

final report

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Feedlot Industry Training and Leadership Development Strategy - Recommendations

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Executive summary

Attracting, training and retaining staff are key priorities for the Australian feedlot industry. In February 2016, MLA and ALFA held a joint workshop inviting industry stakeholders to identify training and leadership priorities for the feedlot industry. As a consequence of the recommendations of this workshop MLA contracted the National Meat Industry Training Advisory Council (MINTRAC) to work with ALFA and MLA to develop recommendations for a Training and Leadership Strategy for the feedlot industry.

A steering committee established for the project had oversight of the methodology of confirming industry needs and requirements as well as the development of recommendations for the Training and Leadership Development Strategy to be considered by ALFA and MLA.

Through a process of surveys and interviews with feedlot managers MINTRAC was able to build on the outcomes of the original workshop in February of 2016 and validate the industry's priorities for both training and leadership development.

It became apparent from this dialogue with industry managers that for the training of non-management workers their preference was for on-site training delivered by supervisors, external consulting veterinarians, nutritionists and a workplace "buddy" system.

There appeared on the whole to be little structure to training and few training resources available across the industry. Therefore, there was general agreement that the development of additional training and assessment resources to support task based on-site training would be an advantage to industry. These resources would be accessed electronically and would constitute a library of resources developed to date and materials that would be developed into the future by the industry. This represents the central part of the proposed strategy for the training of non-management workers in feedlots.

While the survey showed that there was little appetite among feedlot managers for structured accredited training some of the vertically integrated feedlot/processing enterprises did have an interest in combining on-site training with formal recognition through accredited Units of Competency and over time qualifications. This selective use of accredited Units or Skills Sets has been successfully utilised previously by the industry with the roll out of the Animal Welfare Officer (AWO) Skill Set.

Therefore, it is recommended that the industry work with interested feedlots and RTOs to explore the possibility of structuring and recognising on-site training through accredited Units of Competency in the relevant Certificate III and IV Feedlot qualifications.

When it came to leadership and management development programs the industry maintained its support for its "flagship" leadership development programs that recognised young and up and coming leaders in the industry through their participation in the Australian Rural Leadership Foundation Programs and the Margin & People Management Program.

A strong proposal for a feedlot industry leadership mentoring program was developed by workshop (February 2017) members and its adoption is one of the recommendations in this strategy. The

program would offer young managers an opportunity to be mentored by established and recognised industry leaders through a year-long development program.

These “flagship” programs are the peak programs for the industry’s leadership development strategy. However, the industry identified a range of leadership development needs for a significant number of personnel that are not going to be addressed through the “flagship” programs. Therefore, a mainstream strategy had to be developed to address leadership and management development needs in the volume industry requires.

The recommendation is that structured training should be delivered via industry sponsored workshops focussed on different management roles and tasks. These workshops would be directly linked to an accredited tertiary Unit and participants would have the option to enrol in the Unit and complete the assessment based on workplace project.

The final recommendation for leadership development involves the development of regional network meetings which would allow for professional development opportunities and R&D extension. Webinars that would form part of this network initiative can provide industry access to presentations from technical experts to be seen real time or accessed later from a library of presentations.

The survey and interviews of feedlot managers and the draft training and leadership development strategies that flowed from them were validated at an industry workshop in February of 2017. At this meeting the industry requirements were clarified and the strategies scrutinised and modified by industry representatives and consulting veterinarians and nutritionists.

As a consequence of the workshop the draft strategy was modified and there were further consultations to clarify and shape these modifications.

As a guide for the implementation of the strategy a priority rating has been given with a possible timetable leading out to full implementation of the strategy by 2020. Indicative costs for each phase have been attached but these are highly dependent on contract specifications for materials development and the numbers to be involved with pilot projects.

The final draft of the training strategy has been submitted to MLA and the steering group for final consideration, editing and modification. Recommendations contained in this report, will further be considered by ALFA and MLA prior to implementation.

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1 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.

Through the 2015-20 ALFA Strategic plan consultation process, the industry identified that the arrangements in place to attract high calibre employees into various facets of the industry were inconsistent, ad hoc and managed by a variety of organisations outside the sector. Moreover, it was identified that the majority of employees were unaware of the diversity of roles within the sector. This has led to concerns about the sector's capability to continually maintain capacity and capability within feedlots and key feedlot services such as veterinarians, nutritionists and environmental consultants.

In addition, the National Feedlot Accreditation Scheme (NFAS) Review, released in April 2015, identified a need for QA officer training and competency and made several sub-recommendations relating to this. In its response to the review recommendations, the industry agreed that ALFA should investigate what additional training should be considered for QA officers.

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

2 Project objectives

MINTRAC was contracted to

- define formal and informal training requirements of the industry to 2020
- make recommendations of initiatives to improve industry leadership and capacity
- outline targets for implementation of the strategy to 2020.

3 Methodology

Having read all of the background materials prepared for, and arising from, the February 2016 workshop, and having attended the workshop, MINTRAC acknowledged the substantial amount of research and preparatory work that had already been undertaken by MLA and ALFA. We did not seek to replicate this work, but built on the knowledge and findings already provided.

In building on these findings MINTRAC adopted the Stages as detailed below.

Stage 1. Inception meeting with MLA steering committee

In preparation for this meeting in October 2016 MINTRAC:

- developed general categories of training, based on the report from the February 2016 workshop
- summarised the outcomes of the February workshop and propose the next steps for further consultation
- updated information relating to key training players and RTOs
- prepared a paper outlining the nature of, advantages and disadvantages of Skill Sets
- prepared a paper outlining the differences between, and advantages and disadvantages of accredited training
- proposed a survey instrument for Stage 2 for approval
- confirmed the proposed timeline and strategy for the project.

Stage 2. Clearly define leadership and training needs of the feedlot sector

MINTRAC addressed 'leadership development' and 'other training' as two separate items.

This Stage began in December 2016. The methodology included:

- reviewing and summarising the outcomes from the February workshop and the NFAS Review
- conducting a skills and leadership training survey of the feedlot industry, setting a standard in 2016 to assess future progress of the feedlot industry in these areas
- confirm the roles & required skills of the feedlot industry
- refining the 'Roles in a feedlot' list into a career progression model mapped to the Australian Qualifications Framework
- refining the needs and priorities through additional industry consultation
- identifying appropriate delivery models
- evaluating programs conducted by MINTRAC, MLA, Dairy Australia, APL, Rural Skills Australia, Cotton Australia etc, to identify synergies in requirements and opportunities for collaboration
- undertaking further consultation with industry (as identified by MLA) by:
 - visiting 5 Feedlots and conducting face-to-face interviews
 - conducting telephone interviews with 20 feedlots

The consultation process addressed the following:

- baseline skills and leadership training in the feedlot industry
- optimum training periods i.e. one day; 2 hours; etc.
- training priorities from 'immediate' through to 'longer term' to inform planning through to 2020
- the importance of access to state-funded training subsidies.

Stage 3. Review of existing, committed and proposed training (informal and formal) options and associated documentation including outcomes from the February 2016 workshop.

This Stage occurred in November and December 2016. This review assessed the availability of training resources and the customisation requirements.

Stage 4. Review recommendations from the NFAS Review for Quality Assurance and Animal Welfare training

This stage occurred in October 2016.

MINTRAC read the *NFAS Review* report and the industry response. These findings and responses were incorporated into the information prepared for and presented to the MLA Steering Committee at its October meeting. This included the feasibility of developing a Quality Assurance Skill Set.

Stage 5. Conduct a forum with feedlot owners and consulting veterinarians and nutritionists members, to confirm priorities, and identify content and format of delivery of training options identified in the February 2016 workshop

This Stage was run in February 2017.

The forum was conducted in a similar manner to the forum in February 2016, with modifications made to attendees as required by the MLA Steering Committee.

The forum received a discussion paper outlining all of the findings to date and was asked to:

- consider recommended priorities
- comment on proposed course structures
- comment on proposed targets through to 2020
- comment on recommended split of accredited v non-accredited training
- comment on suggested delivery modes
- comment on recommendations for the development of new accredited training and the appropriate mechanisms for progressing this development
- recommend a suitable RTO/Facilitator optimum service structure
- comment on the capability of the proposed system to address identified industry requirements and objectives.

Stage 6. Review delivery options for training and leadership programs, including opportunities to collaborate or partner with existing programs/providers.

This stage ran from October 2016 through to January 2017. In this Stage we evaluated provider capability, including Registered Training Organisations (for accredited training), and other suppliers of non-accredited training.

Stage 7. Develop a comprehensive training and leadership development and implementation strategy to 2020 in consultation with the project steering committee.

This Stage ran from March to April 2017. Following the February workshop, MINTRAC prepared a Draft Strategy. This final strategy is presented to the MLA Steering Committee for comment along with this final report.

4 Results

The main outcome of this project has been the development of recommendations for a national training strategy which sets out a way forward to advance the training of feedlot workers and the delivery of leadership development programs.

The strategy is included in this report as electronic Appendix One. It includes priorities that reflect industry's requirements and the logical sequencing of development such as materials development before delivery.

The strategy has been reviewed by the industry workshop in February 2017 with relevant modifications made and is now presented to the steering group for review and comment. The recommendations contained in the strategy may possibly be further refined by MLA and ALFA prior to implementation.

5 Discussion

5.1 Training materials

Regardless of whether a training programme is accredited or non-accredited it is important that the feedlot training for workers is:

- structured with clear and documented outcomes
- feedlot specific
- supported by good training and assessment materials.

It is essential that training materials are well developed with a clear vision of how they link in with the rest of competency development for the employee. This gives an understanding of the process and the trainers/ employers expectations

The most critical aspect of a training materials development project is that the arrangements for industry accessing the materials are ongoing. Innumerable sets of fine training materials are developed and then due to poor promotion and distribution the materials remain unused.

Similarly, there should be professional development for trainers (on-site or RTO) as to how use the training and assessment materials and in some cases how the training must be linked to HR records.

5.2 Accredited or non-accredited training

The decision as to whether or not training is accredited or non-accredited should not distract from the quality of the training delivered and the way it is delivered. The purpose of training should be to ensure workplace safety, animal welfare and profitability.

Given the attitude of many feedlot managers to training, in most cases industry funded developed training materials should be planned around roles and tasks to suit both in-house and skills sets delivery. Any training materials development should therefore be task focused and hence can support both accredited and non-accredited training.

Likewise, leadership development programs can be built around accredited units which give course participants (sponsoring employers) the alternative of completing the assessment process and gaining the unit.

A number of feedlots are interested in having their in-house training recognised as accredited training and this strategy allows for this. This is of specific interest to vertically integrated companies that are keen to have consistency across their supply chain. The strategy was developed with this in mind so all the initiatives are capable of being delivered as accredited and non-accredited training.

5.3 Budgeting and priorities

The initiatives recommended in the strategy are ranked according to the industry's feedback on priority and the required order for sequenced, logical training program development. The budget details in the strategy are only indicative costs and the budget will need further refinement through negotiations with potential developers and providers.

6 Conclusions and recommendations

The preparation of this training and leadership development strategy has involved a substantial amount of consultation with industry. While this has added to the authenticity and relevance of the strategy it does also create an expectation that the strategy will be implemented. Failure to implement following the development of the strategy will cause a degree of scepticism about any future training initiatives. Failure to implement the strategy will also lead to a loss of goodwill for the organisations involved.

For this reason, it is important to develop an implementation plan to work off the back of the strategy and then advertise the plan through ALFA and MLA. In addressing the implementation of the strategy there is a need to get the sequence right and ensure that the structures such as the electronic library are put in place as soon as possible.

In addition, there should be a real effort to find leveraging opportunities for the funding of training initiatives. These opportunities exist with state government training authorities and funding from the Research and Development Organisation and other sectors such as the processing sector. The latter of these opportunities is possible where there are tasks common to both sectors such as unloading stock, RFID reading etc.

7 Appendices

Appendix 1: The Feedlot Industry Training and Leadership Development Strategy - Recommendations

Appendix 2: 2016 Workshop

Appendix 3: Project Stages

Appendix 4: Survey Results

Appendix 5: Feedlot non-management roles

Appendix 6: Suggested timetable for strategy recommendations

Appendix 7: Feedlot Management Roles

Appendix 8: Mentor Program

Appendix 9: Flagship Leadership Programs

7.1 Appendix 1: The Feedlot Industry Training and Leadership Development Strategy - Recommendations



The Feedlot Industry Training and Leadership Development Strategy - Recommendations

Executive Summary

Attracting, training and retaining staff are key priorities for the Australian feedlot industry. In February 2016, MLA and ALFA held a joint workshop inviting industry stakeholders to identify training and leadership priorities for the feedlot industry. As a consequence of the recommendations of this workshop MLA contracted the National Meat Industry Training Advisory Council (MINTRAC) to work with ALFA and MLA to develop recommendations for a Training and Leadership Strategy for the feedlot industry.

A steering committee was established for the project and had oversight of the development of the Training and Leadership Development Strategy. Through a process of surveys and interviews with feedlot managers MINTRAC was able to build on the outcomes of the original workshop and validate the industry's priorities for both training and leadership development. These priorities and recommendations for addressing them were assessed by a second industry workshop in February, 2017.

It became apparent from this dialogue with industry managers that for the training of non-management workers their preference was for on-site training delivered by supervisors, external consulting veterinarians, nutritionists and a workplace "buddy" system.

There appeared on the whole to be little structure to training and few training resources available across the industry. Therefore, there was general agreement that the development of additional training and assessment resources to support task based on-site training would be an advantage. These resources would be accessed electronically and would constitute a library of resources developed to date and materials that would be developed into the future by the industry. This represents the central part of the proposed strategy for the training of non-management workers in feedlots.

While the survey showed that there was little appetite among feedlot managers for structured accredited training some of the vertically integrated feedlot/processing enterprises did have an interest in combining on-site training with formal recognition through accredited Units of Competency and over time qualifications. This selective use of accredited Units or Skills Sets has been successfully utilised by the industry with the roll out of the Animal Welfare Officer (AWO) Skill Set.

Therefore, it is recommended that the industry work with interested feedlots and RTOs to explore the possibility of structuring and recognising on-site training through accredited Units of Competency in the relevant Certificate III and IV Feedlot qualifications.

When it came to leadership and management development programs the industry maintains its support for its “Flagship” leadership development programs that recognised young and up and coming leaders in the industry through their participation in programs such as the Australian Rural Leadership Foundation Programs and the Margin & People Management Program.

A strong proposal for a feedlot industry leadership mentoring program was developed by workshop members and its adoption is one of the recommendations in this strategy. The program would offer young managers an opportunity to be mentored by established and recognised industry leaders through a year long development program.

These “Flagship” programs are the peak programs for the industry’s leadership development strategy. However, the industry identified a range of leadership development needs for a significant number of personnel that are not going to be addressed through the “Flagship” programs. Therefore, a mainstream strategy has to be developed to address leadership and management development needs in the volume industry requires.

The recommendation is that structured training should be delivered via industry sponsored workshops focussed on different management roles and tasks. These workshops would be directly linked to an accredited tertiary unit and participants would have the option to enrol in the unit and complete the assessment based on workplace project.

The final recommendation involves the development of regional network meetings which would allow for professional development opportunities and R&D extension. Webinars that would form part of this network initiative can provide industry access to presentations from technical experts to be seen real time or accessed later from a library of presentations.

Introduction

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 participants included feedlots, industry service providers (nutritionists, veterinarians, and engineers), Registered Training Organisations and universities.

From this workshop came a series of recommendations relating to the industry’s training needs, priorities and formats (Appendix 2 details the outcomes of the workshop). In order to address and progress the industry’s training agenda the feedlot industry decided as a first step to develop a comprehensive training and leadership strategy to 2020.

To this end, MLA contracted the National Meat Industry Training Advisory Council (MINTRAC) to work with ALFA and MLA to develop recommendations for a Training and Leadership Strategy for the feedlot industry.

The strategy is to address gaps, minimise duplication, and leverage on opportunities currently available to feedlots. 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.

The objectives for the project were defined as:

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.

The methodology (see Appendix 3) for the project involved 7 stages.

Stage 1. This stage involved meeting with the MLA steering committee which enabled the project team to define and develop general categories of training and develop a survey instrument for Stage 2.

Stage 2. In this stage, the sector's leadership development and training needs were defined by interviewing and surveying feedlot management. In doing this the project team could confirm the roles and required skills of the feedlot industry as well as the training priorities and preferred delivery models. These are summarised in Appendix 4.

Stage 3. During this stage the team stood away from the development of the strategy to assess the current feedlot training environment by reviewing existing, committed and proposed training (informal and formal).

Stage 4. This stage involved reviewing the recommendations from the National Feedlot Accreditation Scheme (NFAS) Review for Quality Assurance and Animal Welfare training and planning ways to incorporate these recommendations into the overall strategy.

Stage 5. For this stage MINTRAC was required to conduct a forum with feedlot owners and/or managers to road test the draft training strategy and to confirm priorities. Post forum meetings were also held with individual feedlot representatives who had specific suggestions and recommendations that could not be addressed at the forum due to time considerations.

After these meetings, this draft *Industry Training and Leadership Strategy* has been prepared for consideration by the MLA Technical Steering Group.

Stage 6. Review delivery options for training and leadership programs, including opportunities to collaborate or partner with existing programs/providers.

Stage 7. Develop a comprehensive training and leadership development and implementation strategy to 2020 in consultation with the project steering committee.

The Feedlot Worker Training Strategy

Defining training

The project team defined **feedlot training** as the instruction in/assessment of competency in the tasks performed by workers other than the management team. The training of feedlot management teams is defined for the purposes of this project as **leadership development**.

Feedlot Training includes training in tasks undertaken by employees engaged in the following activities:

- office administration
- livestock receipt
- livestock induction
- pen riding
- mill operation
- feeding
- plant operation
- maintenance
- hospital operations
- livestock loading and dispatch.

The tasks that are included in these broad categories of activities are detailed in Appendix 5. Training should be developed at the level of these tasks. Training that is based on simple tasks eg. reading an RFID ear tag or giving an injection is the most transferable between workplaces. It also means that training is more easily customised to the roles and responsibilities of individual workers.

Throughout this strategy, a range of terms are used to describe types of training and it is useful that these are defined at this point.

National Training Package:

Training Packages are a key feature of Australia's national vocational education and training (VET) system. A training package is made up of qualifications and Units of Competency. The Feedlot Industry is covered under the *Agriculture, Horticulture and Conservation Training Package*.

Qualifications:

Training package qualifications are occupational skills standards against which training delivery and assessment of competency can take place. They are developed through a process of national consultation with industry. A Qualification is gained by completing a pre-determined number of Units of Competency.

Units of Competency:

A Unit of Competency is the specification of knowledge and skill, and the application of that knowledge and skill, to the standard of performance expected in the workplace.

Skills Set

A Skill Set combines a group of Units of Competency to meet a licence or regulatory requirement, or industry need, e.g. the Animal Welfare Officer Skills Set.

Accredited training

This is training delivered by an organisation that is registered by the government (a Registered Training Organisation) to deliver Units of Competency and Qualifications.

In – house training

In-house training is delivered and managed on-site by the feedlot and in most cases is not accredited training. In some instances, however, the enterprise is a Registered Training Organisation and therefore the training it delivers can be accredited. If in-house training is not accredited it can be described as informal or non-accredited training.

Industry preferences for training formats

The survey of feedlot managers and owners established that the feedlots' principle requirements for the delivery of training were that training should:

- be delivered on site
- be flexible to avoid training clashing with feedlot activities
- incorporate the buddy system
- have a clear role for the supervisor in the mentoring and assessment process
- recognise the role of consulting veterinarians and nutritionists.

For these reasons the most common form of instruction/training for employees is likely to continue to be on site in-house non-accredited training delivered by supervisors and consulting veterinarians/nutritionists.

However, the telephone survey and the face to face interviews revealed that while most feedlots had an ongoing commitment to the training of workers their utilisation of accredited training has been limited principally to those compliance Units of Competency that are mandated by relevant State regulators, for example Worksafe NSW. These Units vary from state to state but include:

- Working at Heights
- Construction White Card
- Boiler operator
- Confined spaces
- Truck licence.

There are two accredited qualifications available to the feedlot industry:

- AHC33316 Certificate III in Feedlot Operations in which electives must be chosen to cover feedlot maintenance and pen riding, or feeding and milling stream
- 10148NAT - Certificate IV in Feedlot Production (Feeding Management).

The **Certificate III in Feedlot Operations** (AHC33316) has been delivered by TAFE New England (currently the only active provider). This RTO currently has sole access to industry funded training materials.

The **Certificate IV in Feedlot Production** (Feeding Management) is delivered by seventyWest.

The feedlot industry has shown an appetite for accredited training when offered in a Skills Set format consisting of a few accredited Units. The ALFA initiative to deliver the **Animal Welfare Officer** course is a very successful example of this approach to the delivery of accredited training. The majority of feedlots surveyed had participated in the Animal Welfare Officer course.

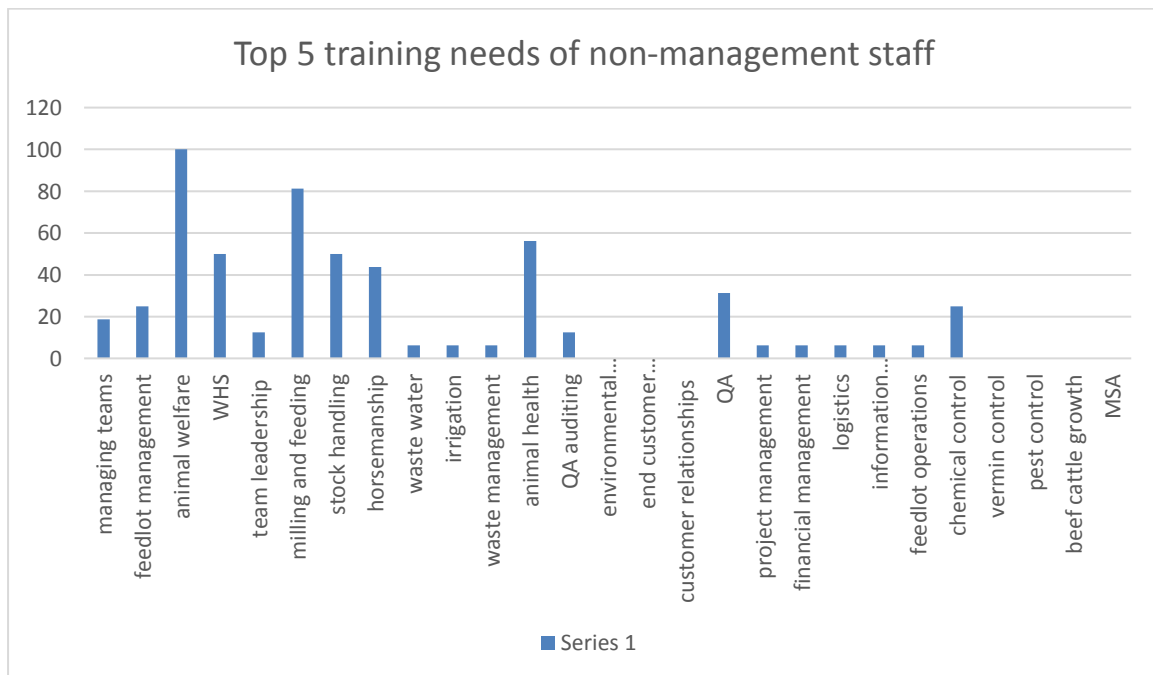
The RTO seventyWest is also offering short courses for feedlot employees such as Feedlot Worker Induction Training.

There are also consultants that have collaborated with RTOs to deliver Skill Sets or individual Units of Competency. For example, organisations like Holden Agricultural Management Systems have collaborated with TAFE to deliver accredited training in **livestock handling and horsemanship**.

Supporting in-house training in the feedlot industry

The survey of feedlot managers conducted as part of this project found that the preference of feedlots is for in-house training. Therefore, industry efforts should be aimed at providing on-site trainers and students with structures, materials and resources that facilitate on-site training in the areas that industry have identified as critical.

In the survey and interviews the following areas were highlighted by feedlots as being of principle concern when it came to future employee training:



The top 5 training needs for non-management staff are animal welfare, milling and feeding, animal health, stock handling and work place health and safety. These survey results enable the industry to set the priorities for investment in developing training materials that align to feedlot tasks as outlined in Appendix 5.

By having an agreed masterplan for industry investment in training materials the industry will in the long term have resources that cover the gamut of activities in feedlots.

Through a collaborative industry development process the cost of the exercise is socialised. This means that all feedlots can have the same access to high quality materials and, that for small feedlots there is no impediment to accessing and utilising the same materials as the large feedlots. This can only assist in the maintenance of the overall industry levels of animal welfare and food safety.

The resources developed must be able to be customised for each feedlot and could include:

- a generic format for all materials developed
- background materials for trainers and trainees
- videos detailing best practice
- documented generic work instructions/SOPs
- assessment tools including model documents for supervisor/consulting veterinarian sign off that can be used for in-house or accredited training.

The **role of ALFA** in maintaining the currency of the materials and facilitating access to the materials would be central to the success of such a development. This role in maintaining and promoting resources is often overlooked after materials are developed leaving them to become outdated or lost to industry because the original arrangements for access to the materials lapses.

The materials should be stored in 'the cloud' and industry access can be controlled by password. A fee charged for access would enable the regular review of the materials and pay for any updates required. This updating will also enable the incorporation of relevant R&D outcomes and it will ensure that the regulatory requirements covered are current.

In addition, these resource materials could be made available to industry employees and this would enable them to undertake individual research into best practice or even unstructured professional development.

The most attractive aspect of the materials developed in this fashion is that they are equally able to support not only informal training but also accredited training of workers including:

- in-house training delivered by feedlots and their consultants
- the Certificate III and IV courses
- accredited skills sets being delivered for the industry.

Supporting formal training in the feedlot industry

Despite the limited uptake of accredited training by the feedlot industry there are a number of reasons why the industry should persevere with the qualifications and Units of Competency that have been accredited.

These reasons include:

- accredited training maintains the industry's ability to certify its workers' competency to meet market and /or customer requirements eg. the abattoir sector has had to certify the competency of livestock handlers and slaughtering staff in order to maintain access to the EU market
- a number of vertically integrated companies are keen to implement accredited training and qualifications for feedlot workers to help standardise the training delivered across the supply chain
- accredited training enables the industry to access government funding of worker training
- training can be accessed via Skill Sets rather than whole qualifications and this has been successfully utilised by the industry already
- some feedlots expressed a preference for accredited training
- significant investment has been made by the industry in accredited training and an adequate return has yet to be achieved.

The industry can support the uptake of accredited training through:

- the maintenance of the currency of the industry's qualifications and skills sets
- the development of training materials that can be used with in-house training as well as accredited Units of competency
- conducting industry workshops with students being offered the optional opportunity to complete the requirements for an accredited Unit
- supporting trials whereby onsite training delivered by consulting veterinarians\nutritionists is recognised through accredited Skill Sets.

“Flagship” training events for young and promising workers in feedlots

By 'Flagship' activities we mean activities that promote a career in the industry to those employees that feedlot enterprises believe show promise and are worth encouraging and investing in. These events allow people just beginning their careers in the industry to get an appreciation of the opportunities the industry holds.

The Queensland meat processing sector has for the last decade run regional “Young Gun” weekends. Young people are sponsored by their companies to attend an event which focuses on increasing the professionalism of the industry and the uptake of new ideas.

Participants are exposed to a range of trainers and technical experts who present on best practice in topics like livestock handling and euthanising livestock. Hosted by a processor the weekends give the participants an opportunity for hands on practice and experience.

The “Young Guns” also have industry leaders speak to them about their own career paths and their vision for the future of the industry. These weekends, held annually, attract up to 40 young men and women who not only gain insight into technical issues but also gain useful networking contacts.

The model is clearly transferable to the feedlot industry and would provide an ideal way of enthusing the next generation of feedlot managers and also promoting ongoing training opportunities.

Developing an industry training strategy

In order to address these findings it is necessary to develop a plan based on

priorities, likely cost, and timing or sequencing requirements for the activities. The strategy of course will have to be resourced and this in turn may place limitations on implementation.

To aid in the development of an implementation plan we have developed a sequenced set of activities that the industry could undertake as part of an overall strategy and these are listed in the table below.

To aid the industry in assessing the viability of implementing each of these activities the team has developed a likely timetable and indicative costing for these activities which forms Appendix 6 to this report.

Industry initiatives to support the delivery of feedlot training

Initiative	Description	Priority
1.	<p>Development of an electronic library for the storage of training resources</p> <p>Development of categories including</p> <p>Task/topic</p> <p>Footage and commentary on best practice for particular roles and tasks</p> <p>Trainers’ notes and guides</p> <p>Trainee note</p> <p>Assessment sheets</p> <p>Development of protocols for accessing the materials</p> <p>Development of a policy for the ongoing management and maintenance of the electronic library</p>	High priority

Initiative	Description	Priority
2.	<p>Research and gather existing training materials</p> <p>Re-format materials into a standardized model compatible with the electronic library</p> <p>Placement of existing materials into the electronic library</p>	High priority
3.	<p>Development of resources and materials for the top three training priorities in the industry (animal welfare, milling and feeding, animal health; see Table 1) including</p> <p>Film footage and commentary on best practice for roles and tasks</p> <p>Trainers' notes and guides</p> <p>Trainee notes</p> <p>Assessment tools</p>	High priority
4.	<p>Pilot the use of the library with a range of feedlots, consulting veterinarians, nutritionists and RTOs (where applicable)</p> <p>assist feedlots involved to incorporate materials into in-house training</p> <p>record feedback suggestions for improvement</p> <p>implement changes where deemed necessary</p>	High priority
5.	<p>Work with an RTO to trial the on-site delivery of accredited training by consulting veterinarian/nutritionists thus formally recognizing on-site training outcomes.</p> <p>This would most profitably be done on a Unit by Unit basis rather than enrolling workers in a whole qualification</p>	Medium priority

Initiative	Description	Priority
6.	Further development of training resources and materials to populate the library as determined by industry priorities	Medium priority
7.	Development and piloting of an e-learning based course to meet the requirements of an NFAS officer/manager on a feedlot in line with NFAS review recommendations	Medium priority
8.	Where appropriate ALFA / MLA workshops will offer an optional, accredited outcome for participants	Medium priority
9.	Ensure the industry's qualifications (within the AHC National Training Package) have been updated to meet the industry's needs. This may require moving these qualifications to the Meat Industry Training Package where the feedlot industry has more leverage	Medium Priority
10.	The trial of "Young Gun" weekends where promising employees have a regional gathering to expose them to best practice seminars and new ideas in feedlots	Medium Priority
11.	Development and piloting of a feedlots-specific e-learning based course to meet the industry and regulatory requirements of a chemical handling certificate.	Low priority

The Feedlot Leadership Development Strategy

Defining Leadership Development

The project team defined **leadership development** as the instruction in/development of competency in the tasks performed by members of the feedlot management team. Thus, any education program aimed at feedlot management teams is defined for the purposes of this project as **leadership development**.

Management Teams on feedlots will vary in terms of their size, structure and roles depending on feedlot size and how roles are grouped. For the purposes of this project we saw management teams performing the following roles:

- Feedlot manager
- Operations manager
- Livestock manager
- Administration Officer
- Mill/Feed manager
- Maintenance manager
- QA/Compliance manager
- HR/Training manager.

Depending on the feedlot these managerial some of these roles may be performed by one individual. In some feedlots a management team may oversee a supervisor level of staff that performs some of these roles. The tasks envisaged associated with these roles are detailed in Appendix 7.

The types of **leadership development** undertaken by individuals performing these roles will take a variety of forms.

Inevitably there will be a great deal of **informal training** for individuals in leadership roles from peers and managers. This project concentrated on the development and utilisation of formal structured programs for those in leadership roles.

In some cases these formal training programs will be accredited course such as Diplomas in Agriculture or Graduate Certificates in Management and others will be structured but not accredited such as ALFA’s Margin & People Management Program.

The survey of feedlot managers enabled the project team to identify the priorities for leadership development.



The clear stand out priorities for the industry are:

- Team management, leadership and mentoring
- Feedlot management
- WHS
- Animal Welfare
- Project management
- Financial management.

In addition, there is also a recognition that technical training was important and specifically training in:

- Milling and feeding
- Waste and environmental management
- Animal health
- QA/auditing
- IT.

Clearly among these priorities there are training requirements that are technical in nature that require the acquisition of skills and knowledge that revolve around compliance with regulations and QA requirements as well established best practice.

However, the most prominent of these training needs identified relate to the “softer” skills associated with team management and leadership.

Industry preferences for leadership development program formats

The current leadership development practices in feedlots gives us an insight into what programs may be viable.

Currently professional development for the leadership team is principally provided in-house by:

- the feedlot manager
- consultant veterinarians
- consultant nutritionists
- equipment / machinery suppliers
- external consultants such as agronomists for farming operations
- group resources such as HR and QA for large and or vertically integrated companies.

The current development programs are indicative of management’s desire to have personnel learn from outside experts and acquire “best practice” techniques and methodologies. This is very feedlot specific and role focused instruction.

The regional nature of feedlots and the small management teams will also dictate that external courses have limited face to face components with the bulk of the learning to be delivered in a distance education mode.

In developing a strategy to address the leadership development needs of the sector there are obviously also some expectations that have to be built into that strategy. These expectations relate to how likely the industry is to adopt the strategy and include:

- value for money in terms of numbers who can access courses
- value for money in terms of the quality of the outcomes
- equity of access for personnel from large to small feedlots
- the value to the individual of participating in and committing to a course of study.

In addition, after consultation with members of the Steering Committee and with participants at the workshop it seems that there is support for two distinct streams of industry sponsored leadership development programs.

The first stream is what could be described as “flagship” leadership development programs for selected industry personnel who have demonstrated clear leadership potential. These “flagship” programs are aimed to develop not only leadership capacity within companies but also the overall leadership capability of the feedlot industry.

The second stream is for structured programs that can be made available to the bulk of feedlot management staff to acquire both technical and team leadership skills.

“Flagship” leadership development courses

The Australian Rural Leadership Foundation (ARLF) offers a range of programs that the feedlot industry has availed itself of over a number of years. Currently the industry accesses two of the programs.

Two candidates from the industry are selected to join the Australian Rural Leadership Foundation *TRAIL Program* while one candidate is selected to join the *Australian Rural Leadership Program*.

Other leadership courses could be accessed from alternative service providers if desired by ALFA and MLA.

The Margin & People Management Program is the ALFA eight day course targeted at future leaders of the feedlot industry. The program focuses on people and financial management. Feedlot managers surveyed were strong in their support for this program and indicated their company would utilise the course in the future.

A Feedlot Industry Mentor Program for young feedlot managers has been proposed by industry representatives at the February 2017 workshop. This offers up and coming managers an opportunity to be mentored by established and recognised industry leaders. The mentors would coach a program participant through a specified project over a year. In addition the candidates would be provided with a scholarship to attend BeefEx. The details of this proposed program are set out in Appendix 8.

The feedlot industry can look to programs such as the Australian Future Cotton Leaders Program as a model for such leadership development and mentoring program. The cotton industry program operates over a year and covers leadership development, individual skill application, leading change

and contributing to industry. It also involves an individual leadership development project where participants are supported by a leadership facilitator and a mentor.

Structured Leadership Development courses

Workshops and accredited training

The interviews and surveys indicated that there was a need/appetite for management level training into the future and the six stand out areas for management training were:

- Team management, leadership and mentoring
- Feedlot management
- WHS
- Animal Welfare
- Project management
- Financial management.

Leadership development courses can be based on workshops that give participants an option to enrol in the associated accredited tertiary units and undertake the assessment process which is centred around a workplace project. The meat processing sector's experience is that when management programs have this format then nearly all workshop participants go on to enrol in the associated units.

This approach has the added advantage that it limits the company's and the individual's commitment to just one Unit.

There are **tertiary accredited units** readily available in all the priority areas except Feedlot Management (this is an area in which the industry will have to invest and develop specific units/materials). These Units can be readily customised specifically to the feedlot industry by:

- creating feedlot specific materials
- having training delivery that draws on feedlot specialists
- using assessment programs based on workplace projects and workplace mentors that require students to apply generic leadership and management skills to feedlot specific project.

The **role of ALFA and MLA** is critical in this approach to leadership/management programs. By identifying industry priorities, recruiting a critical mass of students and most importantly monitoring the quality and applicability of the training delivered, ALFA can ensure the best return for industry's investment in training.

By negotiating upfront with a tertiary provider, be that a university, TAFE or private RTO, ALFA can assist in the customisation of the course content (ensuring it is applicable to the feedlot industry) as well as the mode of delivery and quality of instruction.

This approach to professional development may enable the industry to access levy funding and provide unique opportunities for providing sustainable leadership development programs for the industry.

By industry controlling the course delivery, content and materials ALFA and MLA can ensure that R&D outcomes relevant to the industry are always incorporated into the latest training materials and the results of R&D are in front of the upcoming generation of managers.

The issue of where the next generation of managers would come from and how to provide the necessary **business and technical training** was one that was raised by several managers during interviews. There was concern as to how up and coming staff could acquire the business management skills to operate what is a complex operation involving HR, commodity purchasing, livestock and environmental management. The existence of a structured leadership development program in feedlot management may assist companies in attracting, retaining and developing trainee managers as well as implementing a coherent succession plan for their business.

Again, the **role of ALFA and MLA** is vital in drawing out the key requirements and building this into a long term strategy for the industry.

The need for a critical mass of students may require cooperation with other sectors in the supply chain or similar industries such as the meat processing, dairy and the pork industry.

Currently dairy has the *Advanced Diploma of Agribusiness Management* running at GO TAFE. The meat processing sector has the *Diploma of Meat Processing, Advanced Diploma of Meat Processing* and the Graduate Certificate in Agribusiness.

The secret to the success these courses have enjoyed is a function of:

- the industry control and ownership of the course
- the creation of cohorts of industry peers that are a basis for networking and support for students
- the relevance of the materials
- the ability for students to enrol in single Units applicable to their work.

Even when collaborating with other sectors the key determinant of success will still be to get feedlot customisation built into the Unit materials and more importantly workplace projects and assessment activities.

The selection of a training provider(s) is also critical. A provider has to have a track record for the delivery of mixed mode customised leadership and management programs in the agricultural sector. The training provider has to be willing to facilitate the development of feedlot specific training materials and where appropriate utilise industry specialists as trainers and assessors.

ALFA working with MLA must assemble the resources for:

- the development of the feedlot customised training and assessment materials
- the development of training delivery modes that best suit the industry and its employees
- the piloting of Units or clusters of Units using a flexible delivery mode (combining e-learning, face to face and work place based projects)
- the rigorous evaluation of the pilots in terms of:
 - student success rates including retention and pass rates
 - student feedback

- trainer feedback
- employer feedback on the impact of training on employee performance
- the development of a long term sustainable plan that makes the training economically viable and facilitates a long term relationship with a training provider(s).

Scholarships

Two feedlots that were included in the survey had employees they were supporting through tertiary studies at Diploma and Graduate Diploma level. These particular courses are being delivered in distance education mode.

This would suggest that there may be a latent demand for **feedlot industry scholarships** for existing workers/managers to undertake formal accredited courses at tertiary institutions.

The meat processing industry has offered this type of scholarship for over a decade and the scholarships have been both sought after and productive for the industry. The scholarships are financed out of processor levies or by companies supplying services or commodities to the industry. In most cases the employer is also required to contribute.

The advantage is that the training is tailored to the employer's and the individual's needs. The completion rates have been high and the industry retention rate of scholarship holders is approaching 90%.

Formal networks

Network meetings are used by many industries to deliver professional development opportunities to industry personnel. The processing sector for instance runs regional network meetings for QA managers and training managers. These meetings are used as forums to discuss current issues and presentations from technical experts on topical issues. They are also used as a way of conducting extension programs for R&D projects. They are well supported by industry, researchers and regulators. These networks also set the professional development agenda for the sector including topic based workshops, webinars and formal courses.

Webinars have been a successful spin off from these networks offering professional development opportunities which have been readily accessed throughout the nation. Webinars enable technical experts and industry leaders to deliver to real time audiences as well making presentations available after the event as recordings that can be archived and accessed into the future.

Developing an industry leadership development strategy

In order to address these findings, it is necessary to develop a draft implementation plan based on priorities, likely cost, and timing or sequencing requirements for the activities. The strategy of course will have to be resourced and this in turn may place limitations on implementation.

To aid in the development of an implementation plan we have developed a sequenced set of activities that the industry could undertake as part of an overall strategy and these are listed in the table below.

To aid the industry in assessing the viability of implementing each of these activities the team has developed a likely timetable and indicative costing for these activities which forms Appendix 9 to this report.

This recommended implementation plan will likely be reviewed and refined by ALFA and MLA prior to implementation.

“Industry Flagship” Leadership development programs

No.	Action	Priority
1.	The Australian Rural Leadership Foundation (ARLF) offers a range of programs that the feedlot industry has availed itself of over a number of years. Currently the industry accesses two of the programs.	High
2.	BeefEx Student Scholarships – currently ALFA seeks sponsors from numerous organisations including MLA to help sponsor undergraduate students attend Beef Ex.	High
3.	The Australian Rural Leadership Foundation (ARLF) Currently the industry accesses two of the programs.	High
4.	The Margin & People Management Program is the ALFA eight day course targeted at future leaders of the feedlot industry.	High
5.	A Feedlot Industry Mentor Program for young feedlot managers that offers up and coming managers an opportunity to be mentored by established and recognised industry leaders.	High

Industry Initiatives for structured management and leadership development programs

No.	Action	Priority
6.	Selection and customisation of training materials for one workshop and the corresponding Unit to be delivered as a pilot with industry input into content and the delivery mode.	High
7.	Unit delivered as a pilot with industry and RTO feedback incorporated into a review of the pilot.	High
8.	Courses selected and scholarships made available to feedlot industry personnel with the retention and completion rates of the first two years monitored and recorded.	Medium
9.	The selection of a training program (Diploma, Advanced Diploma or Graduate Certificate Level) which can be utilised as is or customised to feedlot requirements.	Medium
10.	The pilot of regional networks for feedlot management staff as a means of offering professional development and R&D extension.	Medium
11.	Two regional network meetings piloted.	Medium
12.	The delivery of training of Units that meet the minimum requirements for the selected qualification.	Low
13.	Regional network meetings rolled out around Australia where industry participation makes them viable.	Low

7.2 Appendix 2 - Review and summary of February 2016 Workshop outcomes

Identification of formal training priorities

Participants were asked to consider a list of the current and potential formal training opportunities and to propose any additional areas for training that had not yet been identified. The list of potential gaps in formal training for lot feeders follows:

- **Antimicrobial/animal health stewardship** it was noted that this area is currently being addressed under the MLA R&D program so not included in the prioritisation exercise.
- **Leadership** Development Program including information on managing people and business management.
- **Office Administration** including aspects of financial literacy and IT & software management.
- **Feedlot Operations** including:
 - Business & risk management
 - Finance & utilities management
 - Commodities & materials management
 - Sales of cattle.
- **Animal Growth & Meat Science** including aspects of food safety, meat science, growth, MSA.
- **Compliance** Management including:
 - QA Officer
 - Environmental Officer
 - Animal Welfare Officer – already a skillset
 - Biosecurity
 - Work Place Health and Safety.
- **Animal Welfare** including:
 - Cattle handling
 - Euthanasia
 - Livestock loading and transport (Managing heat stress at the abattoir)
 - Horse management.
- **Milling/Feeding** noting that the Cert IV Feedlot Operations already covers this area.
- **Innovation and R&D** including establishing a Framework for R&D on-site and proficiency in data analysis.

The Top 3 priorities for formal training were determined as:

- Animal Welfare
- Feedlot Operations
- Leadership.

Review comment: This was endorsed by the interview and feedlot survey undertaken. This then represents a valid way of identifying priorities when developing training initiatives for the industry. The matter of feedlot operations was raised repeatedly by feedlot managers in the context of succession planning.

Identification of informal training priorities

Participants were then asked to consider a list of the current and potential informal training/workshop opportunities and to propose any additional areas for training that had not yet been identified. The list of potential gaps in informal training that is currently available for lot feeders follows:

- **Antimicrobial/animal health stewardship** it was noted that this area is currently being addressed under the MLA R&D program so not included in the prioritisation exercise.
 - Licensing and Regulations
 - QA Officer
 - Procedure writing
 - HACCP process
 - LPA, NVD, NLIS, MSA, CVD, EUCAS, HALAL
 - Induction of staff
 - Environmental Officer
- **Animal Welfare**
 - Cattle handling (horse and stockmanship course)
 - Livestock loading and transport (Managing heat stress at the abattoir)
 - Correct chute operation and catching techniques
 - Euthanasia
- **Feedlot Team Building day**
- **Environment/Engineering**
 - Waste Management and composting
 - Yard Design and Maintenance
- **Horses**
 - Horse management/stockmanship/safety
 - Horse nutrition
- **Human Resources**
 - Effective Human Communication
 - Employee wellbeing
 - WH&S Regulations and best practice
 - HR/people skills
- **Endpoint Customer Requirements**
 - MSA grading system
 - Meat quality
 - Selecting cattle on body type/suitability for feedlot
 - Supply chain awareness
- **Feedlot Operations**
 - Budgeting/cost analysis
 - Energy Efficiency
 - Commodity Management
- **Feeding**
 - (Milling and Nutrition Workshops)
 - Interpreting feed test result
 - Silage Management
- **Compliance & Industry Programs**

The top priorities for informal training were identified as:

- Animal Welfare
- Feeding
- Endpoint Customer Requirements
- Compliance
- HR
- Environment/Engineering

It was then agreed that ALFA and MLA would use this feedback to contribute to the development of a Strategic Training Plan for the industry for both formal and informal training options.

Ideas for delivery of training

Participants were asked to provide ideas for delivery options for both informal and formal training for consideration in the development of a strategy and implementation plan for training. Responses were:

Formal

- **E-learning**
- **Blended learning** – On-line learning plus feedlot/on-site assessments, could use consulting veterinarians or feedlot managers to assess competency.

Informal

- on line learning through podcasts and videos
- Facebook/twitter
- small discussion groups – facilitator could be the technical services officer or a feedlot
 - region based
 - single facilitator held on feedlots
 - utilise videos
 - invite consultants/service providers/researchers etc
 - address bad internet service or people that are not tech savvy.
- technical updates – MLA is doing this for R&D
- electronic bulletin boards.

Supply chain training requirements

A discussion on potential supply chain risks was held including:

- feeder/ background schools
- heat stress in lairage at abattoirs
- transport driver training
 - loading cattle
 - cattle handling
 - inspecting en route.

It was noted that RTO provider SeventyWest will be offering a Cert IV unit on livestock transport.

Building leadership capacity and capability in the feedlot industry

A discussion was held on the options for the industry to consider to ensure that Australian feedlots and feedlot services (such as veterinarians, nutritionists, environmental and engineering consultants) continue to attract and retain high calibre people, thereby underpinning the future prosperity of the sector.

- Suggestions to encourage university students to enter the feedlot industry included:
- A Leadership Development Program
- QA Manager Forums
- Professional Development Workshops

It was agreed that ALFA/MLA would develop a Strategic Plan to direct industry resources and investment in improving leadership capability and capacity in the industry.

Resolutions/Decisions Made

- Key outcomes/discussions from this meeting will be considered in the development of feedlot industry strategic plan(s) that address both:
 - Formal and informal training requirements for the industry (including across the supply chain)
 - Improving leadership capability and capacity in the industry.
- Both industry and training providers (RTOs and Universities) will identify opportunities to improve engagement with each other - to share industry training requirements and improve the content, promotion and support for feedlot related training courses and programs, degrees and research.

ALFA/MLA will work with MINTRAC and the training providers to address “low hanging fruit” with respect to training opportunities – avoiding potential duplication and maximising leverage and promotional opportunities for training that is already available or is easily able.

Summary of NFAS Review for Quality Assurance and Animal Welfare training

In the MLA-funded NFAS Review, Recommendation 11 of the report dealt with QA officer training and competency. It was recommended in the report that:

- the Responsible Person should not only ensure that the correct number of authorised QA Officers are maintained, but also that they are appropriately trained
- ALFA investigate the possibility of providing an on-line training scheme for quality management - the training should cover general principles of quality assurance and specific aspects of NFAS
- once an on-line QA training scheme has been developed, the Responsible Person and all QA officers at a feedlot complete the on-line training
- a feedlot QA manual for a new feedlot, cannot be approved until the Responsible Person and the QA officers have completed the on-line QA training
- persons at a feedlot seeking to be accredited as QA officers complete the on-line training prior to approval by AUS-MEAT auditors

- ALFA investigate the possibility of providing an on-line training scheme for cattle welfare. The training should cover all aspects of cattle well-being, care, handling, transport and excessive heat load
- ALFA consider specific training programs for quality management and cattle welfare. Over time these training modules could contribute to a formal accreditation for participants in NFAS.

7.3 Appendix 3 - Project Stages

Stage 1. Inception meeting with MLA steering committee

It is proposed that this meeting will be held in October 2016. In preparation for this meeting MINTRAC will:

- develop general categories of training, based on the Report from the February 2016 workshop
- summarise the outcomes of the February workshop and propose the next steps for further consultation
- update information relating to key training players and RTOs
- prepare a paper outlining the nature of, advantages and disadvantages of Skill Sets
- prepare a paper outlining the differences between, and advantages and disadvantages of accredited training
- propose a survey instrument for Stage 2 for approval
- confirm the proposed timeline and strategy described below.

Stage 2. Clearly define leadership and training needs of the feedlot sector

MINTRAC will address 'leadership' and 'other training' as two separate items.

This Stage will run from October to December 2016. The methodology will include:

- reviewing and summarising the outcomes from the February workshop and the NFAS Review
- conducting a baseline skills and leadership assessment survey of the feedlot industry, setting a standard in 2016 to assess future progress of the feedlot industry in these areas
- confirm the roles & required skills of the feedlot industry - the ALFA Roles in a Feedlot document is a good starting point but will require industry consultation for confirmation (defined below)
- refining the 'Roles in a feedlot' list into a career progression model mapped to the Australian Qualifications Framework
- refining the needs and priorities through additional industry consultation
- identifying appropriate delivery models
- evaluating programs conducted by MINTRAC, MLA, Dairy Australia, APL, Rural Skills Australia, Cotton Australia etc, to identify synergies in requirements and opportunities for collaboration
- undertaking further consultation with industry (as identified by MLA) by:
 - visiting 5 Feedlots and conducting face-to-face interviews
 - conducting telephone interviews with 20 feedlots
 - inviting remaining feedlots to contribute to an on-line survey
 - interview of 5 key stakeholders and customers.

The consultation process will address the following:

- baseline skills and leadership assessment of the feedlot industry (workshop, webinar, on-job, on-line etc)
- preferences for accredited v non-accredited training

- optimum training periods i.e. one day; 2 hours; etc)
- training priorities from 'immediate' through to 'longer term' to inform planning through to 2020
- the importance of access to state-funded training subsidies.

Stage 3. Review of existing, committed and proposed training (informal and formal) options and associated documentation including outcomes from the February 2016 workshop

This Stage will occur in October/November 2016.

MINTRAC has already read all of this material and attended the February workshop. This material will be summarised, and where necessary updated, for the proposed October meeting with the MLA Steering Committee. Further investigation and refinement will occur following the Steering Committee meeting as required.

This review will also assess the availability of training resources and the customisation requirements.

Stage 4. Review recommendations from the NFAS Review for Quality Assurance and Animal Welfare training

This Stage will occur in October 2016.

MINTRAC has already read the *NFAS Review* report and the industry response. These findings and responses will be incorporated into the information prepared for and presented to the MLA Steering Committee at its October meeting. This will include the feasibility of developing a Quality Assurance Skill Set.

Stage 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

This Stage is proposed for February 2017.

MINTRAC will conduct this forum in two parts – an on-line option and a face-to-face forum. For one week there will be an on-line option for stakeholders to provide comment and feedback. This will be in the week before the face-to-face forum. The results of this consultation will be collated and presented at the face-to-face forum.

The face-to-face forum will be conducted in a similar manner to the forum in February 2016, with modifications made to attendees as required by the MLA Steering Committee.

MINTRAC will take care not to cover 'old ground' in this forum. The forum will receive a discussion paper outlining all of the findings to date and will be asked to:

- consider recommended priorities
- comment on proposed course structures
- comment on proposed targets through to 2020
- suggest appropriate methods of evaluation
- comment on recommended split of accredited v non-accredited training
- comment on suggested delivery modes

- comment on recommendations for the development of new accredited training and the appropriate mechanisms for progressing this development
- recommend a suitable RTO/Facilitator optimum service structure
- comment on the capability of the proposed system to address identified industry requirements and objectives.

Stage 6. Review delivery options for training and leadership programs, including opportunities to collaborate or partner with existing programs/providers

This stage will run from October 2016 through to January 2017. In this Stage we will evaluate provider capability, including Registered Training Organisations (for accredited training), and other suppliers of non-accredited training.

In this stage MINTRAC will undertake a comprehensive analysis of provider capability, scope of registration, and ability to meet the future needs of the industry. Arising from this Stage will be a series of recommendations about the requirements to build provider capability which will be considered at the February 2017 workshop.

Stage 7. Develop a comprehensive training and leadership development and implementation strategy to 2020 in consultation with the project steering committee

This Stage will run from March to April 2017.

Following the February workshop, MINTRAC will prepare a Draft Strategy. Over a period of six weeks this will be refined in the light of MLA Steering Committee and key stakeholder feedback.

The final Strategy will be presented to the MLA Steering Committee for acceptance by mid-April 2017.

7.4 Appendix 4 – Feedlot benchmarking survey

Refer to separate document



Attachment 4 Survey Results.pdf

7.5 Appendix 5 - Feedlot Roles for non-management employees in livestock, milling and feeding

Roles	Skills Required
Receival of Cattle	<ul style="list-style-type: none"> • Unload cattle • Check an NVD and documentation • Count and verify • Record data • Use a computer • Weigh cattle
Induction of Cattle	<ul style="list-style-type: none"> • Identify cattle type • Identify breeds • Perform induction yard operations and procedures • Check and maintain induction inventory • Perform induction crush operation • Perform bang tailing • Cross brand • Implant HGP's and apply ear HGP ear punch • Ear tag cattle • Mouth cattle • Vaccinate cattle • Apply Chemical • Perform NLIS operation at induction • Downloading NLIS information • Induct station cattle
Pen Riding	<ul style="list-style-type: none"> • Move cattle safely on horseback • Moving cattle to pens • Move safely on horseback within the feedlot • Pulling cattle • Feed and maintain horse • Record pens ridden
Managing Sick Cattle In Hospital Facilities	<ul style="list-style-type: none"> • Maintain hospital and records • Handle cattle in hospital yards • Manage hospital inventories • Perform hospital treatments/procedures (including injections, euthanizing stock and autopsies) • Implement animal health control programs • Manage cattle in hospital paddocks • Manage cull cattle • Record and investigate cattle deaths • Manage poor doers

Roles	Skills Required
Dispatching Cattle	<ul style="list-style-type: none"> • Drafting cattle for dispatch • Operating the weighbridge for cattle • Perform NLIS operations • Dispatching cattle • Perform loadout
Pen and Site Cleaning	<ul style="list-style-type: none"> • Pen cleaning and manure management • Operate bobcat • Operate water truck and perform basic maintenance • Perform fly control procedures • Maintain general hygiene around buildings and facilities • Control weeds
Milling and Feeding Tasks	<ul style="list-style-type: none"> • Receival and storage of commodities • Maintain records of commodity receival and movement • Operate a computer • Manage the receiving grain into silos • Perform commodity testing • Manage the receiving and monitoring silage • Manage the storage of silage and high moisture corn pit • Manage hay receival, storage, and pad maintenance • Manage cottonseed and hull receival and storage • Manage palm oil and molasses receival and storage • Manage supplement receival and storage • Manage grain storage, treatment and removal • Cart silage and high moisture corn
Milling	<ul style="list-style-type: none"> • Mill operation • Boiler operation • Steam flake operation • Flake score chart • Boiler water testing • Conducting boiler water tests • Milling high moisture corn • Grain transfer to surge bins • Tubgrinder operations • Loading commodities into batch boxes

Roles	Skills Required
Feeding	<ul style="list-style-type: none"> • Loader operation and maintenance • Operating scales • Ration formulation • Feed truck operation and service • Feeding out the ration • Verification activities (bunk monitoring) • Ration testing • Cleaning storage areas and grain and feed trucks • Perform water testing
Maintenance Tasks	<ul style="list-style-type: none"> • Entering confined spaces • Working at heights • Make, erect and repair yards and fences • Coordinate machinery and equipment maintenance and repair
Farming Tasks	<ul style="list-style-type: none"> • Consult with agronomist • Farm duties (spraying, cropping, harvest) • Grazing, background, agistment • Testing • Record keeping

7.6 Appendix 7 - Feedlot Roles for management

Management roles

Management Roles	Skills Required
Feedlot Manager	<ul style="list-style-type: none"> • Feedlot operations • Business management • Risk management • Finance management • Utilities management • Biosecurity • Work Health and Safety (WHS) • Quality Assurance (QA) • Environment • Commodities & materials management • Sales of cattle • Managing people • Animal welfare • Team management and building • Project management • IT & software management • Managing R&D on-site • Data analysis • Customer requirements
Operations Manager	<ul style="list-style-type: none"> • Feedlot operations • Business management • Risk management • Finance management • Utilities management • Biosecurity • Work Health and Safety (WHS) • Quality Assurance (QA) • Environment • Commodities & materials management • Sales of cattle • Managing people • Animal welfare • Team management and building • Project management • IT & software management • Managing R&D on-site • Data analysis

Management Roles	Skills Required
	<ul style="list-style-type: none"> • Customer requirements
Livestock Supervisor / Manager	<ul style="list-style-type: none"> • Managing people • Team management and building • Biosecurity • Work Health and Safety (WHS) • Quality Assurance • NLIS • Animal welfare • Antimicrobial/animal health stewardship • Receival procedures • Induction procedures • Hospital procedures • Loadout procedures • Cattle handling • Cattle growth, nutrition and rations • Horsemanship • Horse nutrition • Livestock loading and transport • Managing heat stress • Managing heat load • Customer requirements • Food safety • Meat science • MSA • LPA, NVD, NLIS, MSA, CVD, EUCAS, Halal.
Induction Supervisor	<ul style="list-style-type: none"> • Managing people • Biosecurity • Work Health and Safety (WHS) • Quality Assurance • Team management and building • Animal welfare • Induction procedures • Cattle handling • Managing heat load • Managing heat stress • NLIS
Hospital Pen Supervisor	<ul style="list-style-type: none"> • Managing people • Team management and building • Biosecurity • Work Health and Safety (WHS)

Management Roles	Skills Required
	<ul style="list-style-type: none"> • Quality Assurance • Animal welfare • Hospital procedures • Data capture and reporting • Cattle handling • Horses and cattle handling • Horse nutrition • Livestock loading and transport • Managing heat stress • Managing heat load
Administration Officer	<ul style="list-style-type: none"> • Weighbridge operation • Commodities receipt • Accounts management • Inventory records • IT & software management • Biosecurity • Work Health and Safety (WHS) • Quality Assurance • Reception duties
Mill / Feed Manager	<ul style="list-style-type: none"> • Managing people • Team management and building • Biosecurity • Work Health and Safety (WHS) • Quality Assurance • Cattle growth, nutrition and rations • Mill operation procedures • Mill and plant maintenance scheduling • Feed procedures • Bunk management • Managing heat load • Managing utilities • Interpreting feed test result • Commodity management
Maintenance Manager	<ul style="list-style-type: none"> • Managing people • Team management and building • Biosecurity • Work Health and Safety (WHS) • Quality Assurance

Management Roles	Skills Required
	<ul style="list-style-type: none"> • Maintenance scheduling • Legislation and regulation • Waste management and composting • Pen cleaning • Yard design and maintenance • Financial literacy • Project management
<p>QA/ Compliance Officer</p>	<ul style="list-style-type: none"> • Managing people • Team management and building • NFAS • Biosecurity • Work Health and Safety (WHS) • Environmental Reporting (EPA) • Licensing and regulations • QA Officer duties • QA manual and procedure writing • HACCP process • LPA, NVD, NLIS, MSA, CVD, EUCAS, Halal.
<p>HR / Training Manager</p>	<ul style="list-style-type: none"> • Managing people • Team management and building • Staff supervision/leadership • Work Health and Safety (WHS) • Quality Assurance • Induction of staff • Effective human communication • Employee wellbeing • WHS regulations and best practice • Performance review. • Awards and employment legislation

7.7 Appendix 8 - ALFA Mentor Program

Objective:

The intention of the mentor program is the development of industry people through personal, professional engagement and capacity building. This program has several positive outcomes including people retention, feedlot industry career path development, industry social licence and investment, information sharing, networking and overall something new and exciting for the feedlot industry. Program success will depend upon identifying suitable mentors and mentor partners to participate, along with a good program facilitator.

Program Structure

- Mentoring program will be bi-annual and run over a 12 month period, with program beginning at Smart Beef and concluding at Beef EX.
- 4-6 Mentors and Mentor Partners will be identified and matched up.
- Mentor partners will be expected to have a feedlot specific project to work on.
- Program commitment days – 7 days over 12 months – part of these days will coincide with industry conferences to maximise travel and resource efficiencies.

Timeline

July/August 2017	Development	Development of program administrative structure
Aug/Sep 2017	Marketing Campaign	Call for Mentor Partner nominations
Oct 2017	ALFA Smart Beef Conference – 1 day	Interviews and announcement of Mentors and Mentor Partners. Official launch.
February 2018	Introductory Session – 3 days	Meeting in Brisbane – Mentor Partners profiling, project discussion, leadership training. Also formally meet with Mentors.
May 2018	Beef Australia 2018 – 2 days	Catch up with program partners, sponsors etc
Oct 2018	ALFA BeefEx – 1 day	Finale and celebration – 360 reviews

Action List

1. Identify ALFA alumni from MPM, ARLP, Trail and Young Lot Feeder Achiever winners
2. From this list, identify potential mentors/mentor partner matching
3. Prepare a detailed marketing campaign to use these Mentor Partners as industry promoters. Sell the great story.
4. Budget
5. Identify potential Sponsors
6. Facilitator identified
7. Nomination form and rules of engagement drafted
8. ALFA Community Engagement Committee to oversee program.