a number of reasons the meat industry has largely had to develop its own technical experts such as production supervisors, Animal Welfare Officers and QA managers. The delivery of accredited training to these technical experts is a pressing issue as both customers and regulators require credible evidence of training and current competency in a wide variety of areas. Examples of this type of training include HACCP, animal welfare, micro-biology, internal auditing, implementation of food safety plans, OH&S etc.

This training is often very difficult for the industry to access. The reasons for this difficulty include

- the regional location of the majority of plants
- the small number of trainees at any one of the majority of plants
- the very limited number of training providers
- the limited numbers of trainers with the technical expertise to deliver this training to the meat industry.

For each of these types of training the meat industry professional development program enables MINTRAC to establish suitable models of delivery and assessment, a body of competent trainers, appropriate support materials and a viable market into which this training can be sold. Our approach enables a viable number of trainees to be grouped in one area and creates a market which attracts training providers to take on the training. Equally this enables training capacity to be built in all states around Australia and not just in one or two centres. This also makes the industry less vulnerable to a single training provider going out of business.

The professional development programs also play a role in dramatically improving the technical skills of existing trainers. By controlling these courses MINTRAC is able to use specific technical experts to deliver all over Australia giving regional operators and trainers and trainers exposure to leaders in their fields. This ensures that the messages are consistent and the training is of high quality.

As the models become established and the need for ongoing training accepted, MINTRAC is often able to leverage State funding for the ongoing provision of training, for example the animal welfare training in NSW, Victoria and SA. This has meant that a relatively modest industry investment can be multiplied by sometimes a factor of four to finance extensive training programs. Alternatively, where State funding is not readily available, we have been able to broker arrangements with RTOs to provide ongoing training on a commercial basis.

1.3 MINTRAC management of this program January-June 2013

MINTRAC management of this program for January – June 2013 included:

- a scan of professional development requirements by means of a questionnaire distributed to meat processing companies, industry networks and training organisations
- consultation with AMPC, AMIC and MLA to identify completed R&D programs which may require roll-out through accredited training or workshops – programs already identified include:
 - training for engineers in new technologies, including bladestop and Teys Southern's training saw
 - biosecurity training
 - NLIS training resulting from the development of new units in the current R&D project
 - Export documentation Validator training (RFP)
 - WHS for supervisors (& launch of kit)
 - Product Hygiene Index training
 - MHA training arising from the current industry project
 - Animal handling training, as extension of the current R&D project.
- identifying and contracting suitable facilitators (through a tendering process, if appropriate, or by using preferred provider lists)
- development of suitable training materials, if required
- costing each program to determine feasibility; identifying and accessing external funding support (e.g. STA funding) wherever possible
- advertising the programs at a subsidised cost to red-meat levy payers, and at full cost to other interested participants
- accepting registrations, booking venues and facilitator travel and accommodation, copying and shipping training materials

2 Project objectives

This project sought to:

- extend research and development outcomes into daily practice and ongoing industry training programs
- foster consistent, high quality technical expertise of industry practitioners
- facilitate early identification and addressing of critical training requirements
- build industry capability to incorporate new knowledge and innovations into the industry training system.

3 Methodology

3.1 Scan of professional development requirements

Need for professional development programs was identified by:

- discussion at every Network meeting
- actioning the programs already identified by AMPC
- assessing needs raised by individual companies or regulators in discussion with AMPC.

3.2 Consultation with AMPC, AMIC and MLA

Ongoing consultation occurred with AMIC, AMPC and MLA to identify completed programs which may require roll-out through accredited training or workshops. Most of the identified

requirements were already covered through other project contracts. There was general agreement that the assessment of effective stunning and the Animal Welfare Officer Skill Set continued to be high priorities because of the incoming European Union and NSW Food Authority requirements which commenced in January 2013.

3.3 Identifying and contracting suitable facilitators

MINTRAC sought facilitators through a tendering process unless a specific training skill set would mean only a select few were able to deliver the materials.

For example, Boyd Holden continued to be employed to deliver the Low-Stress Livestock Handling courses as he is an acknowledged expert who had already had excellent results in running these courses for the meat industry. Retaining the same trainer also ensured that there was a consistency of message and approach.

For this project, MINTRAC stipulated the amount it was prepared to pay for RTO services, and invited RTOs to accept or reject the offer to participate. This streamlined the process, and no RTOs refused to participate.

3.4 Development of suitable training materials

MINTRAC, in consultation with the identified facilitators, developed the training materials for the low-stress livestock handling courses and these underwent modification over the course of the project. In addition, revised materials for the *Animal Welfare Officer Skill Set* were also developed for the Train the Trainer program.

For most other programs, materials had already been developed, or were being developed through other projects. RTOs and facilitators are required to ensure that all training materials are customized to suit the needs of the groups they are training.

3.5 Costing the programs

A costing model was developed for use with every proposed program. Costs of the facilitator, venue hire and MINTRAC services fees were covered by industry funds – all other costs were covered by registration fees.

Under this project, courses were made available only to red meat processing companies and supporting RTOs. Any applicants who did not fall into these categories were referred to separate Fee-for-Service programs.

3.6 Program advertising

All programs were advertised:

- by direct e-mail to network participants and all processing companies and RTOs in the MINTRAC database
- through promotion at MINTRAC network meetings
- through the Mintracker newsletter.

3.7 Running the programs

MINTRAC's role in relation to each program advertised includes:

- accepting registrations and invoicing participants

- contracting facilitators and/or RTOs
- booking venues and facilitator travel and accommodation
- copying and shipping training materials
- developing attendance sheets
- collating evaluations.

3.8 Program evaluations

Facilitators and RTOs were required to distribute a standard evaluation form at the conclusion of each program. These forms were then returned to MINTRAC for collation.

4 Results and discussion

4.1 Summary of identified requirements

Priorities identified in the contract were the first areas to be addressed. The table below indicates each of the identified priorities and the subsequent action taken.

Identified priority area	Action taken
training for engineers in new technologies, including bladestop and Teys Southern's training saw	None of the current projects had sufficiently progressed to offer further professional development training
biosecurity training	The development of the Biosecurity standards is continuing – this project had not sufficiently progressed to offer further professional development training
NLIS training resulting from the development of new units in the current R&D project	Two programs were offered in SA and WA. Additional programs are being offered after July.
Export documentation Validator training (RFP)	The Project was delayed following the release of the EU report, and had not sufficiently progressed to offer further professional development training
WHS for supervisors (& launch of kit)	The kit was launched as a website and did not require further professional development training programs.
Product Hygiene Index training	Industry actions and decisions around the PHI had not sufficiently progressed to offer further professional development training
MHA training arising from the current industry project	The Project was delayed and had not sufficiently progressed to offer further professional development training
Animal handling training, as extension of the current R&D project	Several low-stress cattle and sheep courses were offered during this period.

In addition, further training needs identified through the Networks were also addressed, as indicated below:

Requested program	Requested by	Progress
Assessing effective stunning and bleeding	Raised in all states as a concern in meeting	Was offered at several locations but failed to attract sufficient

	new EU requirements	registrations
Regulatory compliance workshops	Victoria	We are working with AMIC and DAFF. Lack of personnel at DAFF has been as issue
Internal audit	Victoria	Referred to the Fee-for-Service PD program
Internal auditing	WA: (V&V; DBC Bunbury)	Referred to the Fee-for-Service PD program
MSA & Chiller assessment	WA: DBC & Goodchilds	Referred to the Fee-for-Service PD program in association with AUS-MEAT
Declared allergens; additives;	WA	Not addressed
Knife sharpening	Qld - JBS	Referred to the Fee-for-Service PD program
Cert IV Leadership	Qld	EOIs for a NWDF program sought – insufficient requests
AQIS ATMs and OPVs on how to assess AWOs.	Qld	Not yet addressed
Dispositions and currency training	SA	Being addressed through MI Currency project
Meat inspection	SA Wagga	NWDF application foreshadowed, but insufficient requests to justify application
Lean Manufacturing	SA	Not addressed by MINTRAC as available through state funding
E-learning – training record systems; employee induction; contractors etc	Wagga	Referred to the Fee-for-Service PD program
Dog handling	Wagga	Referred to Livestock Extension project

4.2 Program costs

MINTRAC charges a participant fee for all workshops, and the income from these fees is retained in the project cost centre and re-invested into offering additional workshops. We believe that it is essential that fees be charged to ensure company commitment to the program and to reduce the incidence of 'no shows'. The standard fee is around \$200 for a one-day course, and \$400 for a two-day course, although this can vary slightly from course to course.

The costing model adopted in the previous project, based on the AMPC advice, continued to be used. We also stopped inviting non-industry people to participate in the industry-funded workshops.

MINTRAC costs in a \$1,100 management fee for each workshop to cover the activities listed in items 3.6 and 3.7. Over the nine courses offered under this contract, this sum came to \$9,900.

4.3 List of programs run

The following programs were offered from January - June 2013:

Course	Location	Trainer	RTO	Date(s)	No participants
AWOSS	WA (Bunbury)	Leisha Hewitt	ACT	4-5 June 2013	Did not run
	QLD (Rockhampton)	RTO trainer	SQIT	18-19 March 2013	Did not run
	Qld (Warwick)	RTO trainer	FSO	18-19 April 2013	13
	Vic (T the T)	Leisha Hewitt	Response	21-22 March 2013	9
Low-stress Livestock Handling	SA (T&R)	Boyd Holden	TAFE SA	15-16 March 2013	10
	Vic (Wodonga)	Boyd Holden	Goulburn Ovens	21-22 May 2013	6
	WA (Harvey)	Boyd Holden	TSA	4-5 June 2013	Deferred to 11-12 July
	NSW (Wingham)	Boyd Holden	North Coast TAFE	27-28 May 2013	8
	NSW (Wingham)	Boyd Holden	North Coast TAFE	29-30 May 2013	4
Assess effective stunning and bleeding	Qld (Warwick)	Own trainers	SQIT	13-14 March 2013	Did not run
	Qld	Own trainers	FSO	Still under negotiation	Did not run
	SA (T&R)	Own trainers	TAFE SA	Still under negotiation	Did not run
Environmental Officer Skill Set	National	Chris Sentance	Symbio Alliance	28-29 May and 12-13 June 2013	8
NLIS	SA	Kate Christensen	N/A	4 June 2013	9
	WA	Kate Christensen	N/A	6 June 2013	9

4.4 Program facilitators

The following facilitators were used to deliver the programs.

4.4.1 Low stress livestock handling – Boyd Holden

Boyd has had extensive experience in the delivery of stock handling training working for MLA in

- Indonesia, the Middle East and North Africa
- the Ship Board Stockman's Training Program.

He also developed the supporting training materials for MLA and Live Corp, a project funded by DAFF.

In Australia over the last four years he conducted training courses in conjunction with DAFWA. In 2012 he made an OIE trip on behalf of DAFF to Malaysia, spoke at the RSPCA national conference Canberra and was presenter at the WA AVA conference.

He worked closely with MINTRAC during 2012 to develop the livestock handling training and assessment materials and in the livestock handling training programs for feedlots. Boyd Holden holds a Certificate IV in Training and Assessment and a Bachelor of Rural Science from the University of New England.

4.4.2 NLIS – Kate Christensen

Kate Christensen has been with MINTRAC since 2007. During this time Kate has worked on a number of projects including the professional development program, scholarships, manual handling, WHS, EBPPP, wastewater, the Environmental Officer Skills Set and more recently in the area of animal welfare, livestock handling and yard design.

Prior to working for MINTRAC, Kate spent 4 years working for MLA on the NLIS Helpdesk assisting processors with all their NLIS queries. With this background, Kate assisted in the developed of the NLIS Training and Assessment materials used during the training.

4.4.3 NLIS – Ken Evers

Ken Evers has worked for the past seven years in the Animal Biosecurity & Welfare Division of the Department of Primary Industries Victoria. As Victoria's Livestock Quality Assurance Officer, Ken monitors the NLIS performance of each abattoir and knackery within the state of Victoria and assists the abattoir industry in resolving technical issues relating to their NLIS hardware and software.

Internationally, Ken Evers is on the board of ICAR (International Committee for Animal Recording) and is Australia's delegate on the ISO WG3 and is also actively involved in the ISO technical working group for RFID. Prior to joining DPI Victoria, Ken Evers spent a number of years working for one of Australia's largest abattoirs before spending four years with a large Queensland RFID reader manufacturer. Ken has delivered NLIS training on behalf of MINTRAC in 2012.

4.4.4 Animal Welfare Officer Skill Set (train the Trainer) - Leisha Hewitt

Dr Leisha Hewitt is a consultant in Animal Welfare to Murdoch University and the livestock industries. Dr Hewitt's previous post was at Bristol University Vet School, where she managed the Veterinary Continuing Education Unit and Animal Welfare Training program. As part of the Animal Welfare Training Group at Bristol she was responsible for the implementation of training programs, industry management systems and other related consultancy activities worldwide, particularly in the area of transportation, stunning and slaughter.

Dr Hewitt is also a qualified Lead Auditor and Animal Welfare Assessor with commercial interests relating to the assessment of standards and working practices. She currently works as a Technical Reviewer and Auditor for an independent UKAS accredited body whose inspectors are deployed globally for the assessment of supply to the UK market.

4.4.5 Animal Welfare Officer Skill Set – Wayne Herrod and Gordon Levitt

Wayne Herrod has been associated with the red meat and Livestock industry for in excess of 40 years. During this time he has been involved with most of the cutting edge changes that the industry has gone through. He has held operational and management positions in Cattle

Production, Meat Processing, Research and Development as well as “Group Manager Aus-Meat Standards”. Wayne left Aus-Meat to lead a World Bank funded abattoir project in Africa and is now a Trainer and Assessor with FSOQ, delivering training in the Australian red meat industry and in the Middle East, Northern and Southern Africa and Brazil.

Gordon Levett has had involvement in the meat industry for over 35 years. Gordon’s background includes experience as a retail butcher, supervisory positions held in beef and small stock boning rooms, slaughter floors, production scheduling and management of plant training requirements.

Gordon has been involved in meat industry training for over five years, the last two with FSOQ. Gordon has taken a keen interest in the development of the Animal Welfare programs and the training supporting the adoption of these programs. He has delivered training in Queensland, New South Wales and the United Arab Emirates.

4.4.6 Environmental Officer Skill Set – Chris Sentance

Chris Sentance delivered the NWP units. Chris holds formal qualifications in wastewater / waste management and has been a key Environmental trainer with MINTRAC.

Other Meat Processing trainers from Symbio Alliance may be involved in the delivery of the MTM units if required

4.5 Feedback from participants

Feedback from participants was collected and collated, and the full collated reports were provided in Milestone 2 of this program. Below is a general summary of the feedback received for each group of programs:

4.5.1 AWOSS – Warwick

Very positive feedback.

4.5.2 AWOSS – Train the Trainer

Respondents praised presenters and overall content. Some were a bit lost because they did not already have the Skill Set. One respondent was quite critical and felt that the course did not address advertised outcomes. Some felt that a hands-on session would have helped.

4.5.3 Low-stress livestock handling – T&R

Very positive feedback.

4.5.4 Low-stress livestock handling (Wingham) - two courses

Very positive feedback – lots of praise for the trainer

4.5.5 Low-stress livestock handling – Wodonga

Very positive feedback; high praise for trainer.

4.5.6 NLIS (SA)

Pre and post course evaluations conducted. Feedback was that course was very informative.

4.5.7 NLIS (WA)

Pre and post course evaluations conducted. Very positive feedback.

4.5.8 Environmental Officer Skill Set

Positive feedback – all found the course useful and the facilitators knowledgeable.

4.6 Branding

Recommendation 3 in the report for the previous project stated:

It is recommended that prior to the commencement of the next contract, MINTRAC will develop two distinctly different templates for the promotion of industry-funded and fee-for-service programs. The template for the industry-funded programs will be submitted to AMPC for approval prior to use.

The branded templates will be used for:

- course advertising
- workshop agendas (where applicable)
- attendance sheets
- course evaluation forms.

The new templates were developed as indicated and have been used throughout the course of this project. Some additional refinements will be made before the next project commences.

5 Success in achieving objectives

5.1 Objective 1 - Extending research and development outcomes into daily practice and ongoing industry training programs

While programs such as the *Environmental Officer Skill Set* and the *Animal Welfare Officer Skill Set* are explicitly structured to provide participants with the most up-to-date research and scientific knowledge, all programs contribute towards this goal as trainer currency and course materials are regulatory updated. .

5.2 Objective 2 - Fostering consistent, high quality technical expertise of industry practitioners

One of the outstanding features of the meat industry professional development programs is the fact the trainers are encouraged to participate in the programs offered. In programs such as the *Low-stress livestock handling* courses, RTOs who attended were exposed to the consistent technical messages of the facilitator and were thus equipped to adopt the same approach in their own training programs.

A specific Train-the-Trainer program was offered in the *Animal Welfare Officer Skill Set* with the express intention of ensuring that Trainers were appraised of the current science relating to animal welfare. This train-the-trainer approach ensures that trainers are regularly updated, that the message stays consistent across Australia, and that industry can have confidence in the accuracy and value of the training being offered through the accredited training system.

In addition, participation by company personnel with direct responsibility for and in the areas of training contributes to the overall expertise across the industry. A scan of the evaluation feedback show there are frequent references to the direct benefit participants see for their own jobs, and their keenness to try out the learning gained from the workshops.

5.3 Objective 3 - Facilitating early identification and addressing of critical training requirements

The fact that professional development requirements are also identified and discussed in detail at all network meetings contributes to the early identification of upcoming requirements. Over the period from February – June 2103, the following needs were identified at Training Network and MI&QA network meetings:

- New supervisor induction (Wagga)
- TAE (Wagga)
- TAE (LLN401) – will become a mandatory unit in 2014; might need to be scheduled (Wagga; Adelaide; Melbourne)
- On-line training for trainers (certificate III unit) (Wagga)
- Identifying and addressing ZTs (Adelaide)
- Stun/stick (MI&QA networks)
- AWOSS
- Assess effective stunning
- Meat Inspection refresher
- Use of dogs and horses in abattoirs
- Identifying exotic diseases
- Trichinilla (Adelaide).

5.4 Objective 4 - Building industry capability to incorporate new knowledge and innovations into the industry training system

This is a long-standing objective of this program and over the years the courses offered through the professional development program have substantially contributed to the incorporation of new knowledge and innovations into the industry training system. Because the programs offered are almost all face-to-face workshops, this occurs both formally through the structured training programs, and informally through the discussions and interactions between the participants. A review of the evaluations frequently sees reference to the benefits gained from being exposed to new science and the desire to implement this knowledge back in the workplace.

6 Impact on meat and livestock industry – Now and in five years time

6.1 Immediate impact on the meat and livestock industry

Over the six month period covered by this project attention has been primarily on the areas of animal welfare and handling, Traceability (NLIS) and Environment.

One of the immediate impacts has been in the creating of awareness about the techniques associate with, and the benefits of low-stress livestock handling. For most participants, even though they were often few in number, the techniques taught have been a ‘revelation’ and participants have been keen to create further awareness with their workplace colleagues.

Discussion at network meetings has clearly indicated that the conversation has begun and that an appreciation of the value of such approaches is gradually being gained.

Because the programs offered have largely been identified by the processing plants themselves, they have been addressing clearly identified needs and therefore have significant impact.

6.2 Anticipated long-term impact on the meat and livestock industry

One of the key benefits of the professional development program has been its capacity to provide a high-quality and timely response to identified requirements. Over the longer term, the program has ensured that the industry is confident that there is a means of rapidly addressing such needs without having to either rely on their own resources or attempt to urgently source public training funds.

However, these programs actually demonstrate that there is a commitment to training, particularly accredited training, and the fact that there is a willingness to contribute industry funds in the short term is often the impetus needed to gain public funding over the longer term. Increasingly we are now seeing a willingness by the state and federal government to fund Skill Set training such as the *Animal Welfare Officer Skill Set*, for the very reason that there is such strong industry commitment to and support for the program.

7 Conclusions and recommendations

7.1 Conclusions

The MINTRAC Professional Development program continues to provide a valuable industry service. The shorter period covered by this contract has meant that only nine programs have actually been run, but the feedback from all nine has been very positive and indicates the value of the programs.

This year the division between industry-supported programs and full Fee-for-Service programs has created some concern at plant level, especially as there is no longer industry support for long-standing programs such as Internal auditing, HACCP refresher, JSA and QA for Supervisors. Although MINTRAC has continued to offer such programs, the lack of industry funding support has meant they are significantly more expensive and uptake has fallen dramatically.

By providing the industry-funded programs only to red meat processing plants and their supporting RTOs, the opportunity to fill courses up by attracting additional full-fee paying customers has been removed. In the short period covered by this contract this has not been a major problem, but we have run some courses with quite low numbers.

7.2 Recommendations

7.2.1 Impact of removal of full-fee paying participants

By providing the industry-funded programs only to red meat processing plants and their supporting RTOs, the opportunity to fill courses up by attracting additional full-fee paying customers has been removed. In the short period covered by this contract this has not been a major problem, but we have run some courses with quite low numbers.

Recommendation 1

It is recommended that the option of filling up courses with full-fee paying customers be further discussed with AMPC.

7.2.2 Plant-specific programs

Over the past, and under the current contract, MINTRAC has stipulated that generally programs will not be offered to a single processing plant, and that the option of inviting participants from other companies was essential. When programs are offered off-site, this is not an issue. However, for some plants who offer their premises for training (such as for the low-stress livestock handling training), there is an increasing reluctance to invite employees from other plants onto site.

Recommendation 2

It is recommended that where a processing plant is reluctant to invite outsiders onto their site, and where they can meet course minimum number requirements, that they be allowed to access the meat industry professional development program, at the discretion of MINTRAC.

7.2.3 Publicising the outcomes and impact of industry-funded professional development programs

While the outcomes and impact of the professional development programs is well understood by program participants and network attendees, the value of these programs is not well understood in the wider industry.

Recommendation 3

It is recommended that MINTRAC prepare a Fact Sheet for distribution by AMPC, which explains the outcomes and impact of industry-funded professional development programs.